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Department of Health Policy and Management

Doctor of Public Health Student Handbook

2019-2020

University of Georgia Policy Statement

The University of Georgia, College of Public Health and the Department of Health Policy and Management reserve the right to change policies, curricula, or any matter in this handbook without prior notice. Students will be notified of major changes as soon as practicable after they are decided.
I. Doctor of Public Health Program Administration

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II. The College of Public Health

The College of Public Health (CPH) at the University of Georgia (UGA) promotes health in human populations through innovative research, exemplary education, and is engaged in service dedicated to preventing disease and injury within the state and around the world.

CPH is composed of four academic departments (Epidemiology and Biostatistics (EPID & BIOS), Environmental Health Sciences (EHS), Health Promotion and Behavior (HPB), and Health Policy and Management (HPAM), and several institutes, Global Health Institute, Health Informatics Institute, Institute for Disaster Management, and Institute of Gerontology.

III. The Department of Health Policy and Management

A. Mission, Vision, Goals, and Objectives

The mission of the Department of Health Policy and Management (HPAM) is to advance the health of the public by developing leadership expertise and promoting an evidence-based approach to public and private policy making in health and medicine.

IV. Student Responsibilities and Code of Ethics

A. Academic Honesty and Codes of Conduct

Students at the University of Georgia are responsible for maintaining and adhering to the strictest standards of honesty and integrity in every aspect of their lives. Honesty in academic matters is a large part of this obligation. Specific regulations governing student academic conduct are contained in the UGA Student Handbook and in the UGA culture of honesty policy: http://www.uga.edu/honesty/ahpd/procedures.html.

The Office of Judicial Programs, located in Memorial Hall, maintains and publishes the Code of Conduct for the University office. The Code of Conduct can be found at https://conduct.uga.edu.

No student shall perform, attempt to perform, or assist another in performing any act of dishonesty on academic work to be submitted for
academic credit or advancement. A violation of the honesty policy does not rest upon intent. Accordingly, a violation of the honesty policy for any reason is subject to disciplinary action.

B. Academic Standards in DrPH Coursework
Students in this program must average at least a B (3.0 on a 4-point system) over all graduate courses attempted. Doctor of Public Health students must maintain “Satisfactory” performance or at least a grade of a B in all DrPH core courses and electives. Two grades of “Unsatisfactory” or below a B will result in dismissal from the DrPH Program. Please see program dismissals (page 9).

V. Administration of the Doctor of Public Health Program

A. Doctor of Public Health Program Coordinator
Advising for coursework will take place each semester. The Doctor of Public Health Program Coordinator will serve as the advisor for all DrPH students.

B. Research Advisor
As students progress through the program they will typically develop an affinity with a research advisor faculty member who will become their Research Advisor. After coursework advising, students will meet with their Research Advisor for guidance and mentorship related to their DrPH project, dissertation and career plans. The student’s research advisor serves to advise the student and mentor him/her throughout the program in areas that extend beyond coursework. The Research Advisor will be selected in combination with the student and the DrPH Program Coordinator on the basis of similarity of career and/or research interests and availability to work with a doctoral student. The research advisor will assist the student in doctoral research and will chair the student’s dissertation committee.

C. Doctoral Dissertation Committee
The Doctoral Dissertation Committee is selected in consultation with the doctoral student, Research Advisor, and DrPH Program Coordinator. The committee consists of no less than two Graduate Program faculty members from the College of Public Health or the University of Georgia, and one outside, non-UGA, committee member. The committee may be expanded to include additional members. See page 15 for additional information.
VI. Doctor of Public Health General Information

The Doctor of Public Health (DrPH) program at the University of Georgia is an advanced professional degree program for professionals working in the fields of public health and health care. The program is congruent with the Institute of Medicine’s (IOM) recommendations for linkages of academic and field experiences in public health. The program curriculum is competency-based and is designed to supply public health professionals with the tools necessary for successful leadership in addressing complex public health problems at the local, state, national, and international levels.

The DrPH curriculum provides students with practical training in management, leadership, policy development, and policy analysis in the health care milieu. Components of the program will include the acquisition of core as well as specialized knowledge through coursework, interdisciplinary seminars, special studies, a practice-based residency and the development of a doctoral dissertation relevant to the research and practice of public health and health care delivery.

A. Graduates of the Doctor of Public Health program are expected to:
   - Act as public health leaders;
   - Comprehend and integrate knowledge across traditional academic disciplines;
   - Provide sound recommendations and advice to national and international agencies in public health;
   - Communicate effectively with governments, academia, non-governmental organizations and the public.

B. General Degree Requirements
   Students in the Doctor of Public Health program must complete 57 graduate credit hours: 30 hours of Core courses, 12 hours of Elective courses, 3 hours of Public Health Practicum, and a minimum of 12 hours of Dissertation research and preparation.

C. Annual Progress Report
   The DrPH Annual Progress Report documents the overall progress the student has made during the past academic year and must be completed by the end of each Summer term while in the program. Each student provides a summary of the progress made within the year pertaining to course completion, the program proposal, the Portfolio, and the dissertation product (where applicable). Failure
to complete an Annual Progress Report will cause a hold to be placed on registration until the APR has been completed and accepted by the Research Advisor and Program Coordinator.

Students will receive written feedback based on the annual evaluation. The written feedback will indicate if satisfactory progress is/is not being made and recommendations for improvement will be provided to each student.

D. Continuous Enrollment/Residence
A student must be continuously enrolled for a minimum of 2 of the 3 semesters each year (Fall, Spring and Summer). Students who do not enroll in at least 2 out of 3 semesters each academic year course must apply for readmission to the program. If a student is accepted after applying for readmission, the academic rules and standards in effect at the time of readmission will supersede those in effect at the time of initial admission. Additional information can be found at the University of Georgia Graduate School. https://grad.uga.edu/index.php/current-students/policies-procedures/academics/enrollment-policy/

E. Time Limitations
The Department of Health Policy and Management requires that Doctor of Public Health students complete the required and elective coursework within four years of matriculation or risk having to repeat course work. Transferred credits must be within the 4-year period as well.

F. Satisfactory Progress Towards Degree Completion
Doctor of Public Health students must maintain “Satisfactory” performance in HPAM 9300: Doctoral Dissertation. Two (2) “Unsatisfactory” grades in HPAM 9300 will result in dismissal from the DrPH program. Please see program dismissals (page 9).

G. Transfer of Credits
No courses taken prior to a doctoral student’s admission to their degree program at The University of Georgia are eligible for transfer. Doctoral students who have matriculated and are active in the Doctor of Public Health program may take courses at other accredited institutions and have up to six semester hours of credit transferred to the UGA program of study with the prior approval of the Doctor of Public Health Program Steering Committee.
H. Program Dismissals
A student who has not made satisfactory and sufficient progress towards the completion of the degree will be dismissed by the department of Health Policy and Management or by the College of Public Health at the end of any semester. A lack of satisfactory progress towards the degree is defined as: 1) Two consecutive semesters with a semester GPA that is lower than 3.0, 2) Two failed attempts at the comprehensive examination, 3) Receipt of a grade of “Unsatisfactory” in two semesters of HPAM 9300, 4) Failure to comply with degree program time limitations, 5) Failure to comply with Program, Department, Graduate School and University policies and procedures (i.e. continuous enrollment and Academic Honesty).

I. Appeals
Students may appeal the decision of dismissal from the Doctor of Public Health program to the College of Public Health Curriculum and Academic Programs Committee (CAPC) and the Dean of the College of Public Health within 30 days of being notified of the decision. Additional information can be found at: https://grad.uga.edu/index.php/current-students/policies-procedures/academics/appeals/
### J. Doctor of Public Health Program Competencies

<table>
<thead>
<tr>
<th>Doctor of Public Health Program Competency</th>
<th>Course #</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data &amp; Analysis</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Explain qualitative, quantitative,</td>
<td>HPAM 8300</td>
<td>Research Methods</td>
</tr>
<tr>
<td>mixed methods and policy analysis</td>
<td>HPAM 8850</td>
<td>Economic Evaluation Methods in Health</td>
</tr>
<tr>
<td>research and evaluation methods to</td>
<td>HPAM 9200</td>
<td>Doctor of Public Health Seminar II</td>
</tr>
<tr>
<td>address health issues at multiple</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(individual, group, organization,</td>
<td></td>
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</tr>
<tr>
<td>community or population) levels.</td>
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</tr>
<tr>
<td>2. Design a qualitative, quantitative,</td>
<td>HPAM 8300</td>
<td>Research Methods</td>
</tr>
<tr>
<td>mixed methods, policy analysis or</td>
<td>HPAM 8850</td>
<td>Economic Evaluation Methods in Health</td>
</tr>
<tr>
<td>evaluation project to address a public</td>
<td></td>
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</tr>
<tr>
<td>health issue.</td>
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<tr>
<td>3. Explain the use and limitations of</td>
<td>HPAM 8410</td>
<td>Informatics and Analytics in Health</td>
</tr>
<tr>
<td>surveillance systems and national</td>
<td>HPAM 8840</td>
<td>Managerial Epidemiology</td>
</tr>
<tr>
<td>surveys in assessing, monitoring and</td>
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<tr>
<td>evaluating policies and program and</td>
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<tr>
<td>to address a population’s health.</td>
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<tr>
<td><strong>Leadership, Management &amp; Governance</strong></td>
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<td></td>
</tr>
<tr>
<td>4. Propose strategies for health</td>
<td>HPAM 8840</td>
<td>Managerial Epidemiology</td>
</tr>
<tr>
<td>improvement and elimination of health</td>
<td>HPAM 9100</td>
<td>Doctor of Public Health Seminar I</td>
</tr>
<tr>
<td>inequities by organizing</td>
<td>HPAM 9200</td>
<td>Doctor of Public Health Seminar II</td>
</tr>
<tr>
<td>stakeholders, including researchers,</td>
<td></td>
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<tr>
<td>practitioners, community leaders and</td>
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<td></td>
</tr>
<tr>
<td>other partners.</td>
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</tr>
<tr>
<td>5. Communicate public health science to</td>
<td>HPAM 8450</td>
<td>Policy Evaluation in Public Health</td>
</tr>
<tr>
<td>diverse stakeholders, including</td>
<td>HPAM 8800</td>
<td>Leadership in Public Health</td>
</tr>
<tr>
<td>individuals at all levels of health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>literacy, for purposes of influencing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>behavior and policies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Integrate knowledge, approaches,</td>
<td>HPAM 8840</td>
<td>Managerial Epidemiology</td>
</tr>
<tr>
<td>methods, values and potential</td>
<td>HPAM 8800</td>
<td>Leadership in Public Health</td>
</tr>
<tr>
<td>contributions from multiple</td>
<td>HPAM 8450</td>
<td>Policy Evaluation in Public Health</td>
</tr>
<tr>
<td>professions and systems in addressing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>public health problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Create a strategic plan.</td>
<td>HPAM 8700</td>
<td>Management of Healthcare Organizations</td>
</tr>
<tr>
<td>8. Facilitate shared decision making</td>
<td>HPAM 8700</td>
<td>Management of Healthcare Organizations</td>
</tr>
<tr>
<td>through negotiation and consensus-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>building methods.</td>
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<tr>
<td>9. Create organizational change</td>
<td>HPAM 8700</td>
<td>Management of Healthcare Organizations</td>
</tr>
<tr>
<td>strategies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Propose strategies to promote</td>
<td>HPAM 8760</td>
<td>Law and Ethics for Public Health Practitioners</td>
</tr>
<tr>
<td>inclusion and equity within public</td>
<td></td>
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</tr>
<tr>
<td>health programs, policies and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>systems.</td>
<td></td>
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<tr>
<td>11. Assess one’s own strengths and</td>
<td>HPAM 9100</td>
<td>Doctor of Public Health Seminar I</td>
</tr>
<tr>
<td>weaknesses in leadership capacities,</td>
<td>HPAM 9200</td>
<td>Doctor of Public Health Seminar II</td>
</tr>
<tr>
<td>including cultural proficiency.</td>
<td>HPAM 8800</td>
<td>Leadership in Public Health</td>
</tr>
<tr>
<td>12. Propose human, fiscal and other</td>
<td>HPAM 8700</td>
<td>Management of Healthcare Organizations</td>
</tr>
<tr>
<td>resources to achieve a strategic goal.</td>
<td></td>
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<tr>
<td>13.</td>
<td>Cultivate new resources and revenue streams to achieve a strategic goal.</td>
<td>HPAM 8700</td>
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<td></td>
<td>HPAM 8850</td>
</tr>
<tr>
<td><strong>Policy &amp; Programs</strong></td>
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<tr>
<td>14.</td>
<td>Design a system-level intervention to address a public health issue.</td>
<td>HPAM 8840</td>
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<td>HPAM 9200</td>
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<tr>
<td>15.</td>
<td>Integrate knowledge of cultural values and practices in the design of public health policies and programs.</td>
<td>HPAM 9200</td>
</tr>
<tr>
<td>16.</td>
<td>Integrate scientific information, legal and regulatory approaches, ethical frameworks and varied stakeholder interests in policy development and analysis.</td>
<td>HPAM 8760</td>
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<td></td>
<td></td>
<td>HPAM 9100</td>
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<tr>
<td>17.</td>
<td>Propose interprofessional team approaches to improving public health.</td>
<td>HPAM 8800</td>
</tr>
<tr>
<td><strong>Education &amp; Workforce Development</strong></td>
<td></td>
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<tr>
<td>18.</td>
<td>Assess an audience’s knowledge and learning needs.</td>
<td>HPAM 9200</td>
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<tr>
<td></td>
<td></td>
<td>HPAM 8800</td>
</tr>
<tr>
<td>19.</td>
<td>Deliver training or educational experiences that promote learning in academic, organizational or community settings.</td>
<td>HPAM 8800</td>
</tr>
<tr>
<td>20.</td>
<td>Use best practice modalities in pedagogical practices.</td>
<td>HPAM 8800</td>
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<tr>
<td></td>
<td></td>
<td>HPAM 9200</td>
</tr>
</tbody>
</table>
VII. Doctor of Public Health Curriculum

Students in the Doctor of Public Health program must complete the credit hours in four categories: (1) Doctor of Public Health Core (2) Elective Coursework (3) Doctor of Public Health Public Health Practicum and (4) Doctoral Dissertation Research. The Doctor of Public Health Program Steering Committee has general oversight of the academic aspects of all students and candidates.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Hours</th>
<th>Course #</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 1</td>
<td>3</td>
<td>HPAM 8840</td>
<td>Managerial Epidemiology</td>
</tr>
<tr>
<td>Fall 1</td>
<td>3</td>
<td>HPAM 8760</td>
<td>Law and Ethics for Public Health Practitioners</td>
</tr>
<tr>
<td>Spring 1</td>
<td>3</td>
<td>HPAM 8850</td>
<td>Economic Evaluation Methods in Health</td>
</tr>
<tr>
<td>Spring 1</td>
<td>3</td>
<td>HPAM 8700</td>
<td>Management of Healthcare Organizations</td>
</tr>
<tr>
<td>Summer 1</td>
<td>3</td>
<td>HPAM 9100</td>
<td>Doctor of Public Health Seminar I</td>
</tr>
<tr>
<td>Fall 2</td>
<td>3</td>
<td>HPAM 8450</td>
<td>Policy Evaluation in Public Health</td>
</tr>
<tr>
<td>Fall 2</td>
<td>3</td>
<td>HPAM 8410</td>
<td>Informatics and Analytics in Health</td>
</tr>
<tr>
<td>Spring 2</td>
<td>3</td>
<td>HPAM 8300</td>
<td>Research Methods</td>
</tr>
<tr>
<td>Spring 2</td>
<td>3</td>
<td>HPAM 9200</td>
<td>Doctor of Public Health Seminar II</td>
</tr>
<tr>
<td>Summer 2</td>
<td>3</td>
<td>HPAM 8800</td>
<td>Leadership in Public Health</td>
</tr>
<tr>
<td>Fall 3</td>
<td>3</td>
<td>Elective 1</td>
<td></td>
</tr>
<tr>
<td>Fall 3</td>
<td>3</td>
<td>Elective 2</td>
<td></td>
</tr>
<tr>
<td>Fall 3</td>
<td>0</td>
<td>Comprehensive Examination</td>
<td></td>
</tr>
<tr>
<td>Spring 3</td>
<td>3</td>
<td>PBHL 9560</td>
<td>Public Health Residency</td>
</tr>
<tr>
<td>Spring 3</td>
<td>3</td>
<td>Elective 3</td>
<td></td>
</tr>
<tr>
<td>Summer 3</td>
<td>3</td>
<td>Elective 4</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>HPAM 9300</td>
<td>Doctoral Research</td>
</tr>
</tbody>
</table>

57 Hours Minimum Required for Degree Completion
VIII. Doctor of Public Health Residency Requirement

Doctor of Public Health students are expected to engage in one or more applied practice experiences in which they are required to complete at least one project that is meaningful for an organization and to advance public health practice. The residency provides students an opportunity to apply the knowledge and skills acquired through their coursework and further develop and demonstrate attainment of program competencies.

Relevant organizations include governmental, non-governmental, non-profit, industrial, or for-profit settings. The student’s own work setting may be used however, the selected project must not be in the realm of the day-to-day work responsibilities of the student. The work product may be a single project or a set of related projects that demonstrate depth of competence. It may be a discrete experience or integrated into program coursework. The residency must be approved, in advance, by the Doctor of Public Health Program Coordinator and DrPH Practice Coordinator.

The Residency is a requirement for all DrPH students and must be completed. **Waivers will not be granted for the Practice requirement and placements cannot be counted retroactively.** In general, the student will arrange for the experience to be completed during one semester for three (3) credit hours or for 150 contact hours or for six (6) credit hours for 300 hours. All students are considered only after they have:

1. Been in good academic standing as outlined by the Doctor of Public Health program and Graduate school with a 3.0 or better in all courses.
2. Have demonstrated professionalism during coursework.
3. Completed at least two semesters in the DrPH program and completed all core courses.
4. Completed Residency Advisement and received approval from the Academic Advisor/DrPH Coordinator.
5. Met departmental requirements and received approval from their advisor and secured approval of the Practice Coordinator to enter into Residency.
IX. Comprehensive Doctoral Examination

All Doctor of Public Health (DrPH) students will be required to pass a formal, comprehensive examination consisting of written and oral components that address the DrPH program competencies before being admitted into doctoral candidacy. To be eligible to sit for the examination, a student must have completed all DrPH core coursework, or must be enrolled in the remaining, not yet completed courses in the semester of the examination. This does not include the DrPH Public Health Residency or elective requirements, which may be completed following the examination.

A. Examination Content

The written examination will consist of broad integrative case studies addressing the breadth of the competencies in the public health based on the Council on Education for Public Health (CEPH) domains of: Data & Analysis, Leadership, Management & Governance, Policy & Programs, Education & Workforce.

Admission to Candidacy

Admission to candidacy for a doctoral student is requested immediately after the successful completion of the comprehensive doctoral examination. The following is a complete list of requirements for admission to candidacy:

1. All prerequisites set as a condition to admission have been satisfactorily completed;
2. Completed all coursework and the public health practicum requirement;
3. The final program of study has been approved by the Doctor of Public Health Program Coordinator and HPAM Graduate Coordinator.
4. An average of 3.0 (B) has been maintained on all graduate courses taken and on all completed courses on the program of study (no course with a grade below a letter of a “B-” may be included in the final program of study);
5. Comprehensive doctoral examinations have been passed;
6. The Doctoral Dissertation Committee, including any necessary changes in the membership is confirmed and all its members have been notified of their appointment.

B. Time Limit on Candidacy

The dissertation must be completed (within three years following admission to candidacy) to qualify for graduation. However, it is expected that the scope of the dissertation should allow completion within three or less semesters.
X. **Doctor of Public Health Dissertation Research**

The University of Georgia Doctor of Public Health integrates foundational knowledge, such as public health theories and methods; competencies of leadership, management, communication and innovation to enable change and field engagements to translate knowledge into practice. The UGA culminating experience will provide the candidate with an opportunity to practice and develop their personal leadership skills while engaging in a project that contributes substantively to public health results. The dissertation is expected to analyze and propose solutions to health policy, management or leadership issues by applying new theoretical or analytic approaches to current problems in health care.

Each candidate will prepare a dissertation demonstrating the ability to analyze and solve complex, practice-based problems in public health policy, management and leadership. The dissertation should reflect a variety of perspectives needed to meet major public health challenges and should include explicit solutions, strategies and implications for high-level public health and health care leadership officials. Thus, an acceptable DrPH dissertation will:

- Address a complex public health problem of strategic importance to public health;
- Advance or contribute to the evidence base of public health practice;
- Utilize an explicit methodology and study design that clearly specified and specifically designed to address the problem selected for investigation, as effectively addressing complex problems often requires an integration of analytic methods;
- Draw upon and be grounded in both the scholarly and practice literature in an effort to establish a conceptual framework for the dissertation;
- Contain clear public health leadership implications;
- Must be publishable findings or research.

The format will be determined largely by the nature of the public health problem addressed. Appropriate dissertation formats may include:

- Case studies and policy, management, and leadership analyses;
- Development of new practice interventions;
- Design and implementation of public health programs;
- Program or policy evaluations;
- Historical program or policy analyses;
- Substantial legislative proposals.

The Doctor of Public Health dissertation could be based on original and/or outside data collection by the student. Use of secondary data for Doctor of Public Health dissertation is acceptable pending approval by the Research Advisor and Doctor of Public Health Program Coordinator.
The dissertation committee will consist of 3 members: at least 2 Faculty members (1 must be from Health Policy and Management (HPAM)), and 1 outside practitioner in the related field of research. Committee members must:

- Outside practitioners Hold a terminal degree in their field or have a high level of expertise
- be approved by the DrPH Program Coordinator