

Public Health

Administration and Policy

MPH Degree Program

Division of Health Policy and Management

2007-2008 Student Guidebook

UNIVERSITY OF MINNESOTA

School of Public Health

All students are responsible for knowing the rules and policies that govern their academic program. To this end, the School of Public Health is providing you with this guidebook.

This guidebook contains everything you need to know to complete your degree. Please keep it with you and refer to it often.

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This publication is available in alternative formats for people with disabilities. Direct requests to Students Services Center, School of Public Health, MMC 819 Mayo, 420 Delaware St SE, Minneapolis, MN 55455; 612.626.3500 or 800.774.8636; sph-ssc@umn.edu.

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2007-2008
UNIVERSITY OF MINNESOTA - TWIN CITIES CALENDAR

FALL SEMESTER 2007 (70 class days)

September 3	Labor Day holiday
September 4	Classes begin
November 22-23	Thanksgiving holiday
December 12	Last day of instruction
December 13, 16	Study Days
December 14,15,17-20	Final examinations
December 20	End of the term

SPRING SEMESTER 2008 (74 class days)

January 21	MLK holiday
January 22	Classes begin
March 17-21	Spring Break
March 21	Floating holiday
May 9	Last day of instruction
May 10-11	Study Days
May 12-17	Final examinations
May 17	End of the term

MAY SESSION 2008 (14 class days)

May 27	Tuesday	May session begins
June 13	Friday	Last day of class

SUMMER SESSION 2008 (39 class days)

June 16	Monday	Classes begin
July 4	Friday	Independence Day holiday
August 8	Friday	8-wk summer session ends

1. SCHOOL OF PUBLIC HEALTH

Welcome to the School of Public Health! This portion of the guidebook has been incorporated into our website. Please view resources for incoming and current School of Public Health students at

www.sph.umn.edu/current/incoming/home

and

www.sph.umn.edu/current/home

Follow web links to these and other topics:

- Address and E-mail Update
- Financial Aid
- Graduate Assistantships
- Housing
- Immunization
- International Students
- Registration
- Residency and Reciprocity
- Resource List
- SPH Student Guidebook
- SPH Student Senate
- Incoming Class of 2007 Message Board
- Transcripts
- Tuition and Fees
- University E-mail Account
- University Happenings
- Student Policies and Procedures
- Career Services

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2. DIVISION OF HEALTH POLICY AND MANAGEMENT

2.1 Introduction

Welcome! Health Policy and Management (HPM) is one of four Divisions in the School of Public Health (SPH). The Division of HPM offers four degree programs:

The M.P.H. degree in Public Health Administration and Policy provides management training in public health administration, focusing on the public health functions of management, analysis, and policy. The program emphasizes a population-based health improvement approach to public health.

The M.S. degree in Health Services Research, Policy and Administration emphasizes a policy/population orientation, a research perspective, analytic methods, and broad exposure to the field. Graduates enter careers in policy analysis, clinical outcomes research, and health services research positions in public and private sector organizations such as state legislatures, public health agencies, managed care organizations, large multi-specialty medical group practices, and hospital/physician organizations.

The Ph.D. in Health Services Research, Policy and Administration trains students for positions as researchers and teachers in top research universities, in government agencies at the state and federal level, and in the research arms of private health insurance, provider, or consulting organizations. The program is known for its rigorous training in statistical methods and for its emphasis on economic, sociological and political theory as a basis for organizing thought.

The Master of Healthcare Administration degree is the traditional preparation for those who want to build their careers in the management, financing, and marketing of healthcare delivery. Students pursue coursework in the classic management disciplines and apply those concepts to the healthcare industries. M.H.A. graduates are employed in a variety of settings such as, clinics and hospitals, consulting firms, managed care and insurance companies, and medical device and pharmaceutical companies.

It is important to understand these distinctions because policies and requirements vary by degree and program.

Students in the MHA and MPH degree programs are School of Public Health students. Degree program requirements, along with tuition rates, are controlled by the SPH.

Students in the MS and PhD degree programs have dual association with the SPH and the Graduate School. MS and PhD students are required to adhere to Graduate School regulations and benchmarks, and pay tuition based on the Graduate School rates, yet are also considered part of the School of Public Health.

Each degree program has its own student handbook that outlines policies and procedures.

Student Mailboxes

All division students have a mailbox and should check it frequently for information.

- MHA student mailboxes are located in the MHA Program Office in Mayo D262.
- MPH, MS, and PhD student mailboxes are located in Mayo D367. This room is locked at all times. The combination to the door can be obtained from any of the HPM coordinator staff (Maureen Andrew, Shannon Hofmann, or Diane McClellan)

Student Study Area

A study area with computers is located in D367 Mayo. Students can contact any member of the HSRP coordinator staff for the door combination (Maureen Andrew, Shannon Hofmann, or Diane McClellan).

Division Calendar

Events, seminars and meetings are posted on the Division calendar, which can be viewed at: <http://www.hpm.umn.edu/events/info/calendar.htm>

Seminar Series

The Division of Health Policy and Management sponsors two seminar series:

Health Services Research Seminars (HSR) - Nationally and internationally known leaders in health services research speak on current topics. These seminars are free and open to the public.

Work in Progress Seminars (WIP) - Work in Progress Seminars feature Division faculty, visiting colleagues, and other University faculty, students and research staff. These seminars provide an opportunity to discuss current work and share ideas. Seminars take place as follows during the 2007-08 academic year:

<u>2007</u>	<u>2008</u>
September 12, 19, 26	January 16, 23, 30
October 3, 10, 17, 24, 31	February 6, 13, 20, 27
November 7, 14, 28	March 5, 12, 26
December 5, 12	April 2, 9, 16, 23, 30
	May 7

2.2 Joint/Dual Degree and Collaborative Programs

The Division of Health Policy and Management offers the following joint/dual degree and collaborative programs. These programs contain some coursework that is shared with the partner degree, thus permitting the student to complete two degrees in less time than if pursued separately. **Students must apply for admission and acceptance to each program separately. Admissions requirements, including entrance exams, may vary by program.**

Joint Degree In Law, Health and Life Sciences

Joint Degree in Law, Health, and the Life Sciences with a JD in Law and one of the following:

- MPH in Public Health Administration and Policy.
- MS in Health Services Research, Policy, and Administration.
- PhD in Health Services Research, Policy, and Administration.

The joint degree requires separate applications to the Law School (which includes completion of the LSAT entrance exam) and Admissions Application to either:

Graduate School via the School of Public Health for the MS and PhD programs in HSRP&A (with completion of the GRE entrance exam); or

School of Public Health for the MPH degree (with completion of the GRE or LSAT).

This joint degree trains experts in the legal, ethical, and policy problems posed by health services in the 21st century. Students are educated to become leaders in managed care and health policy, intellectual property issues in biotechnology, law and policy. The program presents an on-going speaker's series, colloquia, and other meetings to draw scholars to campus. For more information, see www.jointdegree.umn.edu.

Master's of Public Policy and Master's of Health Services Research, Policy and Administration (HSRP&A) Joint Degree

The joint MPP/MS combines the skill and knowledge sets of public policy and health services research, policy and administration. The joint curriculum prepares graduates with the skills necessary to carry out research, formulate policy options, carry out sophisticated empirical studies, analyze results, shape and implement policies, evaluate policies once implemented, and work effectively in the public arena. me than it would take to complete them separately.

Medical Degree and PhD in Health Services Research, Policy and Administration

Medical School requires the completion of the MCAT entrance exam. See the Medical School website for more information at mdphd.med.umn.edu/index.html.

To fulfill the requirements of this joint degree, students complete their first two years of Medical School prior to entrance into the PhD program in HSRP&A. Upon completion of the PhD in HSRP&A, the student returns to Medical School to complete their coursework and residency.

MPH in Public Health Administration and Policy and MS in Nursing

This dual MPH/MS degree program combines coursework of the School of Public Health and the School of Nursing. Applicants apply separately for admission to each program. For further information, contact Scott Harpin, in the School of Nursing, at harp0083@umn.edu, 612.626.0606 or PHAP Coordinator Shannon Hofmann at 612.625.9480, hofma003@umn.edu.

Doctoral Program in Occupational Health Services, Research and Policy

This PhD program is a collaboration between the divisions of Environmental and Occupational Health Sciences, and Health Services Research and Policy within the School of Public Health, at the University of Minnesota. The program's curriculum integrates statistics, research design, sampling, survey methodology, economics, occupational and environmental epidemiology, toxicology, exposure assessment, and policy.

Students in this collaborative program major in one Division and minor in the other. For example, a student who majors in the doctoral program in HSRP&A would minor in Environmental and Occupational Health. This minor is individually tailored to the particular needs and objectives of the student.

Master of Healthcare Administration and Master of Business Administration

The MHA/MBA Dual Degree Program meets both the MHA and MBA requirements. A strong curriculum integrates the skills and breadth of understanding needed for leadership both the delivery of healthcare and the medical industry.

To be considered for the MHA/MBA Dual Degree applicants must apply to both the Full-Time MHA and the Full-Time MBA Programs. Applications are available at:

- The Full-Time MHA Office, 612-624-9588, D262 Mayo
- The Full-Time MBA Office, 612-625-5555, 2-210 Carlson School of Management

2.3 Division Travel Policy for HPM Division Students

Students who travel on HPM business while employed as an RA, whose travel is a benefit of a training grant, or if a travel grant is available, are entitled to have certain expenses reimbursed according to the University travel policy.

Travel Guidelines and Policies

Following are some general guidelines for travel expenses and reimbursements for students receiving travel funds:

- Read the University of Minnesota's current travel policy on the Travel Services website at <http://travel.umn.edu>. Rates are often dictated by IRS rules and change frequently.
- Work with a Division secretary to make travel arrangements. The secretary is aware of travel policies and may be able to minimize the amount and timeframe of your out-of-pocket expenses, as well as find ways to keep costs within the limit. In many cases, the secretary can make airline and hotel reservations, and pay conference registration fees.
- Travel must be completed before expenses are reimbursed to the traveler.
- There are no travel advances.
- Students will be responsible for all meal and ground transportation (bus, taxi, airport parking) expenses.
- The Division can only reimburse meals up to daily limits set forth by the IRS. Meals do not include ground transportation; see below.
- Original receipts (detailed vendor receipts, not general charge card transaction slips) are needed for reimbursement of all expenses other than meals. Since the Division keeps the original receipts for its records, students should make copies of the receipts before submitting them.

Meals

Meals are the most complicated expenses to reimburse so please note the following:

- Alcoholic beverages CANNOT be reimbursed.
- The amount that can be reimbursed for meals is limited, please be aware of the limits.
- There is a per diem cap on the amount of money that can be reimbursed for food on any given day. This cap varies from city to city. To find out what the cap is for the city visited, go to travel.umn.edu/perdiemrates.php#domestic. Students who spend more than the per diem cap will not be reimbursed for the amount that exceeds the per diem (regardless of how much is spent on other days).
- Students should request per diem for only those meals they actually consumed and paid for. Students should not request per diem for meals offered as part of conference activities and included as part of the registration fee.
- Students who eat with a group (other HPM students, etc.), will still be paid based on individual per diem rates. Traveler must work out shared expenses on their own.

Lodging

- Personal phone calls from the hotel CANNOT be reimbursed although calls related to business or conference activities are.
- Room service can be reimbursed as a meal expense (although it is very expensive and will deplete the per diem allowance quickly).
- In room movies or other expenses CANNOT be reimbursed.
- Even if a Division secretary makes a reservation students will still need to pay for their room when they check out.
- It is allowable for students attending the same conference to share rooms to stretch their travel dollars farther. The Division will not be involved with selecting roommates. Shared expenses must be worked out separately. Students will be reimbursed for only their share of the expense.
- Only lodging at hotels and motels is allowed, we cannot reimburse for expenses related to home stays, with friends, etc.

Airline Travel

- HPM will only pay for flights to and from the destination. Airfares for any side trips are the student's responsibility.
- Students who need to make their own reservations, should shop for the lowest fare and keep any receipts and boarding passes or other documentation received to make the reimbursement process easier.
- Remember, Division secretaries can obtain tickets via online services or travel agents.

Reimbursement Procedure

1. Collect the receipts for all the expenses to be reimbursed and put them in an envelope.
2. On a separate piece of paper write:
 - Your home address; Your email address; Your Social Security number
 - Travel dates and times
 - Purpose of trip
 - Dates and times (i.e. lunch, dinner) of meals eaten for per diem calculation
 - If you are a University of Minnesota employee (so we can figure out which form to fill out).
 - Explain any unusual expenses or any that aren't readily obvious what they are for.
3. Submit your receipts to the appropriate division secretary, who will fill out the proper form and return the form to you for your signature.
4. Sign the form and return it to the appropriate division secretary and you're done! You will get a check in about 2-3 weeks.

Note: Submit your receipts within 15 days of your return. If we do not receive your request within one month, there is a possibility that you will not be reimbursed.

2.4 PLAGIARISM

The Division of Health Policy and Management Prohibition against Plagiarism

There is a general assumption that students engaged in graduate level work understand the concept of plagiarism and the prohibitions against it. In general, it is considered unacceptable behavior to use the intellectual work of others without giving the source proper credit for the ideas. It is even less acceptable to use another person's direct words and appear to claim them as your own.

This sort of unacceptable behavior can take several forms:

1. Taking the work of others directly and claiming it as your own. This would involve directly quoting someone else's work and providing neither references to acknowledge the source nor quotation marks. This and subsequent categories include using material from non-print sources such as the web.
2. Taking the work of others directly and failing to show that it is a direct quote through the use of quotation marks. In this case, you might provide a reference but use someone else's words without using quotation marks.
3. Using someone else's ideas (although not their specific words) and failing to reference the source. This might include paraphrasing someone else's writing.
4. Having someone else write a work for you and claiming it as your own.

The University of Minnesota Student Conduct Code defines scholastic dishonesty as follows:

Scholastic Dishonesty: Scholastic dishonesty means plagiarizing; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; altering, forging, or misusing a University academic record; or fabricating or falsifying data, research procedures, or data analysis.

Part of the problem with plagiarism may stem from a failure to appreciate what level of work is expected of a graduate student. It is not sufficient to simply recite the work of others, even of your professors. You are expected to know that material and then to use it to synthesize new ideas, weaving ideas together to produce a rational and coherent argument. It is permissible and encouraged to use citations, but simply reciting the work of others is not sufficient. It is never acceptable to claim the work of others as your own.

Selective use of quotations may help to bolster an argument but excessive quoting suggests a failure to master the material. Your work should reflect an understanding of the topic.

If you have questions about what constitutes plagiarism or academic dishonesty, you should talk with your faculty advisor or you might want to look at the following web site:
<http://www.dartmouth.edu/%7Esources/about/what.html>

For Additional Information:

University of Minnesota Center for Writing is an excellent resource for all types of writing support, including definitions and examples of plagiarism. See: <http://writing.umn.edu/tww/index.htm> and click on Preventing Plagiarism.

Office for Student Academic Integrity (OSAI) endeavors to promote scholastic responsibility and skill on the part of individual students; to aid faculty and instructional staff in providing a positive learning environment through the prevention and detection of cheating; and to serve as a centralized forum for the fair and even-handed resolution of reported cases of student scholastic dishonesty. Consultations, workshops and other resources are made available through OSAI to students as well as faculty to foster academic integrity and to help define, recognize, and deter instances of scholastic dishonesty. In the resolution of scholastic dishonesty cases, OSAI's work is closely aligned with Student Judicial Affairs, which administers the University Student Conduct Code. See <http://www.osai.umn.edu/> for more information.

Student Judicial Affairs has responsibility for administering matters arising from student conduct on campus. The office uses educational strategies and disciplinary counseling as catalysts for self-understanding and personal growth. Student Judicial Affairs mission is to provide a forum for these educational encounters within the services of its own office and through consultation and advisement of colleges, individuals, and administrative units within the University. Student Judicial Affairs is responsible for the creation, revision and review of policies and procedures that provide for the administration of a procedurally fair and lawful system of student discipline. Student Judicial Affairs handles most complaints on an informal, person-to-person basis with emphasis on educational development whenever possible.

See: <http://www.sja.umn.edu/> for more information.

2.5 HPM Division Faculty and Coordinator Staff

Faculty

Faculty	Title	Office Location	Phone	E-mail Address
Jean Abraham, PhD	Asst. Professor	D262 Mayo	625.4375	abrah042@umn.edu
Jim Begun, PhD	Professor	D262 Mayo	624.9319	begun001@umn.edu
Lynn Blewett, PhD	Associate Professor	15-217 PWB	626.4739	blewe001@umn.edu
Lester Block, DDS MPH	Professor Emeritus	D376 Mayo	625.6992	block001@umn.edu
Kathleen Call, PhD	Assoc. Professor, DGS	15-230 PWB	624.3922	callx001@umn.edu
Jon Christianson, PhD	Professor	D262 Mayo	625.3849	chris001@umn.edu
Michael Davern, PhD	Asst. Professor	2221 University	625-4835	daver004@umn.edu
Bright Dornblaser, MHA	Professor Emeritus	D275 Mayo	624-9502	dornb001@umn.edu
Bryan Dowd, PhD	Professor	15-213 PWB	624.5468	dowdx001@umn.edu
Roger Feldman, PhD	Professor	15-205 PWB	624.5669	feldm002@umn.edu
Susan Foote, JD	Assoc. Professor	15-200 PWB	626.2851	foote003@umn.edu
Judith Garrard, PhD	Professor/Assoc. Dean	15-232 PWB	625.9169	ygarrard@umn.edu
Les Grant, PhD	Assoc. Professor	D262 Mayo	624-8844	grant004@umn.edu
Ayse Gurses, PhD	Assistant Professor	D276 Mayo	625.2302	gurse001@umn.edu
Robert Kane, MD	Professor	D351 Mayo	624.1185	kanex001@umn.edu
Rosalie Kane, DSW	Professor	D527 Mayo	624.5171	kanex002@umn.edu
John Kralewski, PhD	Professor	15-225 PWB	624.2912	krale001@umn.edu
Karen Kuntz, ScD	Professor	15-232 PWB	625.9333	kmkuntz@umn.edu
Ted Litman, PhD	Professor Emeritus	D275 Mayo	626.7344	litm001@umn.edu
Donna McAlpine, PhD	Asst. Professor	15-227 PWB	625.9919	mcalp004@umn.edu
Marshall McBean, MD, MSc	Professor	A369-1 Mayo	625.6175	mcbea002@umn.edu
Jeffrey McCullough, PhD	Assistant Professor	15-231 PWB	625.9328	mccu0056@umn.edu
Ira Moscovice, PhD	Professor	15-215 PWB	624.8618	mosco001@umn.edu
Gordon Mosser, MD	Associate Professor	D375 Mayo	624-4371	gmosser@umn.edu
John Nyman, PhD	Professor	15-219 PWB	626.4425	nyman001@umn.edu
Sandra Potthoff, PhD	Assoc. Professor	D262 Mayo	624.9019	potth001@umn.edu
William Riley, PhD	Assoc. Professor	D375 Mayo	625.0615	riley001@umn.edu
Todd Rockwood, PhD	Associate Professor	C313 Mayo	625.3993	rockw001@umn.edu
Robert Town, PhD	Asst. Professor	15-229 PWB	626.4683	rjtown@umn.edu
Robert Veninga, PhD	Professor	D362 Mayo	625.7459	venin001@umn.edu
Beth Virnig, PhD	Associate Professor	A365 Mayo	624.4426	virni001@umn.edu
Vern Weckwerth, PhD	Professor	D262 Mayo	624.9000	weckw001@umn.edu
Douglas Wholey, PhD, MBA	Professor	D373 Mayo	626.4682	whole001@umn.edu

Coordinator Staff

Staff	Title	Office	Phone	E-mail
Maureen Andrew	HSRP&A Major Coordinator	D262 Mayo	624.9432	andre031@umn.edu
Nancy Casey	Payroll	C-305 Mayo	624-9480	ncasey@umn.edu
Shannon Hofmann	PHA Major Coordinator	D262 Mayo	625-9480	hofma003@umn.edu
Diane McClellan	MHA Major Coordinator	D262 Mayo	626-7349	Mccle005@umn.edu
Mary Ellen Nerney	Student Support Serv Dir.	D262 Mayo	624-9588	nerney002@umn.edu
Mona Rath	Program Associate	D262 Mayo	626-7378	mrath@umn.edu

* All phone numbers are in area code 612

2.6 HPM Division Course Descriptions

The following courses are taught by Division faculty and are part of at least one of the four teaching program's required curriculum. Students should always refer to their program curriculum for required courses, but may want to consider any of the following for course planning.

PubH 3810 Math Review for Public Health I (1 cr)

Review of calculus, linear algebra, and statistics designed to prepare students for the rigor of doctoral level statistics and health economics courses.

PubH 6535 Cost Accounting for Healthcare Services (3 cr)

Instructor TBA. How markets work, how positive economic rents (profits) are made, and how strategic behavior affects profits. Four major topical areas include market micro-structure, industrial structure, uncertainty, and incentives and firm governance.

PubH 6540 Healthcare Organizational Behavior (2 cr)

Human behavior in organizations; motivation, leadership, influence of organizational structure, informal group behavior, interpersonal relations, supervision. Emphasis on preventing and solving problems among individuals and groups in organizations.

PubH 6541 Statistics for Health Management Decision Making (3 cr)

Variation; frequency distribution; probability; significance tests; estimation; trends; data handling; simple operations research applications. Statistical approach to rational administrative decision making. Lectures and lab exercises.

PubH 6542 Management of Healthcare Organizations (3 cr)

Role of the hospital in health services delivery and relationships with other elements of the healthcare system. Problems of achieving results with emphasis on governance, medical staff, and role of administrator.

PubH 6543 Health Policy and Ethics (2 cr)

Overview of public policies and ethics underlying financing, organization and delivery of healthcare services.

PubH 6544 Principles of Problem Solving in Health Services Organizations (3 cr)

Lectures, seminars, and demonstrations on problem-solving theory and technique. Management problem solving of cases. Solving a management problem within a health services organization and presenting a report.

PubH 6545 Advanced Problem Solving in Health Services Organizations (4 cr)

Defining, analyzing, and solving significant senior management-level operational or health public policy problems by student groups in Twin Cities health services organizations.

PubH 6547 Healthcare Human Resources Management (2 cr)

Concepts in human resources management as applied to health services organizations. Relationship between human resources management and general management, nature of work and human resources, compensation and benefits, personnel planning, recruitment and selection, training and development, employee appraisal and discipline, union-management relations.

PubH 6548 Medical Group Management (2 cr)

Overview of physician group management in integrated delivery system--physician and administration roles, operational and strategic issues, alternative organizational models, risk-contracting, provider payment methods, managing change and effective communication.

PubH 6549 Long-Term Care Administration (2 cr)

Administrative issues in long-term care; public policy, client needs, institutional and non-institutional settings.

- PubH 6550 Long-Term Care Industry (2 cr)**
Organization, financing, and delivery of long-term care services to the aged. Demographic trends, financing structures, public policies, solicited responses to long-term care issues.
- PubH 6551 Contemporary Problems (2 cr)**
Current concepts, problems, principles and future developments of health and healthcare selected by students; developing models, based on current literature and research; verbal and written presentations from policy and issue perspectives.
- PubH 6554 Marketing Health Services (2 cr)**
Managing the marketing function; marketing planning, strategy, and management concepts. Identifying marketing problems and opportunities; constructing evaluating and managing a marketing plan.
- PubH 6555 Topics in Health Economics (2 cr)**
This course will introduce the student to the methods of health economics and demonstrate how these methods can be applied to managerial decision-making processes.
- PubH 6556 Health and Health Systems (2 cr)**
Sociopolitical, economic, and moral/ethical issues confronting the U.S. public health and medical care system. Trends in service provision, human resources, financing and health services organization, and implications for the public's health.
- PubH 6557 Health Finance I (2 cr)**
Basic principles of finance and selected insurance concepts integrated and applied to healthcare with public sector emphasis. NPV; public financing; capital and operating budgets; Medicare PPS and RBRVS; risk-adjusted capitation; healthcare reform.
- PubH 6558 Health Finance II (4 cr)**
Principles of financial management and insurance are integrated and applied to the health field. Topics include: health care capital and operating budgets; health care payment methods, including Medicare's payment systems for hospitals and physicians, and risk-adjusted capitation payment systems; population- based health care finance and managed care; and financing aspects of public health policy. Experience with computerized spreadsheets such as EXCEL is necessary.
- PubH 6560 Operations Research & Quality in Health Care (2 cr)**
Decision-making framework for both operating and control systems in the hospital environment. Basic modeling techniques and examples of actual hospital applications.
- PubH 6561 Quantitative Methods Applied to Health Administration Problems (2 cr)**
Applying quantitative methods to secondary data including analysis of cyclicities, data handling systems, linear regression, discriminant analysis and inventory control used in the solution of health problems at various administrative levels.
- PubH 6562 Information Technology in Healthcare (2 cr)**
How to analyze organization information needs, incorporate these needs into information technology (IT) policy and planning, and implement IT policies.
- PubH 6563 Strategic Management in the Healthcare Industry (2 cr)**
Evaluating application of organizational theory, analysis, and behavior and competitive analysis to healthcare providers, suppliers, and insurers.
- PubH 6564 Managed Care (2 cr)**
Development and organization of HMOs: risk-sharing, provider contracts, utilization management, quality improvement. HMO and PPO marketing and new product development; employer relations; Medicare and Medicaid contracting; budget processing; financial performance; pricing; government regulation.
- PubH 6570 Topics: Hospital and Healthcare Administration (1-4 cr)**
Selected readings in hospital and healthcare administration with discussion based on these readings.
- PubH 6575 Pharmaceutical Industry: Business and Policy (2 cr)**
The pharmaceutical industry is a large, growing component of the health sector with unique market characteristics, regulatory processes, and vigorously-debated public policy issues that differentiate it from other industries and deserve specialized study. This course focuses on those business and policy issues that are specific to the pharmaceutical industry. It is intended to provide future managers in the pharmaceutical industry and health sector generally with in-depth understanding of the field. This objective will be enhanced by interdisciplinary perspectives and active involvement by industry leaders.

- PubH 6589 Medical Technology Evaluation and Market Research (2 cr)**
Provides knowledge of the skills, data and methodology required to critically evaluate new medical technologies in order to meet financial investment as well as regulatory compliance objectives, such as FDA approval. This course is designed to provide the analytic tool kit for a manager of a new medical technology to formulate the evaluation necessary for this enterprise as well as effectively disseminate results in order to get a new product to market.
- PubH 6596 Legal Considerations in Health Services Organizations (3 cr)**
Laws affecting administration of hospitals and other healthcare organizations; administrative law, corporate and business law, labor law, civil liability, tax-related issues. Legal issues relevant to administration, decision-making, and planning process.
- PubH 6700 Foundations of Public Health (3 cr)**
Organization of public health, predominately in the United States. Role of public health administration. Problem-solving skills necessary for effective administration.
- PubH 6705 Community Health Assessment (3 cr)**
Two of the three core functions of public health: health assessment, assurance. Lectures, discussion, group activities, oral presentations.
- PubH 6711 Public Health Law (2 cr)**
Basic concepts of law, legislative process, and legal bases for existence/administration of public health programs. Legal aspects of current public health issues/controversies, regulatory role of government in health services system.
- PubH 6723 Managing Collaborative Networks (2 cr)**
How to manage informal networks within/among health care organizations to improve service coordination and knowledge management.
- PubH 6724 Lean Management in Health Care (1 cr)**
Organizing to maximize customer value while minimizing waste. Lean management applied in Phillips Neighborhood Clinic. Observing waste. Developing basic value flow diagrams. Using problem-solving techniques to improve quality continuously.
- PubH 6726 Medical Device Industry: Business and Public Policy (3 cr)**
Business, public policy, regulatory, technology management issues concerning medical device/biotechnology industries. Nature/effects of private-public sector interactions. Involvement by leaders in Minnesota organizations.
- PubH 6727 Health Leadership and Effecting Change (2 cr)**
Applications of a broad theoretical base in planned change to solve managerial/organizational problems in health professions.
- PubH 6730 International Comparative Health Systems (2 cr)**
History/development of health systems from a socio-political perspective. Overview of relative importance and meaning of health outcomes data. Role of WHO. Students use OECD health database.
- PubH 6732 Topics and Methods in Global Health Assessment (2 cr)**
Evaluation of health populations relative to specific topics important to global health, including methodology appropriate to examining a particular issue. Focuses on developing countries.
- PubH 6741 Ethics in Public Health: Professional Practice and Policy (1 cr)**
Introduction to ethical issues in public health practice/policy. Ethical analysis, recognizing/analyzing moral issues.
- PubH 6742 Ethics in Public Health: Research and Policy (1 cr)**
Introduction to ethical issues in public health research/policy. Ethical analysis. Recognizing/analyzing moral issues.
- PubH 6751 Principles of Management in Health Services Organizations (2 cr)**
Role of health-care services administrators, principles of management, administrative process. Lectures, case studies.
- PubH 6752 Public Health Management (3 cr;)**
Managing projects/organizations in public health. Skills/knowledge necessary to determine mission of an organization, structure it to support individuals in their work, and motivate/manage to achieve goals.
- PubH 6762 Health Finance Applications (2 cr)**
Top management perspective of healthcare financial management responsibility in context of strategic issues. Emphasizes balancing theory and applications. Capstone course.
- PubH 6765 Continuous Quality Improvement: Methods and Techniques (3 cr)**
Understanding and applying statistical process control techniques to health care management and clinical problems. Provides a comprehensive overview of the history, methods, and issues in quality within the health care system.

PubH 6780 **Topics: Public Health Administration and Policy (1-4 cr)**

New courses or topics of interest in public health administration/policy.

PubH 6800 **Community Mental Health (3 cr)**

Provides an overview of social and social-psychological processes that shape the experience of mental health and illness and the consequences of disorders for individuals, families, and communities, and examines these issues in the context of public health rather than attributes of individuals.

PubH 6800 **Health Disparities Research: Measures, Methods and Data (2 cr)**

Explore research methods using publicly available data sources. Course covers conceptualization of disparities, measurement and analytic choices, and debates strengths and weaknesses within topic areas to produce sound decisions in disparities research.

PubH 6801 **Health and Human Rights (2 cr)**

Explores the relationship of health and human rights in the context of public health. It examines philosophical frameworks and groundings of human rights, development of the nexus between health and human rights, and a variety of historical and contemporary topics at the crossroads of health and human rights.

PubH 6802 **Managing Electronic Health Information (3 cr)**

Overview of data collection tools in health care studies. Workflow design. Scanned/faxed, web-based forms. Voice response, palmtop computers, relational databases. Managing workflow. Selecting tools to ensure data quality and low cost. Case studies.

PubH 6806 **Principles of Public Health Research (2 cr)**

Evaluation of public health research literature and planning for independent research projects. Formulation of research question, research design, sampling techniques, use of research concepts, and data analysis. Data collection techniques, including questionnaires, interviews, and data analysis.

PubH 6832 **Economics of the Health Care System (3 cr)**

Development of traditional issues in health economics. Production of health, demand for health capital and health care, insurance theory and markets, managed care, pricing, physician's services, production and costs in health care institutions, role of government, cost effectiveness analysis, reform.

PubH 6835 **Health Services Policy (2 cr)**

Social, political, and economic context within which U.S. health-care system developed. Influence of these contextual elements on public policies guiding/regulating organization/delivery of health services.

PubH 6845 **Using Demographic Data for Policy Analysis (3 cr)**

How to pose researchable policy questions, locate existing data, turn data into a usable format, understand data documentation, analyze data, communicate findings according to standards of the professional policy community. Quantitative issues.

PubH 6852 **Program Evaluation in Health and Mental Health Settings (3 cr)**

Provides an overview of evaluation, models of evaluation, objectives of an evaluative study, sampling of subjects, methods of data collection, methodological designs, interpretation of data, preparation of final report, ethical/political considerations.

PubH 6855 **Medical Sociology (3 cr)**

Introduction to common theoretical/empirical approaches used by sociologists to study health/illness. How content reflects social inequalities in health/illness. Social processes that shape experience of health/illness.

PubH 6861 **Health Insurance (2 cr)**

Financing personal health care: theory of insurance, health insurance markets, cost sharing, HMOs, PPOs, public and catastrophic health insurance, and the uninsured. Emphasis on public policy.

PubH 6862 **Cost-Effectiveness Analysis in Health Care (3 cr)**

Government regulations. New technologies. Diagnosis/treatment protocols. Strengths, limitations, appropriateness of different approaches.

PubH 6863 **Understanding Health Care Quality (2 cr)**

Introduction to assessing/assuring quality of care. Emphasizes both process and outcomes approaches, paralleling interest in appropriateness/effectiveness of care. Issues around creating needed behavioral changes.

PubH 6864 **Conducting Health Outcomes Research (3 cr)**

Major concepts/principles in conducting health outcomes research that evaluates medical care. Developing study designs matched to research questions. Frequently used study designs. Evaluating health outcomes. Analytical approaches.

- PubH 8801** **Health Services Policy Analysis: Theory (3 cr)**
 Integrated overview of U.S. health services policy. Related theoretical/empirical literature. Analysis of alternative policy-making models, political/philosophical underpinnings of those models.
- PubH 8802** **Health Services Policy Analysis: Applications (2 cr)**
 Emphasizes relationships between health services research and policy, and uses case studies to examine how research influences policy and vice versa.
- PubH 8803** **Long-Term Care: Principles, Programs, and Policies (2 cr)**
 Long-term care policy for functionally impaired persons, particularly the elderly. Team taught from healthcare and social services perspective; grounded in research literature on evidence of program effects. Innovative programs addressing current fragmentation of services.
- PubH 8805** **Sociology of Health and Illness (3 cr)**
 Affect of social structure on health outcomes/behaviors. Current/historical events/issues from perspective of sociological/social psychological theories. Students apply theories to a topic they identify.
- PubH 8806** **Sociology of Health Occupations and Organizations (3 cr)**
 Sociological theories of occupations/organizations as applied to health care. Functional, conflict, evolutionary theories applied to health care reorganization such as managed care, technology on organization of work/occupations. Emphasizes application of theories to develop hypotheses.
- PubH 8810** **Research Studies in Health Care (3 cr)**
 Introduction to philosophy of science, conceptual modeling, experimental design, survey/sample design, issues relevant to health services research.
- PubH 8811** **Research Methods in Health Care (3 cr)**
 Research methods commonly used in analysis of health services research and health policy problems.
- PubH 8813** **Measurement of Health-Related Social Factors (3 cr)**
 How social factors such as innovativeness, compliance, religiosity, and stress are measured and tested for reliability and validity. Relationships between theory, concepts, variables, data.
- PubH 8820** **Health Economics I (3 cr)**
 Application of microeconomic theory to healthcare decisions of consumers and producers under different assumptions about market structure and behavior.
- PubH 8821** **Health Economics II (3 cr)**
 Examines application of microeconomic theory to health services research through selected reading from published and unpublished health economics literature.
- PubH 8830** **Writing for Research (2 cr)**
 This is a two-course sequence for doctoral students to develop the requisite skills for writing research grants and articles.
- PubH 8831** **Writing for Research (2 cr)**
 This is a two-course sequence for doctoral students to develop the requisite skills for writing research grants and articles.

3. PUBLIC HEALTH ADMINISTRATION AND POLICY MPH DEGREE PROGRAM

3.1 Mission and Program Objectives

The Public Health Administration and Policy (PHAP) Major prepares individuals for leadership positions in administration, information and analysis, and/or policy and advocacy in public health, managed care or other organizations that focus on the health of populations. The major places a strong emphasis on values of advocacy for the public good, health promotion, and disease prevention. Students select among three specialty areas for skill development within the major consistent with their background and professional goals. The three specialty areas or “tracks” are **management**, **analysis**, and **policy**.

The program objectives of the Public Health Administration and Policy major are as follows:

- Know the principles of organizational structure and performance, management of change and innovation, development of business plans.
- Possess leadership skills required to organize and motivate staff, utilize group process dynamics, negotiation and conflict resolution skills.
- Utilize effective communication skills, both oral and written, in a variety of applications including proposal writing, program presentation, interaction in the work setting, collaboration with community groups and leaders, and acting as a representative of the public health agency in the medical and greater community.
- Possess financial management skills, including analysis, accounting, budget management, development of options and strategies for coping with budget constraints.
- Analyze health policy, giving consideration not only to quantifiable methods of investigation but also to qualitative aspects of health programming.
- Discuss and implement methods of program evaluation and interpretation of outcomes.
- Understand the role and responsibility of the public health agency in acting as a social advocate in effectively and justly meeting the health care needs of all groups in the community.
- Identify ethical conflicts in current public health issues and discuss applications of various tools and processes for ethical decision-making; discuss the bases for divergent views and conflicts in bioethics.
- Apply the methods of epidemiology and biostatistics to investigate and compare rates and changes of disease conditions in populations.
- Analyze and discuss environmental health hazards and implications for the public's health, and be able to discuss these matters articulately with the lay public.
- Utilize appropriate and effective methods of community assessment, organization, and development in working with communities to enact change and improve health.
- Identify the role of the public health agency in health promotion and disease prevention and the methods appropriate to this mission, including health education.
- Assess and understand the health status of populations, determinants of health and illness, and factors influencing the use of health services.
- Identify present methods and systems for delivery of health care.
- Identify health needs and services for special target populations, and analyze and discuss how meeting these needs may impact the public's health.
- Utilize methods of effective health program planning and implementation, including identification of agency and program goals and objectives, assessment of resources, and monitoring/evaluative mechanisms.
- Apply principles of health care economics in program development, including evaluation of costs, efficacies and benefits, with critical assessment of various funding structures and economic consequences.
- Apply techniques of, and innovation in, quality assurance and management, explain the role of quality assurance in public health care delivery.
- Utilize Management Information systems and discuss their applications and usefulness in the public health sector.
- Discuss and apply methods of effective decision-making and problem solving in the management setting.
- Know research methods, including constraints of design related to ethical and legal issues.
- Apply statistical and epidemiological methods to public health problems, identifying and critically evaluating sources of public health data and statistics.
- Understand indicators of disease and health status in community assessment.
- Analyze the legal aspects of bioethical problems. Understand the legal basis for state and federal authority in promoting and/or enforcing health protection measures.

- Function effectively in diverse cultural settings, adapting professional practice and aspects of public health service delivery to cultural needs.
- Gather and organize information on political aspects of agency objectives; evaluate the political context of public health issues and organize an agency response as needed.
- Understand the socio-political-economic context of decision-making in the public health arena.
- Assess sociological factors affecting the care recipient (individual, family, or community), the care provider, and the health care environment.

3.2 SPH Graduate Student Advising - Student Guide to Mission, Definitions and Expectations of Advising

Mission Statement

The School of Public Health strives to provide advising that promotes collaboration among students, staff and faculty to enhance students' academic and professional development in the field of public health. The School's goal is educational and experiential excellence that prepares students for successful careers improving the health of populations.

Defining Advising

The School of Public Health is committed to creating and sustaining high quality advising in the following four areas:

1. Administrative Advising: advising on course planning and scheduling, policies, procedures and benchmarks of the degree program/major, SPH, and the University.

Administrative advising is provided by Shannon Hofmann, PHAP Coordinator, Tel: (612) 625-9480 or Email: hofma003@umn.edu

2. Academic Advising: general guidance on topics related to program/major including, but not limited to program focus (may include identifying appropriate course work options), project selection and career planning.

Academic advising is typically provided by Health Policy and Management faculty who are assigned to students during the Fall 2007 semester. Interim questions should be directed to Shannon Hofmann, PHAP Coordinator, Tel: (612) 625-9480 or Email: hofma003@umn.edu

3. Field Experience Advising: specific and targeted advising for field experience development, placement and completion.

Field Experience advising is typically provided by Health Policy and Management faculty who are assigned to students during the Fall 2007 semester. Interim questions should be directed to Shannon Hofmann, PHAP Coordinator, Tel: (612) 625-9480 or Email: hofma003@umn.edu

4. Master's Project Advising: specific and targeted direction on a master's project including, but not limited to development, completion and in some cases publication.

Masters Project advising is typically provided by Health Policy and Management faculty. Students usually identify and request a faculty project advisor as part of the PHAP Master's Project Seminar. Interim questions should be directed to Shannon Hofmann, PHAP Coordinator, Tel: (612) 625-9480 or Email: hofma003@umn.edu.

Advising Expectations for Students

SPH students are expected to...

- Regularly read and respond to University email (ideally once per day); email is the official mode of communication at the University of Minnesota
- Review program objectives and educational documents at least once per semester, (i.e. Student Guidebook, etc.), or when directed by major coordinator or major chair/DGS; students are responsible for knowing the requirements of the degree program
- Actively contribute to a welcoming and supportive SPH climate

- Initiate meetings with advisor(s) at least once per semester; regularly communicate with faculty advisor(s) and/or major coordinator about program progress
- Respond to inquiries from faculty or staff in a timely manner (ideally within 5 – 7 business days)
- Behave in a professional and courteous manner; fulfill educational and advising commitments, such as appointments, project deadlines, etc.

PHAP Career Services

There are a variety of career services for PHAP students provided by the PHAP Major Coordinator and other HPM Staff. Services include workshops on interviewing, networking, resumes, internships and fellowships. Individual counseling on resume improvement, developing leadership skills and skills assessment is available by appointment. Students are encouraged to take advantage of these professionalizing activities; workshops and meeting opportunities are announced via the PHAP bimonthly newsletter and appointments can be scheduled by contacting the Shannon Hofmann, PHAP Coordinator, by email at hofma003@umn.edu.

PHAP Current Students Information Online

Information for current PHAP students, including this guidebook, is available online at <http://www.hpm.umn.edu/Programs/info/mph/cs-mph.htm>.

3.3 Master of Public Health Graduation Requirements

Coursework and Credits

Students must complete all required coursework and credits for their chosen PHAP program option:

Standard Program option—42 credits; see section .

This option is appropriate for students who wish to focus their careers on U.S. health systems and public health. Students complete the PHAP and the public health core courses as well as one of the following specialty areas: management, analysis, or policy. In addition, students complete a number of electives, if necessary.

International Program option—42 credits; see section .

This option is appropriate for students who wish to focus their careers on international and/or developing health systems and public health. Students complete the PHAP and the public health core courses as well as courses in global health. In addition, students complete a number of electives, if necessary.

MS/MPH Dual Degree Program option—42 credits (8 double-counted credits); see section .

This option is appropriate for students who wish to combine a master of science of nursing with public health. Students complete the PHAP and the public health core courses as well as one of the following specialty areas: management, analysis, or policy. In addition, students complete a number of electives, if necessary. 8 credits are double-counted between the programs.

JD/MPH Dual Degree Program option—42 credits (8 double-counted credits); see section .

This option is appropriate for students who wish to combine a law degree with public health. Students complete the PHAP and the public health core courses as well as one of the following specialty areas: management, analysis, or policy. In addition, students complete a number of electives, if necessary. 8 credits are double-counted between the programs.

Public Health Core Area Requirements

Students working towards an MPH degree must satisfy competency requirements in the six core areas of public health – administration, behavioral science, biostatistics, environmental health, epidemiology, and ethics – by completing one of the following in each core area:

- Satisfactorily pass one of the pre-approved courses in the core area (see pre-approved course list below);
- OR**
- Pass an equivalency exam in the core area. Equivalency examinations for the 2007-2008 academic year are scheduled for both December 2007 and August 2008. Please contact your major coordinator for an exam schedule.

OR

- Pass an advanced course in the core area as approved by the respective division head or the Educational Policy Committee,

OR

- Complete a graduate level course, with a grade of B or better, at an accredited university or college that meets the competencies defined by CEPH. The Educational Policy Committee, upon petition of the student, will determine acceptance of a course for transfer.

Pre-approved Courses Meeting Public Health Core Area Requirements

Administration

PubH 6752 Public Health Management – 3 cr.

Behavioral Science

PubH 6020 Fundamentals of Social and Behavioral Science – 3 cr.

Biostatistics

PubH 6414 Biostatistical Methods I – 3 cr.

PubH 6415 Biostatistical Methods II – 3 cr.

PubH 6450 Biostatistics I – 4 cr.

PubH 6451 Biostatistics II – 4 cr.

Environmental Health

PubH 6101 Environmental Health – 2 cr.

PubH 6102 Issues in Environmental and Occupational Health – 2 cr.

Epidemiology

PubH 6320 Fundamentals of Epidemiology – 3 cr.

PubH 6341 Epidemiologic Methods I – 3 cr.

Ethics

PubH 6741 Ethics in Public Health: Professional Practice and Policy – 1 cr.

PubH 6742 Ethics in Public Health: Research and Policy – 1 cr.

Registration Requirement

Students are required to register for at least 2 semesters and 15 credits in the School of Public Health.

Course Numbers and Graduate Credit

5xxx and 8xxx-level courses are considered graduate-level. 1xxx and 3xxx-level courses are for undergraduates and will not receive approval for graduate credit. Under some circumstances – with approval of the student's Major Chair – 4xxx, 6xxx, and 7xxx-level courses may also be applied toward a MPH degree as long as they are taught by a member of the graduate faculty.

SPH Grading Policies

Grade Point Average

Students must achieve a grade point average of no less than 3.0 (B) across their entire program to receive an MPH degree.

S-N Grade Option

MPH students may take no more than 20% of their coursework on an S-N grading basis, exclusive of those topics, seminars, and field experience courses offered only on an S-N basis.

Public Health Core Courses

Courses designated as part of the public health core must be taken for a letter grade (A-F). Students will be required to achieve no less than a B- grade in each course taken on an A-F basis. Students may retake public health core courses at their own expense until they achieve a grade of B- or better. However, a retaken course may be counted only once toward degree requirements in the student's study plan.

PHAP Major course work must be completed with an overall gpa of 3.0.

Field Experience

All students matriculating in a MPH program must complete a formal, supervised fieldwork experience consisting of at least 120 hours in order to graduate. Neither prior professional degrees nor prior work experience are sufficient grounds for waiving the fieldwork requirement.

All students must complete a contract prior to beginning the experience. The online contract form provides streamlined, comprehensive for the student, their preceptors, and faculty advisor. Please refer to the School of Public Health website for this and other resources related to the field experience <http://www.ahc.umn.edu/sphfieldexp/>. Similarly, an evaluation of the field experience by both the preceptor and the student must be completed prior to receiving a satisfactory grade. See section 3.5.

MPH Study Plan

Students are required to submit a completed MPH Study Plan (see Appendix A) to the Major Coordinator at least one semester prior to their anticipated completion of coursework. Earlier submission (e.g. in the second to last semester) is suggested to allow the Major Coordinator time to review the study plan and notify a student of any missing requirements or outstanding paperwork.

Master's Project

MPH students must complete a master's project, demonstrating familiarity with the tools of research or scholarship in the major, the capacity to work independently, and the ability to present the results of the investigation effectively. The master's project should involve a combined total of at least 120 hours of work. The major faculty specifies the nature and extent of the options available to satisfy this requirement and determines whether the requirement is to be satisfied in conjunction with or independent of the coursework in the student's major; *see section 3.6*.

Comprehensive Examination

MPH students must complete a written and/or oral examination as specified by the major. The PHAP major requires all students to complete an oral exam in the form of a final presentation as part of the PHAP Master's Project Seminar course (PubH 7784).

Time Frame

The maximum time allowed by the School of Public Health for completion of an MPH degree is seven years. The seven year period begins with the first term of enrollment after admission to a degree program within the School.

Course Transfer Credits

Students must complete credit requirements as specified by the individual major with a minimum of 42 credits. **A student may seek transfer of up to 40% of the total number of credits required to complete the MPH degree.** Courses approved for transfer into the program must be graduate or professional degree level courses taken at an accredited institution within the last five years. Courses older than 5 years may be allowed for individuals with prior earned advanced degrees who have been actively working in their field of study as demonstrated by their current resume. Course credits may be used to satisfy public health core or other program requirements as jointly approved by the appropriate Major Chair and/or Educational Policy Committee and Associate Dean for Academic Affairs. Students admitted to the Public Health Certificate in Core Concepts program are considered officially enrolled in the School of Public Health (SPH). While successful completion of the Certificate program does not entitle recipients to future admission to SPH degree programs, recipients are free to apply to degree programs upon completion of the Certificate. Should they be admitted to an MPH major, the 15 credits qualifying for the Certificate will be accepted as fulfilling the public health core requirements, and do not count as transfer credits.

Students must:

1. Meet with their advisor to discuss the petitioning process. If the petition is acceptable to the advisor, the student will complete and sign the *Petition* (Appendix B) form, obtain the advisor's signature, and attach an official transcript on which the final grade has been posted.
2. Submit the *Petition* form to the Major Coordinator for processing. The *Petition* form can be obtained from the Student Services Center, Major Coordinator, or on the HPM website *Current Students* section (see section 3.2).

The Major Coordinator will forward the petition to the major chair and then to the Associate Dean for final evaluation and/or approval.

Course Substitutions and Waivers

All student requests that deviate from the degree curriculum requirements outlined in this Guidebook must be made on a *Petition* form. The *Petition* form can be obtained from the Student Services Center or Major Coordinator.

Students should note that the process for approving a course substitution or waiver could take up to one month, so plan accordingly.

Course Substitution Procedures:

The following process should be followed when requesting that a course substitute for a required course in your degree program.

1. Gather the course syllabi of the required course in your degree program and the proposed substitute course and a transcript on which the proposed course grade has been posted (if the proposed course has already been completed).
2. Complete the *Petition* (Appendix B) form with the following information in each section:
 - REQUEST SECTION: describe the course requested for substitution including the course title, number of credits, term and year taken, and the name of the institution where the course was taken. Also list the course/requirement in your degree program for which you are asking for the substitution.
 - REASON/EXPLANATION SECTION: Indicate what skills and/or content overlaps between the required course(s) and the proposed substitute course(s).
3. Compile the above materials and have the request reviewed by your advisor. He/she will complete the Department section of the *Petition* form and indicate whether or not they approve of the request.
4. After the advisor has made his/her recommendations, the student should submit these materials to the Major Coordinator who will forward it to the appropriate Credentials Committee for review. The student will be notified via e-mail of the committee's decision.
5. If the substitute course is to replace a School of Public Health Core course (administration-PubH 6751/6752, behavioral/social science-PubH 6020, biostatistics-PubH 6414/6450, environmental health-PubH 6101/6102, epidemiology-PubH 6320/6341, ethics-PubH 6741/6742), there is an additional step to get School level approval. To complete this next step, provide two additional copies of the above materials. All of those materials should be submitted to your Major Coordinator. Upon receipt of those materials, the Major Coordinator will review the request with the Major Chair and then if approved by the Major Chair, all copies of the request will be forwarded to Guy Piotrowski to be presented to the appropriate SPH Educational Policy committee members. The student will be notified by Guy Piotrowski via e-mail of the committee's decision. If the Major Chair does not approve of the request, the Major Coordinator will inform the student that the request will not be forwarded to the SPH Educational Policy Committee for review.

Application for Degree

MPH students are required to complete an *Application for Degree* form (Appendix C). There are strict deadline dates before a student can be cleared for graduation. Copies of this form can be obtained from the Major Coordinator, the Student Services Center or on the HPM website *Current Students* section. We strongly encourage students to submit the form in their first semester of matriculation.

Incompletes

All required courses, with the exception of the Field Experience and Master's Project, must be completed during the term of registration. Students must complete all course requirements by the end of the registered term so that

faculty can submit a grade by the appropriate due date. An incomplete is only an option under the most exceptional circumstances and must be documented (e.g. medical illness).

If the instructor offers an Incomplete grade as an option an Incomplete Contract (Appendix G) must be completed and copies submitted to the PHAP Major Coordinator for the student's permanent file. If the instructor submits an *Incomplete* or *I*, a hold is placed on the student's record barring registration for the next term. This allows students one term to complete the unfinished course. Once the Incomplete is replaced with a letter grade, the hold is removed. Extensions for Incompletes are even more rare and are also only given under exceptional circumstances and must be documented; an extension must be approved by the advisor **and** Major Chair in writing. If you wish to request an extension, please submit a written letter with the request and reasons for the request to your advisor. Your advisor will comment on the request and forward it to the Major Chair for consideration.

Online course work is subject to the same Incomplete policy as in-person courses.

Probation/Dismissal

At the end of each semester, the Student Services Center will identify all SPH students with a cumulative GPA of less than 3.0 who are enrolled in an SPH program (e.g., MPH/MHA, certificate, ISP), other than programs leading to a degree in the Graduate School. A letter of scholastic probation will be prepared by the Assistant Director of Academic and Student Services, to be approved and signed by the Associate Dean for Academic Affairs. The terms of this letter are the following: students will be placed on probation and informed that they must maintain a term GPA of 3.0 for each subsequent term. Students must achieve letter grades for all courses (incompletes are unacceptable while on probationary status) they are enrolled in during that semester. This written notice will inform the student that the GPA must be raised to a minimum of 3.0 to be removed from probationary status and to be awarded a degree. Students on probationary status who do not receive at least a 3.0 GPA for each subsequent term will be dismissed from the program by the Associate Dean of Academic Affairs.

A major may adopt a more extensive or stringent policy related to probation or dismissal for academic deficiencies, but must have such policies reviewed by the Educational Policy Committee and approved by the School of Public Health Dean. Where such policies are developed, majors must provide documentation to students upon admission and must include this policy statement in the initial written notification to students whose GPA drops below 3.0.

Students who have been dismissed from the SPH and are interested in reapplication to the School are allowed to do so 12 months after the date of dismissal. The dismissal becomes part of the reapplication and is considered in any admission decision.

3.4 PHAP Curricula: Standard, International, MS/MPH and JD/MPH

The following pages include the course work associated with the Accelerated, Standard and JD/MPH program options. Students should plan course work according to these curricula and contact PHAP Faculty Advisor or PHAP Coordinator with any questions.

- Standard 42-credit Option, pg. 24
- International 42-credit Option, pg. 25
- MS/MPH Dual Degree, pg. 26
- JD/MPH Dual Degree, pg. 27

Public Health Administration and Policy STANDARD PROGRAM

2007 - 2008

Includes PHAP Required Core, Public Health Core, Specialty Area Core and 1-4 credits of electives to total 42 or more credits [credits in ()]

PUBLIC HEALTH CORE COURSES (15-18 CREDITS)

- PubH 6020 Fundamentals of Social and Behavioral Science (3)
PubH 6101 Environmental Health (2) **OR** PubH 6102 Issues in Environmental and Occupational Health (2)
PubH 6320 Fundamentals of Epidemiology (3) **OR** PubH 6330 Epidemiology I (4)
PubH 6414 Biostatistical Methods I (3) **OR** PubH 6450 Biostatistics I (4)
PubH 6741 Ethics in Public Health: Professional Practice (1) **OR** PubH 6742 Ethics in Public Health: Research and Policy (1)
PubH 6752 Public Health Management (3)

***Courses are offered every enrollment term and online at least once per academic year.*

PHAP REQUIRED CORE COURSES (19 CREDITS)

- PubH 6557 Health Care Finance I (2) *Fall and Spring*
PubH 6700 Foundations of Public Health (3) *Fall*
PubH 6705 Community Health Assessment (3) *Spring*
PubH 6724 The Health Care System and Public Health (3) *Fall*
PubH 6806 Principles of Public Health Research (2) *Fall*
PubH 7784 Master's Project Seminar (1) *Fall (students take two semesters of the seminar; Fall and Spring)*
PubH 7784 Master's Project Seminar (1) *Spring*
PubH 7794 Master's Project (2) *offered every enrollment period*
PubH 7796 Field Experience (2) *offered every enrollment period*

SPECIALTY AREA (8 CREDITS)

Management

Select 8 credits from the following:

- PubH 6547 Healthcare Human Resource Management (2) *Spring, second half*
PubH 6711 Public Health Law (2) *Spring and Summer*
PubH 6721 Leading Collaborations (1) *Spring*
PubH 6727 Health Leadership and Effecting Change (2) *Spring and Summer*
PubH 6835 Health Services Policy (2) *Spring*
PubH 6560 Operations Research and Quality in Healthcare (2) *Fall*** **OR** PubH 6765 Continuous Quality Improvement: Methods and Techniques (3) *Fall and Spring***

***Students will not receive credit for both courses towards the specialty*

Analysis

Required

- PubH 6845 Using Demographic Data in Policy Analysis (3) *Spring*
Select at least 5 more credits from the following:
PubH 6341 Epidemiological Methods I (3) *Fall*
PubH 6342 Epidemiological Methods II (3) [prerequisite 6341] *Spring*
PubH 6343 Epidemiological Methods III (4) starting *Fall 2007* [prerequisite 6341 & 6342]
PubH 6344 Epidemiological Methods IV (2) starting *Fall 2007* [prerequisite 6341, 6342 & 6343]

- PubH 6765 Continuous Quality Improvement: Methods and Techniques (3) *Fall*
PubH 6852 Program Evaluation in Health and Mental Health Settings (3) [prerequisite 6806] *Spring*
PubH 6862 Cost-Effectiveness Analysis in Health Care (3) *Spring*

Policy

Required

- PubH 6711 Public Health Law (2) *Spring and Summer*
PubH 6835 Health Services Policy (2) *Spring*

Select at least 4 credits from the following:

- PubH 6078 Public Health Policy as a Prevention Strategy (2) *Fall*
PubH 6564 Managed Care (3) *Fall, second half*
PubH 6634 Advocating for Change for Children (2) *Spring*
PubH 6726 Medical Device Industry: Business and Public Policy (3) *Spring*
PubH 6845 Using Demographic Data in Policy Analysis (3) *Spring*
PubH 6861 Health Insurance (2) *Spring*
PubH 6862 Cost-Effectiveness Analysis in Health Care (3) *Spring*
PubH 8803 Long Term Care: Principles, Programs and Policies (2) *Spring, alternate odd years*

***Credits over 8 from specialty area can count towards electives.*

ELECTIVES (1-4 CREDITS IF NECESSARY)

Students select the remaining credits from other 5xxx, 6xxx, 7xxx and 8xxx level courses. Courses can be taken outside of SPH as long as they begin with 5xxx or above.

SPH INTERDISCIPLINARY CONCENTRATIONS (12 CREDITS) - OPTIONAL

Students can opt to complete an interdisciplinary concentration in place of electives in one of the following areas: Global Health, Complementary and Alternative Medicine, or Administration – Policy. Curricula are provided separately by request, or can be found at <http://www.sph.umn.edu/education/home.htm>.

FIELD EXPERIENCE

All Public Health Administration and Policy students are required to participate in a field experience. The purpose is to develop practical skills and competencies in public health administration and policy and to provide an opportunity for the student to accumulate experience that will enhance job competence and/or placement following completion of the program.

MASTER'S PROJECT

The Master's Project is a major research paper. Its purpose is to have students demonstrate: familiarity with the tools of research or scholarship in the field of public health; the ability to work independently; and the ability to effectively present, in written form, the results of their investigation. Students may select topics as a result of prior experience, field experience, coursework, or other meaningful and relevant area of interest.

Public Health Administration and Policy INTERNATIONAL PROGRAM

Includes PHAP Required Core, Public Health Core, Specialty Area Core
and 1-4 credits of electives to total 42 or more credits [credits in ()]

2007 - 2008

PUBLIC HEALTH CORE COURSES (15-18 CREDITS)

PubH 6020 Fundamentals of Social and Behavioral Science (3)
PubH 6101 Environmental Health (2) **OR** PubH 6102 Issues in Environmental and Occupational Health (2)
PubH 6320 Fundamentals of Epidemiology (3) **OR** PubH 6330 Epidemiology I (4)
PubH 6414 Biostatistical Methods I (3) **OR** PubH 6450 Biostatistics I (4)
PubH 6741 Ethics in Public Health: Professional Practice (1) **OR** PubH 6742 Ethics in Public Health: Research and Policy (1)
PubH 6752 Public Health Management (3)

***Courses are offered every enrollment term and online at least once per academic year.*

PHAP REQUIRED CORE COURSES (19 CREDITS)

PubH 6700 Foundations of Public Health (3) Fall
PubH 6780 International Project Planning and Management (2) Fall
PubH 6557 Health Care Finance I (2) Fall and Spring
PubH 6806 Principles of Public Health Research (2) Fall
PubH 6730 International Comparative Health Systems (2) Spring
PubH 6732 Topics and Methods in Global Health Assessment (2) Spring
PubH 7784 Master's Project Seminar (1) Fall
PubH 7784 Master's Project Seminar (1) Spring
PubH 7794 Master's Project (2) offered every enrollment period
PubH 7796 Field Experience (2) offered every enrollment period

GLOBAL HEALTH SPECIALTY COURSES (8 CREDITS)

Required courses

PubH 6131 Working in Global Health (2) Fall
PubH 6100 Topics: Environmental Health - Global Health Seminar (1) Spring

Choose at least 5 more credits from the following courses

PubH 6000 Topics: Community Health Education - HIV/AIDS Epidemiology & Public Health Interventions (2) Fall
PubH 6085 Prevention and Control of Tobacco and Alcohol Problems (3) Fall
PubH 6100 Topics: Environmental Health - Global Environmental Health (2) Spring
PubH 6180 Ecology of Infectious Diseases (3) Fall

PubH 6132 Air, Water and Health (2) Fall
PubH 6281 Immigrant Health Issues (3) Fall
PubH 6390 Topics: Epidemiology - International Infectious Disease Epidemiology (2) Fall
PubH 6900 Topics: Public Health Nutrition - Global Nutrition (2) Spring
PubH 7200 Topics: Public Health Practice - Application of EpiInfo Software (1) Summer

ELECTIVES (1-4 CREDITS IF NECESSARY)

Students select the remaining credits from other 5xxx, 6xxx, 7xxx and 8xxx level courses. Courses can be taken outside of SPH as long as they begin with 5xxx or above.

SPH INTERDISCIPLINARY CONCENTRATIONS (12 credits) - *OPTIONAL*

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Public Health Administration and Policy MS NURSING / MPH DUAL DEGREE PROGRAM

Includes PHAP Required Core, Public Health Core, Specialty Area Core
and 8 credits double-counted between programs to total 42 or more credits [credits in ()]

2007 - 2008

PUBLIC HEALTH CORE COURSES (15-18 CREDITS)

- PubH 6020 Fundamentals of Social and Behavioral Science (3)
PubH 6101 Environmental Health (2) **OR** PubH 6102 Issues in Environmental and Occupational Health (2)
PubH 6320 Fundamentals of Epidemiology (3) **OR** PubH 6330 Epidemiology I (4)
PubH 6414 Biostatistical Methods I (3) **OR** PubH 6450 Biostatistics I (4)
PubH 6741 Ethics in Public Health: Professional Practice (1) **OR** PubH 6742 Ethics in Public Health: Research and Policy (1)
PubH 6752 Public Health Management (3)

***Courses are offered every enrollment term and online at least once per academic year.*

PHAP REQUIRED CORE COURSES (19 CREDITS)

- PubH 6557 Health Care Finance I (2) *Fall and Spring*
PubH 6700 Foundations of Public Health (3) *Fall*
PubH 6705 Community Health Assessment (3) *Spring*
PubH 6724 The Health Care System and Public Health (3) *Fall*
PubH 6806 Principles of Public Health Research (2) *Fall*
PubH 7784 Master's Project Seminar (1) *Fall (students take two semesters of the seminar; Fall and Spring)*
PubH 7784 Master's Project Seminar (1) *Spring*
PubH 7794 Master's Project (2) *offered every enrollment period*
PubH 7796 Field Experience (2) *offered every enrollment period*

SPECIALTY AREA (8 CREDITS DOUBLE-COUNTED BETWEEN THE MS / MPH PROGRAMS)

Management

Select 8 credits from the following:

- PubH 6547 Healthcare Human Resource Management (2) *Spring, second half*
PubH 6711 Public Health Law (2) *Spring and Summer*
PubH 6721 Leading Collaborations (1) *Spring*
PubH 6727 Health Leadership and Effecting Change (2) *Spring and Summer*
PubH 6835 Health Services Policy (2) *Spring*
PubH 6560 Operations Research and Quality in Healthcare (2) *Fall*** **OR** PubH 6765 Continuous Quality Improvement: Methods and Techniques (3) *Fall and Spring***

***Students will not receive credit for both courses towards the specialty*

Analysis

Required

- PubH 6845 Using Demographic Data in Policy Analysis (3) *Spring*
Select at least 5 more credits from the following:
PubH 6341 Epidemiological Methods I (3) *Fall*
PubH 6342 Epidemiological Methods II (3) [prerequisite 6341] *Spring*
PubH 6343 Epidemiological Methods III (4) starting *Fall 2007* [prerequisite 6341 & 6342]

- PubH 6344 Epidemiological Methods IV (2) starting *Fall 2007*
[prerequisite 6341, 6342 & 6343]
PubH 6765 Continuous Quality Improvement: Methods and Techniques (3) *Fall*
PubH 6852 Program Evaluation in Health and Mental Health Settings (3) [prerequisite 6806] *Spring*
PubH 6862 Cost-Effectiveness Analysis in Health Care (3) *Spring*

Policy

Required

- PubH 6711 Public Health Law (2) *Spring and Summer*
PubH 6835 Health Services Policy (2) *Spring*
Select at least 4 credits from the following:
PubH 6078 Public Health Policy as a Prevention Strategy (2) *Fall*
PubH 6564 Managed Care (3) *Fall, second half*
PubH 6634 Advocating for Change for Children (2) *Spring*
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PubH 6861 Health Insurance (2) *Spring*
PubH 6862 Cost-Effectiveness Analysis in Health Care (3) *Spring*
PubH 8803 Long Term Care: Principles, Programs and Policies (2) *Spring, alternate odd years*

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Public Health Administration and Policy JD/MPH DUAL DEGREE PROGRAM

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2007 - 2008

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UNIVERSITY OF MINNESOTA

School of Public Health

3.5 Field Experience

The purpose of the field experience is to develop practical skills and competencies in public health administration practice and to provide an opportunity for the student to accumulate public health administration and policy experience that will enhance job competence and/or placement following completion of the program. A Spring Semester meeting is held to discuss the field experience.

An important consideration of the field experience is the choice of organization; students should work to identify an agency that complements career goals, interests and abilities. The experience can provide a foundation for future employment and resume building. **Please read the following guidelines and procedures carefully.**

Minimum Requirements

1. All students must successfully complete a field experience with a **public** health orientation (no clinical practicum, etc.). No waivers will be granted on the basis of prior professional experience.
2. Field experiences can be completed at the student's place of current employment, but must be fundamentally separate from his or her full-time work.
3. Field experience requires a minimum of 120 hours and may be fulfilled on either a full-time or part-time basis.

Registration

Students will only receive credit for completing the field experience if the requisite credits have been registered and a grade assigned. All students should register for PubH 7796, for 2 credits and opt for an S/N grading basis (grading is judged on a satisfactory/unsatisfactory grading basis). Please contact your academic coordinator if you began the PHAP program prior to Fall 2004, or if you intend to register the field experience credits during a different term than the completion of the work.

Procedures

1. The registration process is mutually exclusive of the completion of the remaining procedures related to the field experience. Students may register for the credits long before they know the particular community site where the field experience will be completed. Whenever possible, students should register the credits in the term closest to the actual completion of the work.

Permission is set up electronically and students can simply contact the major coordinator for a request for permission when registration is desired.
2. Students are assisted with identifying and selecting an appropriate field experience site. PHAP also helps to identify and assign a faculty advisor, as well as determine appropriate organizations that will fulfill students' stated objectives. The organization and preceptor should provide opportunities to engage in public health administration knowledge, skills, and activities.
3. The student, in consultation with the PHAP faculty member, is responsible for designing objectives, learning activities and evaluation methods for the field experience (see Field Experience Objectives Worksheet on pg. 25). These should describe what the student hopes to gain from the field experience and must be related to **public health administration and policy**.
4. The PHAP faculty supervisor will help the student assure that the activity meets the standards of the program and that the community preceptor has a recognized competency to provide adequate consultation and guidance in overseeing a field experience in public health administration.
5. After the student, supervising PHAP faculty member and community preceptor have agreed to pursue the field experience, the student should initiate a Field Experience Contract online by visiting <http://www.ahc.umn.edu/sphfieldexp/>. Both the community preceptor and the faculty advisor are sent email notifications of the contract and are asked to give online approval. The academic coordinator is sent an email at every stage of the contract, however, it is the student's responsibility to work with the preceptor and faculty supervisor to complete the contract. Students should contact the academic advisor with any questions or difficulties.
6. Once the 120 hours of field experience work has been completed, or the date range of the online contract has passed, an evaluation will be made available online for both the student and the preceptor to complete. Preceptors are not able to view student evaluations of the community site.

7. The community preceptor completes an evaluation report of the student's work at the end of the field experience on the same online interface as the field experience contract. This evaluation is based on the terms of the field experience contract. Students also complete an online evaluation of the field experience.
8. Once the community preceptor submits the online evaluation, including a recommendation for a grade, the PHAP faculty supervisor will then review the evaluation. The PHAP faculty supervisor meets with the student per the terms of the contract and at the close of the experience for evaluation. The faculty supervisor should then post an actual grade for PubH 7796 in whichever term the student has registered for the credits. This is a step that is often left incomplete; students should be aware of the necessity for the grade and follow up with the faculty advisor to ensure one is posted.
9. Although copies of the Student Field Experience Contract and related documents are to be maintained as a part of the student's records in the PHAP office, both paper and electronic, students should ALWAYS keep copies of any and all documents relating to his or her degree progression.
10. Students are responsible for sending a formal letter of thanks to their field preceptor.

Please be aware that Minnesota law requires certain facilities to submit paperwork for a criminal background check for all personnel with direct, unsupervised client contact. If you are placed in such a facility, you may be asked by the institution to submit paperwork, or the institution may require that you have this check facilitated by the School of Public Health. The School is prepared to assist you. Facilities covered by this law are hospitals, boarding care homes, outpatient surgical centers, nursing homes, home care agencies, residential care homes, and board/lodging establishments providing health supervision services. Client contact must be direct and unsupervised (outside the hearing or vision of a supervisor at the facility).

In the unlikely event that this situation arises, please call the School of Public Health Student Services Center at 612/626-3500, or come to D305 Mayo for assistance. If you are outside the metro area, please feel free to call 1-800-774-8636.

Field Experience – Objectives Worksheet

This list of objectives is by no means exhaustive or comprehensive. Students may use it as a tool to develop objectives specific to the chosen field experience.

Learning Objectives	2 or 3 Proposed Activities	Learning Resources and Strategies
Assessment of community needs	<ul style="list-style-type: none"> • Conduct local needs assessment • Review existing local data sources • Attend community meetings and assess use of local resources to determine community objectives 	<ul style="list-style-type: none"> • Apply principles and techniques from PHAP Community Assessment class • Use of existing state and local data resources including MDH, DHS and SPH • Use of existing national data available at local level including Census, HRSA Area Resource File, etc.
Exposure to political process as it relates to public health	<ul style="list-style-type: none"> • Research policy initiatives • Develop background papers/memos • Attend legislative hearings • Attend strategy meetings to discuss policy initiatives 	<ul style="list-style-type: none"> • Apply foundations and principles of public health practice obtained from PHAP Foundations of PH Practice class • Apply understanding of policy process and political strategies learning from PHAP Health Services Policy Class • Legislative Reference Library and resources to obtain information on legislative process and current legislation and bill status • House research and other committee staff • HPM Policy Faculty

Understanding of how a county/state/ health department or local non-profit operates	<ul style="list-style-type: none"> • Attend staff meetings of agency staff and summarize communication and leadership strategies • Develop background materials to analyze management/budget issue • Participate in program planning meetings • Work on program strategic planning document 	<ul style="list-style-type: none"> • PHAP Management, Leadership and Finance classes • Agency Human Resource Departments including training opportunities • Writing workshops/seminars • UofM writing resources
Development of community partnerships	<ul style="list-style-type: none"> • Attend community meetings and participate in advocacy and training opportunities in the community • Conduct site visits to local community agencies and non-profits • Conduct informational interviews of leaders/providers in community agencies • Develop cooperative strategic plan for collaborative community activity 	<ul style="list-style-type: none"> • HPM networking opportunities • MDH Office of Minority Health • SPH Office of Minority Health
Development of programs	<ul style="list-style-type: none"> • Conduct needs assessment and identify problems/needs for specific program • Develop program objectives • Conduct SWAT analysis • Develop strategic plan laying out program objectives, milestones, budget etc... 	Apply management and strategic planning skills obtained in PHAP management and financing courses
Administration of an existing or developing program	<ul style="list-style-type: none"> • Develop program budgets and review processes • Develop evaluation plan • Identify key program objectives and current strengths and weakness (SWOT) • Assess current management and leadership structure and areas for improvement 	Apply management and strategic planning skills obtained in PHAP management and financing courses

3.6 Master's Project

Purpose

The purpose of the Master's Project is to have students demonstrate:

- Familiarity with the tools of research or scholarship in the field of public health;
- The ability to work independently; and
- The ability to effectively present, in written form, the results of their investigation.

Forms Associated with Master's Project

- *Master's Project Approval Form (Appendix E)*
- *Master's Project Completion Form (Appendix F)*
- *Section III of Master of Public Health Study Plan – Oral Examination (Appendix A)*

Project Supervision

Students must have the project supervised by a member of the HPM Faculty. A list of appropriate faculty will be distributed in the Master's Project Seminar course, PubH 7784, as well as assistance in determining a suitable supervisor. The faculty person supervising the Master's Project does not need to be the student's academic/field experience advisor.

Registration

Students are required to discuss the Master's Project with their PHAP faculty advisor prior to registration. An email or Master's Project Approval Form will then be submitted to the PHAP and register for the appropriate section of PubH 7794, 2 credits, S/N grading basis. **The Master's Project must be completed for 2 credits unless the student began the PHAP program before Fall 2003.**

Project Options

Master's projects are developed in conjunction with the Master's Project Seminar course (PubH 7784) and under the direction of the faculty project supervisor. The scope and depth of issues that influence public health administration and policy practice may seem overwhelming to students who are new to the field. Although it may be difficult to decide on a topical area for the Master's Project, students are encouraged to begin thinking about a topic during their first semester of study, and begin writing their project as early as possible. Students may select topics as a result of prior experience, field experience, coursework, research study of a particular PHAP faculty member, or other meaningful and relevant area of interest (e.g. specialty area).

Although not a comprehensive list, master's project options might include:

- **Critical Literature Review:** This option gives students the opportunity to perform a comprehensive, integrative review of the published literature in a specific area that is relevant to public health administration and policy.
- **Research Project:** This option is available for students who would like to apply research skills and analyze data. Students may collect their own data or perform secondary analysis of existing data. Quantitative or qualitative analyses are appropriate. This project focuses on pertinent questions or issues relating to public health administration and policy. Community needs assessment and program evaluation also constitute a research project.
- **Policy Analysis:** Policy analysis systematically examines policy alternatives to a public health issue or problem. Students evaluate the potential for various policies to achieve stated goals and objectives. Sometimes students include qualitative data collection (e.g. focus groups or key informant interviews) or secondary analysis of data as part of their policy analysis.
- **Continuous Quality Improvement Project:** This option provides the student the opportunity to conduct a quality improvement project in a health care setting or public health agency using the methods and techniques of quality improvement. Such projects include but are not limited to process mapping, statistical process control, lean and six sigma analysis, and rapid cycle improvement.

Project Ethics

Students are expected to abide by the University's Student Conduct Code in completing their Master's Project. Please refer to *section 5.11* of this handbook for information on ethical research standards and resources.

Research Subjects' Protection Program Approval

Students should consult with their PHAP Faculty Advisor as to whether approval is needed for the research project from the University's Institutional Review Board (IRB) Research Subjects' Protection Program. Depending on the nature and methodology of the project, students may be able to file for exemption from the Committee review. For complete details on IRB review and exemption, as well as forms please visit the IRB office in D528 or online at www.irb.umn.edu. IRB review is also a topic covered in the PHAP Master's Project Seminar (PubH 7784).

Project Format and Style

Papers should be typed, double-spaced, and approximately 30-40 pages in length including references. Tables, charts and conceptual models can be used to illustrate and summarize information. For reference and guidance on style, the following style manuals are recommended:

- American Medical Association, American Medical Association Manual of Style. 9th ed. Chicago, IL: American Medical Association, 1998.
- American Psychological Association, Publication Manual of the American Psychological Association. 5th ed. Washington, DC: American Psychological Association, 2001.

Readers for the Master's Project

At least three readers need to read and evaluate the Master's Project. At least one of the other readers must be a faculty member from the SPH. The third reader may be a faculty member from the SPH, elsewhere in the University or a public health professional in a leadership position in the community with at least a Master's degree. The student, in consultation with the Faculty Project Advisor, will select the other two readers.

Master's Project Seminar Series (PubH 7784)

Students are required to take a seminar course designed to assist the completion of the master's project. PubH 7784. The course is comprised of two consecutive sections; one credit is taken during Fall and one credit during the following Spring. Full-time students should take each section of the seminar during the second year of the program, and part-time students should complete at least 24 credits prior to taking the seminar series. Students in the Accelerated option should contact Major Coordinator for assistance in planning the completion of PubH 7784. Students complete the Oral Examination requirement of the *Master of Public Health Study Plan* (see Appendix A) as a part of the seminar.

Completion Timetable

In order to begin working on the master's project students must have the approval of both the Faculty Project Advisor and Readers. After choosing a topic, students should prepare an outline for the project and submit it along with the *Master's Project Approval Form* (see Appendix E) to the Faculty Project Advisor, with a copy for the PHAP Coordinator. Each student should allow a minimum of 120 hours to complete the tasks involved in preparing the final draft of the project after the outline has been approved. The purpose of establishing the deadlines is to give the student as much constructive criticism and guidance as necessary while leaving sufficient time for the designated project readers to review the formal document and meet with the student prior to the deadline for submitting grades for graduating students

Students should consider a topic before beginning the master's project seminar series, but may begin PubH 7784 prior to completing the *Master's Project Approval Form*.

Standards for completing the course may be found in the PubH 7784 course syllabus. Students must also have the faculty project supervisor and readers sign the *Master's Project Completion Form* (see Appendix F) and submit an official copy to the PHAP Program Office. Please remind project supervisor to assign a grade for the Master's Project Credits (PubH 7794). Finally, students are asked to submit two bound copies of the final approved version of the project; one copy should be given to the project advisor and the second copy will be retained in the PHAP Program Office. Please have the paper bound with a Velo Bind Cover with a clear cover and a black vinyl back. No grade will be assigned for PubH 7794 until the student has complied with this request. Complete Master's Projects are available for review by any PHAP student upon request.

3.7 Graduate Follow-up Survey

Students must submit the Graduate Follow-Up Survey prior to receiving their degree or certificate. Students may complete the process online at the appropriate link on the current student Web page www.sph.umn.edu/students/current/. Upon submitting the electronic survey, the student's relevant major coordinator will be notified by e-mail. Coordinators may opt to have the student complete a paper copy, and then enter the information for the student using the online form.

All graduates will receive a three-month and six-month e-mail message asking them to update survey information (e.g., employment). This is through secure access and coordinators will not be able to input on students' behalf.

3.8 PHAP Awards and Honors

The **LEE D. AND DONNA STAUFFER SCHOLARSHIP** is awarded annually by the PHAP faculty to one or more incoming PHAP students who show(s) high promise of early achievement as a leader in the practice of public health administration. Scholarship is administered as a graduate assistantship.

The **COMMUNITY SERVICE AWARD IN PUBLIC HEALTH ADMINISTRATION** is awarded to a graduating PHAP student who demonstrates leadership and innovative public health service to the community.

The **BARBARA ANN WALTON SPRADLEY LEADERSHIP AWARD** is given to a graduating student who has demonstrated excellence in leadership as a student in the PHAP Major.

The **DELTA OMEGA NOMINATION** of a PHAP student in the national honorary society for graduate studies in public health. Membership in Delta Omega reflects the dedication of an individual to quality in the field of public health and to protection and advancement of the health of all people.

The **PHAP OUTSTANDING MASTER'S PROJECT AWARD** is given to a graduating PHAP student who demonstrates exceptional scholarship on the master's project.

The **PHAP OUTSTANDING MASTER'S PROJECT PRESENTATION AWARD** is given to a graduating PHAP student who is voted to have given the best final project presentation in the PHAP Master's Project Seminar.

3.9 PHAP Community Leaders Advisory Council

The PHAP Community Leaders Advisory Council assists the PHAP program in a variety of ways, including program evaluation, field experience and job placement, and student professional development.

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Appendix A

UNIVERSITY OF MINNESOTA School of Public Health Master of Public Health (MPH) Study Plan

ID #	Name (Last, First, MI)	
Major	Dual Degree with (Major/Degree)	
Date Application for Degree Filed	Term/Year of Intended Graduation	Date Study Plan Filed

Your advisor must approve this form. It will be kept in the major office for revision and final review. Upon completion of degree requirements the form will be reviewed, signed by the major chairperson, and forwarded to the Student Services Center for degree clearance.

Please complete sections I. and II. In the designated sections below list all course work that has been or will be completed to fulfill degree requirements.

I. Course work for fulfillment of degree requirements

A. Core Requirements: Please denote how requirement was met by: listing course number, term, and year taken; or equivalency exam date taken; or petitioned course number, term, and year taken. Please *ATTACH* copies of documentation for equivalency exam(s) and/or petitioned courses.

Core Area Requirement	Public Health Course (number/term/year)	Equivalency Exam (date)	Petitioned Course (number/term/year)
1. Administration			
2. Behavioral Science		Not available	
3. Biostatistics			
4. Environmental Health			
5. Epidemiology			
6. Ethics		Not available	

B. Field Experience: Please state how requirement was met. (Effective for students entering 9/97 or after).

Designator and Course Number	Term/Year	Number of Hours
Advisor	Preceptor	
Name of Organization		
Street Address		
City/State/Zip		
Telephone and/or e-mail		
Name:	Major:	Advisor:

Name:

Major:

Advisor:

II. List MPH project (s) completed, advisor, and date accepted.

Project Title	Project Advisor	Date Accepted

III. Enrollment Status and Course Requirements

Major will complete this portion prior to submitting to the Student Services Center for clearance.

Term/Year Admitted	
Degree Candidate Credits	
Credits Transferred	
Total Credits	
Cumulative GPA	

Oral Examination Committee Members (Please Print or type names)	Signature	Date

Written Examination Date	
--------------------------	--

Advisor Signature	Date
-------------------	------

Major Chair Signature	Date
-----------------------	------

Date Degree Awarded	
---------------------	--

Appendix B

UNIVERSITY OF MINNESOTA

PETITION FOR STUDENTS IN UNDERGRADUATE AND PROFESSIONAL PROGRAMS

This petition is used to request an exception to college or University academic policies. Before submitting this petition, contact your college about any required documentation and/or timing of the process. Emergency problems requiring faster action should be called to the attention of your college's Committee on Student Scholastic Standing. You should also meet with an advisor to discuss options, including taking incompletes in your courses. Do not assume approval of your request until you have received it. If an appeal is approved, W (for Withdrawal) will remain on your academic record for each cancelled course. **Student Athletes:** Meet with your athletic counselor in Intercollegiate Athletics (Bierman) before initiating this petition.

To fill in this form online, place the text tool in a field and type. Print the completed form to add the required signature(s).

last name		first name		middle name		ID number	
street address				city		zip code	
college		major		e-mail address		telephone number	
Expected Term and Year of Graduation: <input type="checkbox"/> fall <input type="checkbox"/> spring <input type="checkbox"/> summer year _____							
Request:							
Reason/explanation (attach a separate sheet if more space is needed)							
Add Classes: Term/Year: _____				Cancel Classes: Term/Year: _____ <input type="checkbox"/> Cancel All Classes			
class number (call number) (54321, etc.)	grade basis A-F or S/N	units (credits)	subject, catalog number, section (Hist 1001, sec 2, C02, etc.)	class number (call number) (54321, etc.)	grade basis A-F or S/N	units (credits)	subject, catalog number, section (Hist 1001, sec 2, C02, etc.)
student signature						date	

INSTRUCTOR

instructor comments/recommendation		
instructor signature	printed name	date

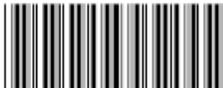
DEPARTMENT

adviser/department recommendation		
signature	printed name	date

COLLEGE

committee comments		committee action: <input type="checkbox"/> approved <input type="checkbox"/> not approved
signature		
signature		date

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* 0 0 9 1 7 2 *

OTR172 01/05 distribution: original—college; canary—advisor; pink—student

Appendix C

University Of Minnesota Master of Public Health or Master of Healthcare Administration APPLICATION FOR DEGREE

Submit this application to one of the addresses listed below. To graduate at the end of the specified month, you must apply on or before the first workday of that month and complete all requirements by the last workday of that month.

Diplomas (8 1/2" x 11") are mailed two to three months after graduation. If you have not received your diploma after four months, you are responsible for checking on it. **NOTE:** If you want your diploma mailed outside of the United States, Canada, or Mexico, submit \$5 for postage, payable to the University of Minnesota by order to the University Of Minnesota.

SAMPLE

Name (first, middle, last) as you want it to appear on the diploma		Student ID number
Current mailing address (street, city, state, Zip Code)		
Address that diploma should be mailed to 3-4 months after graduation (street, city, state, Zip Code, country)		
Degree <input type="checkbox"/> MPH <input type="checkbox"/> MHA	Major	School of Public Health - PubH
Desired month and year of graduation (check one and specify year):		
20__ __	<input type="checkbox"/> January	<input type="checkbox"/> February
	<input type="checkbox"/> July	<input type="checkbox"/> August
	<input type="checkbox"/> March	<input type="checkbox"/> April
	<input type="checkbox"/> September	<input type="checkbox"/> October
	<input type="checkbox"/> May	<input type="checkbox"/> November
	<input type="checkbox"/> June	<input type="checkbox"/> December
Student signature	Day phone number	Date signed
E-mail address		

<i>For office use only</i>	
Degree entered (name, date)	Degree conferred
Month applied	Processed by
Backdate term	
_____ applied row	_____ DCBD _____ DCAN _____ term activ

Students submit form to either:

University Of Minnesota
Office of the Registrar (OTR)
130 Coffey Hall
1420 Eckles Avenue
Saint Paul, MN 55108
Fax: 612-624-4943
Telephone: 612-624-3731

University Of Minnesota
Office of the Registrar (OTR)
200 Fraser Hall
106 Pleasant Street S.E.
Minneapolis, MN 55455
Fax: 612-625-3002
Telephone: 612-624-1111

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Appendix D

Public Health Administration and Policy Independent Study Plan Contract (PubH 7791)

Division of Health Policy and Management
School of Public Health, University of Minnesota
MMC 729, 420 Delaware St SE, Minneapolis, MN 55455

UNIVERSITY
OF MINNESOTA
**School of
Public Health**

1. Name of Student _____
2. Name of Independent Study Faculty Supervisor _____
3. Subject of Independent Study _____

4. Period of Independent Study
_____ Fall _____ Spring _____ May Session _____ Summer Session
5. Number of credits requested (range: 1-4) _____
6. Describe briefly, but succinctly, the scope of the topic proposed. List measurable objectives; describe options you will take to accomplish the objectives.
7. Number of hours per week you plan on spending to complete project _____. State how this time will be utilized.
8. What plan have you worked out with your faculty supervisor for ensuring that supervision will be provided (e.g., how often will you meet, etc.)?
9. Activities to be engaged in and completed.
10. Manner in which Independent Study will be evaluated (e.g., a report, a paper, attendance record, etc.). How will you demonstrate to the independent study faculty supervisor that you have met your objectives?
11. It is agreed that the above terms of the Independent Study Contract are acceptable.

Student

Date _____

Independent Study Faculty Supervisor

Date _____

PHAP Faculty Advisor

Date _____

Use additional pages if necessary

Public Health Administration and Policy
MASTER'S PROJECT APPROVAL FORM

Students must have the PHAP Master's project supervised by a member of the Division of Health Policy and Management (HPM) Faculty. The faculty person supervising the Master's Project can be the student's HPM faculty advisor or any member of the HPM faculty that agrees to supervise the project. Students are assisted with identification and selection of an appropriate faculty member in the PHAP Master's Project Seminar (PubH 7784).

Students are required to discuss the Master's Project with their PHAP faculty project advisor prior to registration. Students need permission to register for the appropriate section of PubH 7794, and should contact the Major Coordinator before the desired term of registration. Students will register for 2 credits on an S/N grading basis. The Master's Project must be completed for 2 credits unless the student began the PHAP program before Fall 2003.

At least two readers need to read and evaluate the Master's Project. One reader must be the Faculty Project Advisor and the other reader may be a faculty member within the University, an adjunct faculty, or a public health professional in a leadership position in the community with at least a Master's degree. The student, in consultation with the Faculty Project Advisor, will select the other reader.

Please refer to the 2007 - 2008 PHAP Student Guidebook for complete policies and procedures.

Student's Name

Project Title

PHAP Faculty Advisor - Name

Phone _____

Email _____

Signature _____

First Reader - Name

Phone _____

Email _____

Signature _____

Second Reader - Name

Phone _____

Email _____

Signature _____

Attn: Shannon Hofmann
Division of Health Policy and Management
School of Public Health, University of Minnesota
MMC 729, 420 Delaware St SE, Minneapolis, MN 55455

PUBLIC HEALTH ADMINISTRATION AND POLICY (PHAP) ***PROJECT PROPOSAL CONTRACT***

Purpose of the contract: This contract is meant to be a brief outline of the project that the student plans to complete in partial fulfillment of their MPH degree in PHAP. It is intended to provide enough details so that the advisor and committee can judge whether the project will meet expectations for the MPH degree and is reasonable in scope. Provide as many details of the project as possible. The student and committee should be confident that this project can be completed as proposed in a reasonable time-frame. If the project substantially changes after the contract has been signed, a new project proposal must be submitted)

Project Proposal (1-2 pages)

TYPE OF PROJECT: Critical Review Policy Analysis Research Project Quality Improvement Project

Objectives

Describe the objectives of the project. What are they questions you plan to answer? What is the scope? What topics are beyond the scope of this project? Do you have hypotheses? Etc.

Public health significance

Describe the significance to public health research, policy or practice? How will the proposed project make a contribution? Etc.

Methods

Describe the methods in sufficient detail so that their adequacy to reach the research objectives can be assessed. If sophisticated methods are proposed, the student should demonstrate that they have the skills and infrastructure (computing) necessary to complete the project. If data is necessary, the student should specify when it will be available. Etc.

Human Subjects Protection

If human subjects protection is unnecessary, describe why. Otherwise, describe steps that will be taken to address human subjects protection before the project begins.

Additional Items

Enter additional items you feel are necessary for evaluating this proposal.

Public Health Administration and Policy
MASTER'S PROJECT COMPLETION FORM

Students are asked to submit two bound copies of the final approved version of the project; one copy should be given to the project advisor and the second copy will be retained in the PHAP Program Office. Please have the paper bound with a Velo Bind Cover with a clear cover and a black vinyl back. No grade will be assigned for PubH 7794 until the student has complied with this request. Complete Master's Projects are available for review by any PHAP student upon request.

Please remind project supervisor to assign a grade for the Master's Project Credits (PubH 7794).

Please refer to the 2007 - 2008 PHAP Student Guidebook for complete policies and procedures.

Student's Name

Project Title

PHAP Faculty Advisor - Name

Phone

Email

Signature

First Reader - Name

Phone

Email

Signature

Second Reader - Name

Phone

Email

Signature

Attn: Shannon Hofmann
Division of Health Policy and Management
School of Public Health, University of Minnesota
MMC 729, 420 Delaware St SE, Minneapolis, MN 55455