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I. INTRODUCTION

A. MHA Program

Mission
The MHA program at the University of Georgia is designed to prepare early-career students to develop knowledge and mastery of skills to meet the critical challenges facing the health care industry.

Vision
The MHA program at the University of Georgia seeks to become a top provider in preparing highly motivated individuals in the conceptual, analytical, and applied skills required to advance into administrative careers in the health care field.

Values
Excellence, Diversity, Integrity, Professionalism, and Leadership

Program Coordination
MHA Program Coordinator:
Mr. Michael Martin
Clinical Assistant Professor
311D Wright Hall
m2029pm@uga.edu
706-542-9268

B. Department of Health Policy and Management

Mission
The mission of the Department of Health Policy and Management is to train public health professionals in the study of health policy and law, health economics, public health, and health care system management with the aim of improving health care quality and access.

Administration
Department Head:
Dr. M. Mahmud Khan
Professor and Department Head
116 Wright Hall
mahmud.khan@uga.edu
706-713-2713
C. College of Public Health

Mission
The College of Public Health at the University of Georgia promotes health in human populations, protects the environment, and prevents disease and injury in Georgia, the United States, and globally through innovative research, exemplary education, and engaged service.

Administration
Dean:
Dr. Marsha Davis
205 Rhodes Hall
davism@uga.edu
706-542-0939

D. Graduate School

Mission
The Graduate School coordinates the graduate programs of all schools and colleges of the University. Matters of policy and procedure are determined by the graduate faculty through the graduate council. The graduate program faculty consists of faculty members appointed by the President on the basis of productive research, effective teaching, and other creative activities. The policies adopted by the graduate council are administered by the vice provost and dean of the Graduate School. Graduate degrees at UGA are ultimately under the supervision of the Graduate School. Further information can be obtained at https://grad.uga.edu/.

Administration
Vice Provost and Dean:
Dr. Ron Walcott
310 Herty Drive
graddean@uga.edu
706-542-6392
II. COURSEWORK

The MHA degree requires the completion of 54 credit hours. Students wishing to obtain the MPH and MHA degrees concurrently must complete all required courses for each program, including 30 unique hours in each. Sample programs of study are shown below.

**Traditional Program**

<table>
<thead>
<tr>
<th>Program Year</th>
<th>Session</th>
<th>Course #</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>Year One</td>
<td>Fall</td>
<td>HPAM 7150</td>
<td>US Health Care Delivery System</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>BIOS 7010</td>
<td>Introductory Biostatistics I</td>
<td>3</td>
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<td>HPAM 7500</td>
<td>Organizational Behavior</td>
<td>3</td>
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<td></td>
<td></td>
<td>DMAN 7100</td>
<td>Introduction to Disaster Management</td>
<td>3</td>
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<tr>
<td></td>
<td></td>
<td>HPAM 7910</td>
<td>Professional Development Seminar in Health Admin. I</td>
<td>1</td>
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<tr>
<td></td>
<td>Spring</td>
<td>DMAN 7200</td>
<td>Disaster Management for Health Professionals</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HPAM 7760</td>
<td>Public Health Law &amp; Ethics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HPAM 7600</td>
<td>Health Economics</td>
<td>3</td>
</tr>
<tr>
<td></td>
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<td>HPAM 7410</td>
<td>Health Informatics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HPAM 7920</td>
<td>Professional Development Seminar in Health Admin. II</td>
<td>1</td>
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<tr>
<td></td>
<td>Summer</td>
<td>HPAM 7650</td>
<td>Comparative Health Systems</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7650E</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>HPAM 7900</td>
<td>Internship in Health Admin.</td>
<td>3</td>
</tr>
</tbody>
</table>

| Year Two     | Fall    | HPAM 7400  | Policy Analysis in Public Health                      | 3       |
|              |         | HPAM 7250  | Human Resources Management in Health Care             | 3       |
|              |         | HPAM 7550  | Quality Improvement in Health                         | 3       |
|              |         | HPAM 7750  | Healthcare Finance                                    | 3       |
|              |         | HPAM 7930  | Professional Development Seminar in Health Admin. III  | 1       |
|              | Spring  | HPAM 7890  | Strategic Management and Marketing in Health Care     | 3       |
|              |         | DMAN 7560  | Health Care Emergency Management                      | 3       |
|              |         | HPAM 7950  | Capstone Project in Health Administration             | 3       |
## MPH and MHA Concurrent Program

### Year One

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
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</thead>
<tbody>
<tr>
<td>BIOS 7010</td>
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<td>PBHL 7560</td>
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<tr>
<td>EHSC 7010</td>
<td>HPAM 7600</td>
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<tr>
<td>EPID 7010</td>
<td>HPRB 7010</td>
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<td>HPAM 7010</td>
<td>HPAM 8700</td>
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<td>HPAM 7001</td>
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</table>

### Year Two

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPAM 7750</td>
<td>PBHL 7800</td>
<td>HPAM 7900</td>
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<tr>
<td>DMAN 7100</td>
<td>DMAN 7200</td>
<td>HPAM 7650</td>
</tr>
<tr>
<td>HPAM 7400</td>
<td>HPAM 7760</td>
<td></td>
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<tr>
<td>HPAM 7550</td>
<td>Non-MHA: elective</td>
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</tr>
<tr>
<td>HPAM 7910</td>
<td>HPAM 7920</td>
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</table>

### Year Three

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPAM 7150</td>
<td>HPAM 7410</td>
</tr>
<tr>
<td>HPAM 7500</td>
<td>HPAM 7890</td>
</tr>
<tr>
<td>Non-MHA: Elective</td>
<td>DMAN 7560</td>
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<tr>
<td>HPAM 7930</td>
<td>HPAM 7950</td>
</tr>
<tr>
<td>HPAM 7250</td>
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</tbody>
</table>

### Prerequisite

For both the traditional and concurrent programs, students who do not have a bachelor’s or master’s degree in a public health discipline are required to take a public health foundations course (PBHL 7100) in the spring of their first year in addition to the courses shown in the prior two tables.

Revision date: 08.23.2021
III. **COMPETENCIES**

The MHA is a competency-based curriculum adapted from the ACHE Competency Model.

**Domain 1: Communication and Relationship Management**
1. Demonstrate effective interpersonal relations and understand how to create an ethical culture in an organization (HPAM 7250, HPAM 7500, HPAM 7760, HPAM 7900, HPAM 7910, HPAM 7920)
2. Demonstrate how to provide and receive constructive feedback (HPAM 7890, HPAM 7820, HPAM 7900, HPAM 7910)
3. Prepare and deliver effective written and oral business communications (HPAM 7890, HPAM 7820, HPAM 7910, HPAM 7950)

**Domain 2: Leadership**
4. Understand how to create an organizational climate that encourages teamwork and values and supports diversity (HPAM 7500, HPAM 7760, HPAM 7920)
5. Identify and apply effective leadership and management skills (HPAM 7250, HPAM 7500, HPAM 7900, HPAM 7910, HPAM 7920, HPAM 7930)

**Domain 3: Professionalism**
6. Understand professional roles, responsibility, and accountability (HPAM 7500, HPAM 7910, HPAM 7920, HPAM 7930)
7. Integrate legal and regulatory frameworks and professional ethics considerations in decision-making (HPAM 7150, HPAM 7400, HPAM 7760, HPAM 7890)

**Domain 4: Knowledge of the Healthcare Environment**
8. Demonstrate an understanding of the performance, structure, and environment of the healthcare system including how the health system is managed, regulated, and governed (HPAM 7150, HPAM 7500, HPAM 7650, HPAM 7950, HPAM 7400, HPAM 7760)
9. Implement evidence-based management in approaching public health and health system issues (HPAM 7150, HPAM 7900, HPAM 7950, HPAM 7820)

**Domain 5: Business Skills and Knowledge**
10. Demonstrate an understanding of financial management and analysis principles, insurance and reimbursement methods, and economic concepts (HPAM 7150, HPAM 7410, HPAM 7600, HPAM 7750)
11. Demonstrate the ability to analyze, understand, and explain data (BIOS 7010, HPAM 7910, HPAM 7410, HPAM 7750, HPAM 7890)
12. Apply quality improvement theories, human resources principles, marketing principles, and strategic frameworks within a healthcare context (HPAM 7150, HPAM 7250, HPAM 7550, HPAM 7890)
**Internship Experience**

Students are required to complete an internship for academic credit and must register for HPAM 7900 as part of their program of study. The requirements for the successful completion of the internship course are as follows:

1. Prior to the initiation of the internship, the student is required to submit a formal internship proposal for approval by the program coordinator.

2. Upon approval of the internship proposal, the student must complete a minimum of 300 hours of work. The program coordinator will require formal attestation of hours worked from the internship site preceptor to verify the completion of this requirement. The hours-worked requirement is the equivalent of 8 to 10 weeks of full-time work. The student must work a minimum of 16 hours per week each week in order to receive credit towards the minimum hour requirement.

3. At or towards the conclusion of the on-site internship experience component, the student is required to develop and deliver a formal presentation of his/her internship experience.

4. At or towards the conclusion of the on-site internship experience component, the internship site preceptor must provide an evaluation of satisfactory or better on all measurable dimensions of student internship performance.

Students who successfully fulfill all the requirements will receive a grade of “S” for the internship course section and satisfy the minimum experiential learning requirement for the MHA degree. Any student who fails to meet any/all of these requirements will receive a grade of "U" for that section and may not be allowed to re-register for additional sections of HPAM 7900 in successive semesters.

**Culminating Experiences Required for the MHA degree**

The culminating experiences required for the MHA degree include the following:

1. Successful completion of a capstone project (HPAM 7950) with a grade of “B” or higher.

2. Successful completion of an internship (HPAM 7900).


4. Review of student portfolio.

5. Successful passing score on the comprehensive exam.

6. Exit assessment and interview with the MHA program coordinator.
IV. **Policies & Procedures**

**A. Transfer of Credit**

MHA students may transfer up to six (6) credit hours from other institutions if those credits were earned within six years of the requested transfer. If a student wishes to transfer credit for a course, the student must submit the syllabus of the course to the MHA program coordinator for approval. No grade below “B” will be accepted. Courses beyond six hours that are eligible for counting for dual MPH/MHA credit must have been taken at UGA in the Department of Health Policy and Management and are subject to approval by the program coordinator upon evaluation of transcripts.

**B. Academic Probation and Dismissal Policy**

Graduate School Policy

1. Students are required by the Graduate School to maintain a 3.0 GPA throughout their graduate studies.

2. Students with a cumulative GPA below 3.0 for two consecutive semesters are placed on probation by the Graduate School. Students must maintain a 3.0 each semester after they are placed on probation. If they fall below a 3.0 during their probationary period, they are dismissed.

3. Should a student be placed on academic warning or probation, advisement forms must be completed and signed by the student’s advisor and the Graduate Coordinator before permission to register is granted.

4. Students may be dismissed from the Graduate School and the MHA program if they have not made sufficient academic progress to continue in the program.

5. Students are not permitted to graduate if their GPA falls below 3.0 on the semester they intend to graduate.

All students must abide by the University’s academic code of conduct found in “A Culture of Honesty” found at [https://honesty.uga.edu/_resources/documents/academic_honesty_policy_2017.pdf](https://honesty.uga.edu/_resources/documents/academic_honesty_policy_2017.pdf). Any student accused of academic dishonesty has the right to appeal to the CPH Office of Academic Affairs. Students may be dismissed from the program if they are determined to be in violation of this policy. Students may appeal any decision that is made regarding their academic performance and academic standing by following the CPH Appeals Procedure found at [https://honesty.uga.edu/Student-Appeals/Process/](https://honesty.uga.edu/Student-Appeals/Process/).

**C. Financial Assistance for MHA**

In addition to financial aid and fellowship information provided by the Graduate School, there are a limited number of research and teaching assistantships available in the College of Public Health and in the department. Faculty will also nominate...
outstanding applicants for highly competitive fellowships offered through the Graduate School and/or the College of Public Health. Assistantship opportunities are most often advertised to individual student groups by faculty of departments, and when advertised to the College, appear in the newsletter.

The University of Georgia Office of Student Financial Aid provides access to a variety of grants and loans for students in the Graduate School. For further information and application forms for all types of financial aid, contact the office at 706-542-6147.

D. Advising & Registration

1. Advising
   a. Students are assigned to the MHA Coordinator as their advisor.
   b. The Advisor, in conjunction with the student, is responsible for:
      • Developing and updating the tentative program of study.
      • Monitoring problems related to the completion of the degree (e.g., deficiencies, probation, incompletes, etc.).
      • Approving overloads.
      • Filing forms in accordance with Graduate School and departmental regulations (e.g., transfer of credits, approval of a formal program of study, admission to candidacy).
      • Guiding research.
      • Approving elective courses and field placement site.
      • Assisting in student development of Capstone Project.
      • Signing off on the final program of study, to be submitted in the final semester, for graduation.
   c. Students are responsible for monitoring their progress throughout the program. Students will initiate meetings with their advisor prior to registration and will adhere to the deadlines for registration, filing forms with their degree program office, and filing forms with the Graduate School.

2. Registration
   a. Registration Overview
      Registration via computer is available at any time during the university’s registration periods using ATHENA located on the MyUGA Portal. Computers are available across campus and students may register at any location (on or off campus) where they can access the internet. For instructions visit: Registration Basics | Registration | Enrollment & Registration | Office of the Registrar (uga.edu).
  
   b. Registration Terms
Registration for Fall classes occurs each spring semester and registration for Spring and Summer classes occurs each Fall semester. Students receive their assigned registration tickets around early October for the Fall and early March for Spring. Student registration tickets can also be accessed via their ATHENA registration menu.

c. Registration Times
Students are assigned registration periods each semester and notified via email by the registrar’s office a few weeks prior to the beginning of registration. The exact dates and times for these phases for the current term are noted in the Key Dates within the Schedule of Classes. Generally, pre-registration for Spring and summer semesters is mid-October, and pre-registration for Fall is early April. Please register at the earliest date possible to avoid classes reaching capacity and closing.

d. Preliminary Steps
Before registration, take these steps to make registration easier:

- Meet with your advisor to plan a schedule. Prior to the advising appointment, check if there are any special authorizations or prerequisites to courses.
- Check course authorizations. Check the Schedule of Classes for any special permission needed to register for a class (e.g., Permission of Department - POD) and see your advisor to obtain permission.
- Check course prerequisites. Departments may block registration for students who have not met prerequisites. The current Graduate Bulletin for course prerequisites may be found at: http://www.bulletin.uga.edu/coursesHome.aspx.
- Check for flags. Go to the ATHENA Registration Main Menu to check for flags. Students with flags on their record for a given term will not be permitted to register until the flags have been cleared. Students may have flags for unpaid parking tickets, unpaid University Health Center fees, library fees, tuition problems, etc.
- Clear to register. After the advisor has authorized the courses to take (via signing a registration form), ensure you have been cleared to register. You MUST be cleared for each semester (fall, spring, & summer) before you can access courses.

E. Graduate School Requirements
The University of Georgia Graduate School has detailed requirements for graduation. Following is a summary of the main requirements. For additional information please check their website. Any changes in University policies will override the requirements stated below.
1. **Grade Point Average**
   To be eligible for graduation, the student must maintain a 3.0 (“B”) cumulative grade point average on the graduate transcript. No grade below C will be accepted.

2. **Timeline to Complete Courses**
   The student must complete all coursework credited toward the graduate degree within six (6) years of the first semester of registration of courses. Extension of time may be granted only for conditions beyond the control of the individual.

3. **Transfer of Credits**
   With proper approval, master students may transfer up to six (6) semester hours of credit for graduate courses taken at other schools. The student must have taken these courses in the past six (6) years. No grade below “B” may be transferred. The courses to be transferred may not have been used in a degree program at another institution. Transferred grades are not used in calculating cumulative grade point averages. The advisor will need a copy of the syllabus from those courses to determine if there is a clear match in learning objectives from both institutions. Specific degree programs may have more stringent rules when accepting transfer credits. Please refer to your degree-specific handbook and speak with the department head for additional information. Transfer credit instructions and forms can be found by visiting [Acceptance of Credit by Transfer » UGA Graduate School](https://www.uga.edu/graduate/courses/acceptance-of-credit-by-transfer/).

4. **Incomplete Grades**
   The grade Incomplete (“I”) indicates that the student was doing satisfactory work but, for non-academic reasons beyond their control (usually medical in nature), was unable to meet the full requirements of the course. Currently the “Incomplete” must be resolved within a maximum of three (3) semesters. The student must develop a timeline with the professor, as faculty members may not be available certain semesters. When an Incomplete is not removed, the “I” automatically becomes an “F.” Once an “I” converts to an “F” it cannot be changed. It is the student’s responsibility to monitor the conversion deadline. Students are not allowed to graduate with an Incomplete grade on their transcript. The form for filing an Incomplete with an instructor can be found by visiting [www.publichealth.uga.edu](http://www.publichealth.uga.edu). You may also send a request to [cphadm@uga.edu](mailto:cphadm@uga.edu).
F. Graduation Procedures

1. Deadlines
   If a student hasn’t done so by graduation semester, s(he) MUST visit the
   Graduate School’s website to view all deadline dates for graduation documents,
   (http://grad.uga.edu/index.php/currentstudents/important-dates-deadlines/).
   This must be done no later than the first week in the semester that a student
   intends on graduating.

2. Program of Study
   Masters’ students must submit a “Program of Study” form to the Graduate
   School the semester they intend to graduate. This form is at:
   https://gradstatus.uga.edu/Forms/G138. The advisor and the College’s
   Graduate Coordinator must sign this form. The “Program of Study” is a list of
   all courses that will be used towards graduation. This form enables the
   graduate school to make sure the student has completed all the hours and
   courses needed for graduation. Please complete the “Non-doctoral Professional
   Degree Program of Study” form. Graduating students will receive updates on
   deadlines for submission of forms, graduation requirements, and all other
   pertinent information on the College’s listserv. It is the responsibility of the
   STUDENT to be sure to read all emails from the UGA Graduate School or CPH
   Academic Affairs faculty/staff.

3. Application for Graduation
   A student must apply for graduation no later than Friday of the second full
   week (the first full week for summer) of classes in the semester of the
   anticipated graduation date to permit the Graduate School to review the
   student’s file. This is also the due date for the “Program of Study” form. These
   deadlines are published on the Graduate School Web site for three semesters in
   advance. Students must be enrolled for a minimum of three (3) hours during
   the semester in which degree requirements are completed and the student
   graduates.

4. Late Filing for Graduation
   A graduate student who misses a graduation deadline by failing to file the
   necessary forms will have the option of paying a single fee of $50 (check or
   money order in U.S. dollars) for late processing of all required forms. A
   completed “Late Filing for Graduation Form,” all required graduation forms,
   and the late fee payment must be submitted to the Graduate School Office of
   Enrolled Student Services within 45 calendar days of the original deadline.
   After the 45-day late period, no students will be added to the commencement
   roster for the current semester.

5. Change in Graduation Date
   If a student cannot complete degree requirements in the semester for which a
   graduation application was submitted, the student should log into ATHENA
and click to “View Graduation Term.” There is an option available to remove the existing graduation term on the ATHENA site. It is likely that the student will need to wait until the beginning of the following term to apply for graduation for that subsequent term. The student may also notify the Graduate School of the student’s intent by e-mail to gradinfo@uga.edu. Should a student neglect to notify the Graduate School of a failure to complete degree requirements, the student's name may be removed from graduation status. The student and graduate coordinator will be notified of this action. It will then be necessary for the student to reapply using ATHENA for graduation. The Graduate School’s website provides all deadline dates for each semester (see http://grad.uga.edu/index.php/currentstudents/important-dates-deadlines/).

If a registered professional master's student is unable to complete degree requirements to meet graduation deadlines for the semester but can complete the requirements before Phase II registration of the next semester, no enrollment is required for the new term. If, however, all degree requirements have not been completed prior to the beginning of Phase II, a student will be required to register for a minimum of three hours of credit and pay the applicable tuition and fees.

6. Graduation Clearance
When all degree requirements have been successfully completed the student's file is cleared for graduation. Under ordinary circumstances, this process occurs when the grades for the final semester are received. The grade of “U” as a terminal grade is not acceptable for courses titled technical report, applied project, seminar, special problems, field placement, practicum, and research courses when these are degree requirements. Graduate students must have a cumulative graduate course average of at least 3.0 to graduate (this includes all graduate courses attempted, whether or not they are used on the program of study for the current degree). A student will not be allowed to graduate with an incomplete grade on the transcript if conversion of the incomplete grade to “F” will drop the student's grade point average below 3.0.

7. Continuous Enrollment Policy
All enrolled students pursuing a graduate degree at the University of Georgia must maintain continuous enrollment until completion of all degree requirements (https://grad.uga.edu/index.php/current-students/enrollment-policy/). Continuous enrollment is defined as registering for a minimum of three (3) credits in at least 2 semesters per year (Fall, Spring, Summer) until the degree is attained or status as a degree-seeking graduate student is terminated.

In certain circumstances, students may request a leave of absence (LOA) to obtain a temporary exemption from the continuous enrollment policy. The LOA must be approved by the MHA Program Coordinator and the Dean of the Graduate School. The leave will only be granted for good cause such as serious
medical or health-related issues, major financial and employment issues, and other major personal circumstances that interfere with the ability to undertake graduate studies. Additional information and access to the forms required to request an LOA may be found at Graduate Enrollment Policy « UGA Graduate School.

8. Calculation of Grade Point Average (GPA)
UGA assigns the following values to each letter grade (http://bulletin.uga.edu/bulletin/PlusMinusGradingFAQ.html):

<table>
<thead>
<tr>
<th>Grade</th>
<th>Value</th>
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<tbody>
<tr>
<td>A</td>
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<tr>
<td>A-</td>
<td>3.70</td>
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<td>B+</td>
<td>3.30</td>
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<tr>
<td>B</td>
<td>3.00</td>
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<tr>
<td>B-</td>
<td>2.70</td>
</tr>
<tr>
<td>C+</td>
<td>2.30</td>
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<tr>
<td>C</td>
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<tr>
<td>C-</td>
<td>1.70</td>
</tr>
<tr>
<td>D</td>
<td>1.00</td>
</tr>
<tr>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>

G. Professional Behavior
Students are expected to demonstrate professional behavior while enrolled in the graduate program and to act in a manner that demonstrates integrity and respect for others and the campus environment. Instances of unprofessional behavior will receive a warning in writing and repeat instances of unprofessional behavior may lead to an assignment of a grade of “F” or “U” in relevant courses or internships and/or dismissal from the program.

The American College of Healthcare Executives (ACHE) is a professional association focused on advancing leaders and the field of healthcare management. Students are expected to adhere to the ACHE Code of Ethics, which can be found at https://www.ache.org/-/media/ache/ethics/code_of_ethics_web.pdf?la=en&hash=F8D67234C06C333793B58402D73741A4ACE3D9D

H. Harassment
UGA prohibits any member of the faculty, staff, administration, student body, or visitors to campus, whether they be guests, patrons, independent contractors, or clients, from harassing and/or discriminating against any other member of the University community because of that person’s race, sex (including sexual harassment), ethnic or national origin, religion, age, disabled status, status as a disabled veteran or veteran of the Vietnam era, or sexual orientation. Incidents of harassment and discrimination will be met with appropriate disciplinary action, up to and including dismissal from the University. The UGA Nondiscrimination and Anti-harassment Policy is found at https://eoo.uga.edu/policies/non-discrimination-anti-harassment-policy. Students who believe they are being harassed or discriminated against are encouraged to consult the Graduate Coordinator, Department Head, or the Office of Equal Opportunity.
Sexual harassment
Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature become sexual harassment when:

1. Submission to such conduct is made either implicitly or explicitly a term or condition of an individual's employment or status in a course, program, or activity,
2. Submission or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting such individual, or
3. Such conduct has the purpose or effect of interfering with the individual's work or educational performance; of creating an intimidating, hostile, or offensive working and/or learning environment; or of interfering with one's ability to participate in or benefit from an educational program or activity. The UGA Non-discrimination and Anti-harassment Policy states: “When one party has a professional relationship towards the other, or stands in a position of authority over the other, even an apparently consensual sexual relationship may lead to sexual harassment or other breaches of professional obligations. The University prohibits all faculty and staff, including graduate teaching assistants, from pursuing sexual relationships with undergraduates whom they are currently supervising or teaching.” “The University also strongly discourages sexual relationships between faculty or administrators and graduate, professional students and/or employees whose work they supervise. Anyone involved in a sexual relationship with someone over whom he or she has supervisory power must recuse himself or herself from decisions that affect the compensation, evaluation, employment conditions, instruction, and/or the academic status of the subordinate involved.” For more information, please visit http://www.uga.edu/eoo/.

I. 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 the UGA culture of honesty policy: https://honesty.uga.edu. The Office of Judicial Programs, located in Memorial Hall, maintains and publishes the Code of Conduct for the University of Georgia. They are responsible for processing violations of conduct regulations, which include providing false information to a University Official or University office. The Code of Conduct can be found at Code-of-Conduct.pdf (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 student does not have to intend to violate the honesty policy to be found in violation. For example, plagiarism, intended or unintended, is a violation of this policy.

Revision date: 08.23.2021
J. Academic Dishonesty
The following acts by a student are examples of academically dishonest behavior:

1. **Plagiarism** – Submission for academic advancement the words, ideas, opinions, or theories of another that are not common knowledge, without appropriate attribution to that other person. Plagiarism includes, but is not limited to, the following acts when performed without appropriate attribution:
   a. Copying information directly from a website and using it as the student’s own work without citation.
   b. Directly quoting all or part of another person’s written or spoken words without quotation marks, as appropriate to the discipline.
   c. Paraphrasing all or part of another person’s written or spoken words without notes or documentation within the body of the work.
   d. Presenting an idea, theory, or formula originated by another person as the original work of the person submitting that work.
   e. Repeating information, such as statistics or demographics, which is not common knowledge, and which was originally compiled by another person.
   f. Purchasing (or receiving in any other manner) a term paper or other assignment that is the work of another person and submitting that term paper or other assignment as the student’s own work.

2. **Unauthorized assistance** – Giving or receiving assistance in connection with any examination or other academic work that has not been authorized by an instructor. During examinations, quizzes, lab work, and similar activities, students are to assume that any assistance (such as books, notes, calculators, and conversations with others) is unauthorized unless it has been specifically authorized by an instructor. Examples of prohibited behavior include, but are not limited to, the following when not authorized:
   a. Copying, or allowing another to copy, answers to an examination.
   b. Transmitting or receiving, during an examination, information that is within the scope of the material to be covered by that examination (including transmission orally, in writing, by sign, electronic signal, or other manner).
   c. Giving or receiving answers to an examination scheduled for a later time.
   d. Completing for another, or allowing another to complete for you, all or part of an assignment (such as a paper, exercise, homework assignment, presentation, report, computer application, laboratory experiment, or computation).
   e. Submitting a group assignment or allowing that assignment to be submitted, representing that the project is the work of all of the members...
of the group when less than all of the group members assisted substantially in its preparation.

f. Unauthorized use of a programmable calculator or other electronic device.

3. **Lying/Tampering** – Giving any false information in connection with the performance of any academic work or in connection with any proceeding under this policy. This includes, but is not limited to:
   a. Giving false reasons (in advance or after the fact) for failure to complete academic work. This includes, for example, giving false excuses to an instructor or any University official for failure to attend an exam or to complete academic work.
   b. Falsifying the results of any laboratory or experimental work or fabricating any data or information.
   c. Altering any academic work after it has been submitted for academic credit and requesting academic credit for the altered work unless such alterations are part of an assignment (such as a request of an instructor to revise the academic work).
   d. Altering grade, lab, or attendance records. This includes, for example, the forgery of university forms for registration in or withdrawal from a course.
   e. Damaging computer equipment (including removable media such as disks, CD's, flash drives, etc.) or laboratory equipment in order to alter or prevent the evaluation of academic work, unauthorized use of another's computer password, disrupting the content or accessibility of an Internet site, or impersonating another to obtain computer resources.
   f. Giving or encouraging false information or testimony in connection with academic work or any proceeding under this policy.
   g. Submitting for academic advancement an item of academic work that has been submitted (even when submitted previously by that student) for credit in another course, unless done pursuant to authorization from the instructor supervising the work or containing fair attribution to the original work.

5. **Theft** – Stealing, taking, or procuring in any other unauthorized manner (such as by physical removal from a professor's office or unauthorized inspection of computerized material) information related to any academic work (such as exams, grade records, forms used in grading, books, papers, computer equipment, and data, and laboratory materials and data).

6. **Failure by a student to comply** with a duty imposed under this policy. However, no penalty is imposed under this policy for failure to report an act of academic dishonesty by another or failure to testify in an academic honesty proceeding concerning another. Any behavior that constitutes academic dishonesty is prohibited even if it is not specifically listed in the above list of examples.
K. Probation and Dismissal Graduate School Policy

1. Students may be dismissed from the Graduate School and the CPH degree programs if they have not made sufficient academic progress to continue in the program. The Graduate School requires that students maintain a minimum 3.0 GPA throughout their graduate studies.

2. Students with a cumulative graduate course average below 3.0 will receive a warning letter from the Graduate School explaining the probation procedure. If a student’s graduate course average is below 3.0 for two consecutive terms, the student will be placed on academic probation by the Graduate School. While on probation, students must have at least 3.0 for the semester graduate course average each succeeding semester. Probation status ends when the student’s cumulative graduate course average reaches at least 3.0. If a student makes less than a 3.0-semester graduate course average while on probation, s/he is dismissed from the Graduate School.

3. When students repeat a graduate course, the last grade will be utilized to calculate the cumulative graduate average that is used for probation, dismissal, admission to candidacy, and graduation. Grades of “S,” “U,” and “I” will not be used in calculating the cumulative graduate average. However, when a grade of “I” converts to “F,” this may result in an action of probation or dismissal for the semester in which the conversion takes place, even if the student is not registered for that semester.

4. Students who are dismissed by the Graduate School may not apply for admission to another graduate program offered by the University. Students who are dismissed by the Graduate School for academic reasons may appeal the dismissal to the dean of the Graduate School. The appeal must be submitted to the dean within 30 calendar days following receipt of the notice of dismissal. Information concerning the appeal process may be obtained on the Graduate School’s website.

5. After the “warning letter” and after being placed on probation, the student, the Graduate Coordinator, and the advisor will meet to develop a written plan of action, which must be forwarded to the Graduate School.

6. Students may be dismissed from the program due to academic dishonesty issues. Please read the Academic Honesty and Codes of Conduct section in this manual. Appeal Procedures for Graduate Students at the University of Georgia and the College of Public Health (CPH) have established a process for appealing decisions regarding academic matters in which a student disagrees with the decision rendered (e.g., grade disputes, termination from a program, and other grievances). Links to appeals policies can be found by visiting https://www.publichealth.uga.edu/graduatelinks. Additionally, please refer to the Graduate School’s policies which can be found by visiting (Appeals « UGA Graduate School).

Revision date: 08.23.2021
L. Appeals

1. Grade Appeals
   The College of Public Health assures all students the right to due process in the appeal of any performance evaluation (e.g., course grade) or other academic decision. The Student Appeals Policy and Procedures outlined in this document apply to all students enrolled in classes or programs in the College of Public Health (CPH) at the University of Georgia. The appeals process provides for an impartial review of a grading or other academic decision that is alleged to be capricious, arbitrary, or discriminatory. This policy does not apply to petitions for a waiver of established policy or procedure from curricular and/or programmatic requirements. All students may obtain assistance in the interpretation of appeals policies and procedures in the CPH Office of Academic Affairs and Student Services. For specific steps, please read the CPH policy. Note that all grade appeals are done through the Department and College of the instructor’s primary affiliation. Thus, courses taken in other colleges will be resolved following that college’s policies.

2. Waiver of established policy or curriculum requirement
   Students who would like to request a waiver of a required course or policy should follow the steps described in the CPH Waiver Policy. Students who have achieved the competencies of a required CPH course through previous studies can petition to take an advanced course in the same area of study. This will be a department-level decision according to where the requested course is housed.

3. Program Dismissal Appeals
   A student who has not made sufficient progress towards completion of the degree may be dismissed by the department or by the College of Public Health at the end of any semester. Students may appeal the decision for dismissal from a program to the Dean of the College of Public Health within 30 days of being notified of this decision. The Dean will make a decision based on the advice of a CPH committee. If the student does not accept the decision of the Dean, the student may appeal to the Graduate School, following the appeals’ procedures stated on the website, located at https://grad.uga.edu/index.php/current-students/policies-procedures/academics/appeals/

M. Resolution
   If a conflict between a student and faculty member should arise, the student should adhere to the following CPH protocol:
   1. Speak directly with the instructor or faculty member in an attempt to resolve the conflict.
2. If step one does not solve the problem, speak directly to the Graduate Coordinator (if it is a problem related to your degree program) or to the Department Head where the faculty member is housed.

3. If step two does not solve the problem, speak directly with the Associate Dean for Academic Affairs.

N. Resources

1. Parking Services
   The campus is divided up into permit-required areas and short-term pay lots. Permits are distributed based on a unique priority system that considers factors such as cumulative hours for students and years of service for employees. Everyone must always display a parking permit on campus for their assigned lot. Information on registration for parking is sent via email to all students and you are encouraged to check your email frequently. The Health Sciences Campus (HSC) contains permit lots as well as visitor parking. While most permit-parking on campus requires you to always display a parking permit, the HSC lots do not. Instead, they require you to provide your license plate number and car identification at registration. Plates are periodically scanned by campus police and tickets are written for violations. Additionally, a campus bus route transports students between Main Campus and HSC every 20 minutes. For information on HSC and non-HSC parking, visit http://www.parking.uga.edu/HSC.aspx or http://www.parking.uga.edu/ respectively.

2. Email
   Official university email communications to students will be sent to the student's UGAMail account. To create an email account, a student must first have a UGA MyID number. Please access this website to create an account: Setting up your UGAMail Account - HelpDesk KB - EITS - Confluence. MyID can be used to log onto email, eLearning Commons (eLC), and some computer labs on campus.

3. UGA ID
   All students need a UGA Card to withdraw books from the library, access HSC buildings after hours, the Ramsey Center, purchase student tickets to university events, and get into dining halls and residence halls. To obtain a UGA Card, complete a Student Application Form at the Cashier's Window in the Tate Student Center. Bring photo identification and proof of registration. The Cashier's Window is open 9:30-4:00 Monday-Friday during regular academic semesters. For details, check UGA OneCard - Tate Student Center. Students who need to have access to the Coverdell Building or HSC buildings after office
hours will need to get a Proximity Card. Contact your program coordinator for details.

4. **UGA ID Number**
   Although students will use their Social Security Number for class registration and University payrolls, the UGACard will have a unique 16-digit identification number while at UGA.
   a. The first six digits on all cards are the UGA identifier (627541).
   b. The next nine digits are the ID number. It will begin with 810 or 811, followed by six unique numbers assigned to the student.
   c. The last digit is the issue number. This number will change each time the student replaces the card.
   d. For access to services where that use a keypad rather, students MUST enter the 10-digit ID number (beginning with 810 or 811 and include the current issue number at the end).

5. **Card Security and Hand Scanning:**
   After the UGACard Office produces a card, the staff will scan the student’s hand to create access security for the card. This feature will prohibit another person from using the card to access University services.

6. **University Health Center**
   The University Health Center is a state-of-the-art outpatient healthcare facility that provides a large number of medical services to students. They have specialty care clinics and departments for a range of services including:
   - Allergy
   - Dental
   - Dermatology
   - Massage Therapy
   - Physical Therapy
   - Radiology
   - Sports Medicine
   - Travel Clinic
   - Urgent Care
   - Vision
   - Women’s Services

   Check their website at: [http://www.uhs.uga.edu](http://www.uhs.uga.edu).

**O. Campus Carry**
Policy House Bill 280, commonly known as the “campus carry” legislation, took effect on July 1, 2017. While current law already allows license holders to keep
weapons secured in motor vehicles, beginning on July 1, 2017, House Bill 280 allows anyone who is properly licensed in the State of Georgia to carry a handgun in a concealed manner on property owned or leased by public colleges and universities, with some exceptions as explained below. It will not allow any other type of gun to be carried around campus; nor will it allow handguns to be carried openly. (House Bill 280 does not apply, however, to institution-sponsored events or excursions away from campus on property not owned or leased by a University System institution.) The statute defines concealed as “carried in such a fashion that does not actively solicit the attention of others and is not prominently, openly, and intentionally displayed except for purposes of defense of self or others.” A license-holder, therefore, may carry a handgun while it is substantially (“but not necessarily completely”) covered by an article of clothing he or she is wearing or contained within a bag (“of a nondescript nature”) he or she is carrying, or in another similar manner that generally keeps it out of the view of others. There are several exceptions to the new law that limit the places on campus where handguns may be carried. Even license-holders may not carry a handgun into the following locations on college/university-owned or leased property:

- **Buildings and property used for athletic sporting events.** This exception includes stadiums, gymnasiums, and similar facilities in which intercollegiate games are staged (but does not extend to so-called “tailgating” areas where fans may congregate outside the gates of the sports facility). It does not extend to student recreation centers and similar facilities that are not used for intercollegiate games. -Student housing facilities including residence halls and similar buildings where students live such as fraternity and sorority houses. (Note that any housing that is not on property owned or leased by a University System institution is not covered by House Bill 280.) -Spaces – including any room, continuous collection of rooms, or outdoor facility – that are used for preschool or childcare. To qualify, preschool and childcare spaces must have controlled access (meaning access via personnel stationed at the door or an electronic mechanism) limited to authorized people.

- **Rooms and other spaces during the times when they are being used for classes in which high school students are enrolled, whether through dual enrollment and programs such as Move On When Ready or through college and career academies or other specialized programs such as Early College.** License-holders who want to carry handguns to class will need to visit the institution’s registrar or other designated employee, who after verifying their enrollment status will tell them which of their classes, if any, have high school students enrolled. Institutions shall not, however, keep any listing of those who inquire. (Note also that the names of enrolled high school students may not be revealed in accordance with applicable privacy laws.) It is the
responsibility of license holders to seek out this information and make themselves aware of which classrooms fall within this exception.

- Faculty, staff, and administrative offices. This exception includes offices and office suites occupied by faculty, staff, and administrators but does not include more general public common spaces outside of those areas.

- Rooms during the times when they are being used for disciplinary proceedings of any kind, including those regarding students, faculty, or staff. These would include any meetings or hearings that are part of the University System’s or the institution’s sexual misconduct, student conduct, dispute resolution, grievance, appeals, or similar processes. Under the new law, it is a misdemeanor crime for a license-holder to carry a handgun “in a manner or in a building, property, room, or space in violation of” these provisions. Doing so also may be a violation of the institution’s student code of conduct and personnel rules. It will be the responsibility of those license holders who choose to carry handguns on campus to know the law and to understand where they can go while carrying. Institutions will not provide gun storage facilities or erect signs outside restricted areas. It is incumbent upon each of us to follow the law. Students, faculty, and staff should not attempt to monitor or to enforce compliance with the statute by those who do carry handguns. Only law enforcement personnel, including the University System’s more than 800 POST-certified officers, will be responsible for enforcing the law. If others have concerns or questions, they should contact their campus law enforcement departments. In the coming weeks, the University System Office of Safety and Security will be providing training to campus law enforcement officers.
## V. Course Descriptions

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>BIOS 7010</td>
<td>Introductory Biostatistics I</td>
<td>3</td>
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<td></td>
<td>Introductory statistics with applications to medical and biological problems. Topics to be covered include biostatistical design in health research, data collection and management, and introductory concepts and methods of statistical data analysis.</td>
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<tr>
<td>DMAN 7100</td>
<td>Introduction to Disaster Management</td>
<td>3</td>
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<td></td>
<td>An in-depth overview of the principles of disaster management, including the history of disaster management, examination of the four phases of disaster management, introduction to federal emergency management functions, and basic disaster terminology.</td>
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<tr>
<td>DMAN 7200</td>
<td>Disaster Management for Health Professionals</td>
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<td></td>
<td>Students will study theory and receive hands-on experience in disaster management exercises and real-world emergencies, including discussion- and operations-based disaster exercises following the Homeland Security Exercise and Evaluation Program framework, Core and Basic Disaster Life Support (CDLS &amp; BDLS) certification, and American Red Cross First Aid certification.</td>
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<tr>
<td>DMAN 7560</td>
<td>Healthcare Emergency Management</td>
<td>3</td>
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<td></td>
<td>An introduction to all-hazards approach to preparedness, planning, and response. The course uses real-life and hypothetical examples to illustrate the application of hazard assessments, hazard vulnerability analyses, drills, and after-action reports for healthcare facilities. The purpose is to prepare health facilities for emergency events as well as mitigation of the likelihood of facing emergency situations and disasters.</td>
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<tr>
<td>HPAM 7150</td>
<td>US Health Care Delivery Systems</td>
<td>3</td>
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<td></td>
<td>An overview of the systems of health care delivery and financing in the United States, including public and private payers and insurers as well as public and private providers of health services. Current institutional structures and delivery systems are described, as are the evolving health needs of Americans. Emphasis is placed upon the basic concepts and issues that are associated with the management and regulation of health care providers and the delivery of services.</td>
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<tr>
<td>HPAM 7250</td>
<td>Human Resources Management in Health Care</td>
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<td></td>
<td>A study of the various human resources functions in health services organizations, including training, motivation, and direction of employees with an emphasis on maintaining productivity and morale at a high level. Topics include selection, compensation, financial incentives, work standards, and leadership. Current social, behavioral, and legal issues are discussed from a human resources management perspective.</td>
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<tr>
<td>Course Code</td>
<td>Course Title</td>
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<tr>
<td>HPAM 7400</td>
<td>Policy Analysis in Public Health (3 credit hours)</td>
<td>An in-depth look at major health politics and policy issues confronted by a broad spectrum of public and private sectors. This course will provide students with an understanding of the theoretical and practical basis for developing policies to improve health in a variety of health care settings.</td>
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<tr>
<td>HPAM 7410</td>
<td>Health Informatics I (3 credit hours)</td>
<td>Examination of informatics in the U.S. health environment, data security and privacy, informatics terminology and technology, data standards, and health data sets. Students receive hands-on experience analyzing de-identified data sets utilizing data visualization software and devising a management operation’s plan from their results. <strong>Prerequisites:</strong> HPAM 7010 and BIOS 7010, or permission of department.</td>
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<tr>
<td>HPAM 7500</td>
<td>Organizational Theory &amp; Behavior in Health Care (3 credit hours)</td>
<td>An introduction to the fields of organization theory and organizational behavior, including the historical and contemporary theories of organizational and human behavior, and their application to the management of health services organizations. Topics covered included organizational governance, design, and structure, organizational ethics, and the role of managers as a professional within the health services organization. Case studies and skill-building exercises are utilized to provide a deeper understanding of organizational issues, such as motivation, leadership, communication, interpersonal conflict, and group dynamics.</td>
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<tr>
<td>HPAM 7550</td>
<td>Quality Improvement in Health (3 credit hours)</td>
<td>Introduction to quality improvement in public health and health care delivery from a multi-stakeholder perspective. Theoretical basis for continuous learning at the individual, organization, and systems levels presented, with practical skills acquired through case analysis and planning of improvement programs. Specific focus placed on systems thinking, process analysis, and redesign.</td>
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<tr>
<td>HPAM 7600</td>
<td>Health Economics (3 credit hours)</td>
<td>Health economics presents students with a theoretical and analytical overview of the tools needed to address such topics as rising health care costs, the government role in health care, and health care reform. Topics will include the economic determinants of health, the market for medical care, the market for health insurance, the role of the government in health promotion, environmental health, health care, and health care reform, and cost-benefit analysis.</td>
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<tr>
<td>HPAM 7650/7650E</td>
<td>Comparative Health Systems (3 credit hours)</td>
<td>This course provides a framework for students to analyze how health care is organized and delivered in settings around the world. The course will engage students in a comparative analysis of health indicators in different countries. Students will undertake a detailed analysis of health care delivery, financing, and workforce issues.</td>
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<tr>
<td>Course Code</td>
<td>Course Title</td>
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<tr>
<td>HPAM 7750</td>
<td>Healthcare Finance (3 credit hours)</td>
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<tr>
<td>HPAM 7760</td>
<td>Public Health Law &amp; Ethics for PH Practitioners (3 credit hours)</td>
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<tr>
<td>HPAM 7890</td>
<td>Strategic Management and Marketing in Health Care Organizations (3 credit hours)</td>
<td>3</td>
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<tr>
<td>HPAM 7900</td>
<td>Internship in Health Administration (3 credit hours)</td>
<td>3</td>
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<tr>
<td>HPAM 7910</td>
<td>Professional Development Seminar in Health Administration I (1 credit hour)</td>
<td>1</td>
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<tr>
<td>HPAM 7920</td>
<td>Professional Development Seminar in Health Administration II (1 credit hour)</td>
<td>1</td>
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will vary but may include the development of more intermediate skills related to leadership development such as professional ethics and professionalism in the workplace. **Prerequisite:** HPAM 7910 or Permission of Department.

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<tr>
<th>HPAM 7930 Professional Development Seminar in Health Administration III (1 credit hour)</th>
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<td>The professional development seminar is designed to help students develop professional skills and knowledge essential in the field of health administration. Seminar will include presentations by speakers from health-related organizations and programs designed to improve career planning and professional skills. Topics will vary but will focus on career planning steps, such as job and administrative fellowship search and professional portfolio development. <strong>Prerequisite:</strong> HPAM 7920 or Permission of Department</td>
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<tr>
<th>HPAM 7950 Capstone Project in Health Administration (3 credit hours)</th>
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<td>A culminating experience that uses a combination of team-based learning, classroom participation/discussion, and project management of a comprehensive project that is supervised by a faculty member and/or practitioner/preceptor. Content experts and outside speakers may be invited to help enrich the learning experience. The focus of each student’s project is determined by their needs and interests, however, the scope and implementation of student projects are expected to meet a defined rigor. <strong>Prerequisite:</strong> Permission of Department</td>
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