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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:
Dr. Lesley Clack
Assistant Professor
311D Wright Hall
lesley.clack@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
Interim Department Head:
Dr. Stuart Feldman
Professor Emeritus
227 Rhodes Hall/114 Wright Hall
sfeldman@uga.edu
706-713-2680
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
Professor, Associate Dean for Outreach
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 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 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
Interim Dean:
Dr. Ron Walcott
210 S. Jackson St.
graddean@uga.edu
706-542-6392

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

Programs of Study:
<table>
<thead>
<tr>
<th>Program Year</th>
<th>Session</th>
<th>Course #</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year One</td>
<td>Fall</td>
<td>HPAM 7150</td>
<td>US Health Care Delivery Systems</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Fall</td>
<td>BIOS 7010</td>
<td>Introductory Biostatistics I</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Fall</td>
<td>HPAM 7500</td>
<td>Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Fall</td>
<td>HPAM 8760</td>
<td>Public Health Law &amp; Ethics for PH Practitioners</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Fall</td>
<td>HPAM 7910</td>
<td>Professional Development Seminar in Health Administration I</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>HPAM 8700</td>
<td>Management of Public Health Organizations</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>HPAM 8720</td>
<td>Marketing of Health Care Organizations</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>HPAM 8600</td>
<td>Health Economics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>HPAM 8410</td>
<td>Health Informatics</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Spring</td>
<td>HPAM 7920</td>
<td>Professional Development Seminar in Health Administration II</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Summer</td>
<td>HPAM 7650</td>
<td>Comparative Health- Study Abroad Maymester or Online Summer Thru-Session</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Summer</td>
<td>HPAM 7900</td>
<td>Internship in Health Administration</td>
<td>3</td>
</tr>
<tr>
<td>Year Two</td>
<td>Fall</td>
<td>HPAM 8400</td>
<td>Policy Analysis in Public Health</td>
<td>3</td>
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<td></td>
<td>Fall</td>
<td>HPAM 7250</td>
<td>Human Resources Management in Health Care</td>
<td>3</td>
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<tr>
<td></td>
<td>Fall</td>
<td>HPAM 8750</td>
<td>Quality Improvement in Health</td>
<td>3</td>
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<tr>
<td></td>
<td>Fall</td>
<td>HPAM 8650</td>
<td>Healthcare Finance</td>
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<td>Fall</td>
<td>HPAM 7930</td>
<td>Professional Development Seminar in Health Administration III</td>
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<td>Spring</td>
<td>HPAM 8890</td>
<td>Strategic Management in Health Care Organizations</td>
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<td></td>
<td>Spring</td>
<td>HPAM 8920</td>
<td>Practice Management Consulting</td>
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<td>Spring</td>
<td>HPAM 7950</td>
<td>Capstone Project in Health Administration</td>
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<td><strong>TOTAL</strong></td>
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**Concurrent Program**

<table>
<thead>
<tr>
<th>Year 1</th>
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<tbody>
<tr>
<td><strong>Fall</strong></td>
<td><strong>Spring</strong></td>
<td><strong>Summer</strong></td>
</tr>
<tr>
<td>BIOS 7010</td>
<td>HPAM 8400</td>
<td>PBHL 7560</td>
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<tr>
<td>EHSC 7010</td>
<td>HPAM 8600</td>
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<tr>
<td>EPID 7010</td>
<td>HPRB 7010</td>
<td></td>
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<tr>
<td>HPAM 7010</td>
<td>HPAM 8700</td>
<td></td>
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<tr>
<td>HPAM 7001</td>
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<table>
<thead>
<tr>
<th>Year 2</th>
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</thead>
<tbody>
<tr>
<td><strong>Fall</strong></td>
<td><strong>Spring</strong></td>
<td><strong>Summer</strong></td>
</tr>
<tr>
<td>HPAM 8650</td>
<td>PBHL 7800</td>
<td>HPAM 7900</td>
</tr>
<tr>
<td>Non-MHA Elective</td>
<td>Non-MHA Elective</td>
<td>HPAM 7650</td>
</tr>
<tr>
<td>Non-MHA Elective</td>
<td>Non-MHA Elective</td>
<td></td>
</tr>
<tr>
<td>MHA (8720 or 8750)</td>
<td>MHA Course (7250 or 8410)</td>
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</tr>
<tr>
<td>HPAM 7910</td>
<td>HPAM 7920</td>
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<th>Year 3</th>
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<tbody>
<tr>
<td><strong>Fall</strong></td>
<td><strong>Spring</strong></td>
<td></td>
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<tr>
<td>HPAM 7150</td>
<td>HPAM 7250 or 8410</td>
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<tr>
<td>HPAM 7500</td>
<td>HPAM 8890</td>
<td></td>
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<tr>
<td>HPAM 8760</td>
<td>HPAM 8920</td>
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<td>HPAM 7930</td>
<td>HPAM 7950</td>
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<tr>
<td>HPAM 8720 or 8750</td>
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</tbody>
</table>

**Prerequisite**
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).

**III. Competencies**
The MHA is a competency-based curriculum adapted from 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 8760, HPAM 7900, HPAM 7910, HPAM 7920)
2. Demonstrate how to provide and receive constructive feedback (HPAM 8890, HPAM 8920, HPAM 7900, HPAM 7910)
3. Prepare and deliver effective written and oral business communications (HPAM 8890, HPAM 8920, 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 8700, HPAM 8760, HPAM 7920)
5. Identify and apply effective leadership and management skills (HPAM 7250, HPAM 7500, HPAM 8700, 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 8400, HPAM 8760, HPAM 8890)

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 8400, HPAM 8700, HPAM 8760)
9. Implement evidence-based management in approaching public health and health system issues (HPAM 7150, HPAM 7900, HPAM 7950, HPAM 8700, HPAM 8920)

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 8410, HPAM 8600, HPAM 8650)
11. Demonstrate the ability to analyze, understand, and explain data (BIOS 7010, HPAM 7910, HPAM 8410, HPAM 8650, HPAM 8890)
12. Apply quality improvement theories, human resources principles, marketing principles, and strategic frameworks within a healthcare context (HPAM 7150, HPAM 7250, HPAM 8700, HPAM 8720, HPAM 8750, HPAM 8890)

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 in order 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 in a given 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 that successfully fulfill all of the aforementioned requirements will receive a grade of ‘S’ for the internship course section and satisfy the minimum experiential learning requirements for the MHA degree. Any student that 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);
3) Periodic self-assessment of student competency development;
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 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 ‘C’ will be accepted. Courses beyond 6 hours that are eligible for counting for dual credit between the MPH and MHA must have been taken at UGA in the Department of Health Policy and Management, and are subject to approval by program coordinator upon evaluation of transcripts.

**B. Academic Probation and Dismissal Policy**

Graduate School Policy
- Students are required by the Graduate School to maintain a 3.0 GPA throughout their graduate studies.
- 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.
- 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.
- 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.
- 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,” which can be located at 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 that can be found at 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
  a. Advising
     1. Students are assigned to the MHA Coordinator as their advisor.
     2. 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 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 final program of study, to be submitted in final semester, for graduation.

3. Students are responsible for monitoring their progress throughout the program. Students will initiate meetings with their advisors 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.

b. Registration

1. Registration Overview.
Registration via computer is available at any time during the university’s registration periods, on ATHENA. Computers are available in labs across campus, and students may register at any location (on or off campus) where they can link into the internet. For registration instructions, click HERE or visit, http://wiki.eits.uga.edu/help/index.php/Athena.

2. 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. Students’ registration ticket can also be accessed via their ATHENA registration menu.

3. 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! Early registration will help avoid problems when trying to add classes later on.

4. Preliminary Steps.
Before registration, take these steps to make registration easier:
• Meet with advisor to plan a schedule. Prior to the advising appointment, check for 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 advisor to obtain permission.
• Check Course Prerequisites. Many departments block registration to students who have not met prerequisites. See the current Graduate Bulletin for course prerequisites: [http://www.bulletin.uga.edu/coursesHome.aspx](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 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 ([http://www.grad.uga.edu](http://www.grad.uga.edu)) has detailed requirements for graduation. Below is a summary of the main requirements. However, for additional information please check their website. Any changes in University polices will override the requirements stated below.

1. **Grade Point Average.**
To be eligible for graduation, the student must maintain a 3.0 (B) average on the graduate transcript and a 3.0 (B) average on the program of study. No grade below C will be accepted. (NOTE: Students must receive a grade of ‘B-’ or higher in the five core MPH courses and departments will not accept grades below ‘C’ for classes taken as undergraduate deficiencies.)

2. **Timeline to Complete Courses.**
The student must complete all coursework credited toward the graduate degree within 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 6 semester hours of credit for graduate courses taken at other schools. The student must have taken these courses in the past 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 http://grad.uga.edu/wpcontent/uploads/2014/11/body_reqtrfcre.pdf.

4. Incomplete Grades.
The grade “Incomplete” (“I”) indicates that the student was doing satisfactory work but, for non-academic reasons beyond 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 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 will remain an “F.” 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. You may also send a request to 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 of the courses that will be used towards graduation. This form enables the graduate school to make sure the student has completed all of 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. These deadlines are published on the Graduate School Web site for three semesters in advance. Students must be enrolled for a minimum of 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 Application for Graduation, Program of Study Form 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’. From there is an option to remove the existing graduation term (athena.uga.edu). 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 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 for graduation in ATHENA. The Graduate School’s Website provides all deadline dates for each semester (see [http://grad.uga.edu/index.php/currentstudents/important-dates-deadlines/](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 is able to 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 a 3.0.

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.
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.

Calculation of Grade Point Average (GPA)

UGA assigns the following values to each letter grade:

- A = 4.0
- A- = 3.7
- B+ = 3.3
- B = 3.0
- B- = 2.7
- C+ = 2.3
- C = 2.0
- C- = 1.7
- D = 1.0
- F = 0.0

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.

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=F8D67234C06C333793BB58402D73741A4ACE3D9D

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/nondiscrimination-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, becomes 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 in the UGA culture of honesty policy: https://ovpi.uga.edu/academichonesty. 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 includes providing false information to a University Official or University office. The Code of Conduct can be found at http://www.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 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.

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

a. 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:
   i. Copying information directly from a website and using it as the student’s own work without citation.
   ii. Directly quoting all or part of another person’s written or spoken words without quotation marks, as appropriate to the discipline;
iii. Paraphrasing all or part of another person’s written or spoken words without notes or documentation within the body of the work;
iv. Presenting an idea, theory or formula originated by another person as the original work of the person submitting that work;
v. Repeating information, such as statistics or demographics, which is not common knowledge and which was originally compiled by another person;
vi. 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.

b. 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 activity, 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:

i. Copying, or allowing another to copy, answers to an examination;
ii. 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);
iii. Giving or receiving answers to an examination scheduled for a later time;
iv. 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);
v. 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;
vi. Unauthorized use of a programmable calculator or other electronic device.

c. 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:

i. 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 to any University official for failure to attend an exam or to complete academic work;
ii. Falsifying the results of any laboratory or experimental work or fabricating any data or information;
iii. 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);
iv. Altering grade, lab, or attendance records. This includes, for example, the 
forgey of University forms for registration in or withdrawal from a course;
v. 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;
vi. Giving or encouraging false information or testimony in connection with 
academic work or any proceeding under this policy;
vii. 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.
d. 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).
e. 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
• Students may be dismissed from the Graduate School and from 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.
• 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 average each succeeding 
semester. Probation status ends when the student's cumulative graduate course 
average reaches at least 3.0. If a student makes below a 3.0 semester graduate course 
average while on probation, s/he is dismissed from the Graduate School. • 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. • Students who are
displaced 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 in the Graduate School.

- After the “warning letter” and after being placed in 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.
- Students may be dismissed from the program due to academic dishonesty issues. Please read Academic Honesty and Codes of Conduct section in this manual. Appeal Procedures for Graduate Students 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 (http://grad.uga.edu/index.php/current-students/policiesprocedures/academics/appeals/).

L. Appeals
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 set forth 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 interpretation of appeals policies and procedures in the CPH Office of Academic Affairs and Student Services. For specific steps, please read the CPH policy. Link can be found on the bottom of this page: https://www.publichealth.uga.edu/graduatelinks. 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.

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 (https://www.publichealth.uga.edu/sites/default/files/waiver_policy.pdf). 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 studies. This will be a department level decision according to where the requested course is housed.
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 in the Graduate Coordinator’s Handbook, located at (http://grad.uga.edu/wpcontent/uploads/2015/01/handbook.pdf).

Conflict

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
Parking Services
Campus is divided up into permit required areas and short-term pay lots. Permits are distributed based on a unique priority system that takes into account factors such as cumulative hours for students, and years of service for employees. Customers should expect to ride the free bus and/or walk. It is unrealistic to expect to find parking right outside the dorm or building. Time management skills and scheduling around transportation requirements are necessary for a campus the size of UGA. Everyone must display a parking permit at all times on campus for the assigned lot. Information on registration for parking is sent via email to all students. Check myUGA email frequently. For more information: http://www.parking.uga.edu/Health Sciences Campus (HSC) contains permit lots as well as visitor parking. Additionally, a campus bus route transports students between South Campus and HSC every 20 minutes. For information on HSC parking, visit http://www.parking.uga.edu/HSC.aspx.

Email
Official university e-mail communications to students will be sent to the student's UGAMail account. In order to create an email account, a student must first have a
UGA MyID. Please access this website in order to create an account: https://www.myweb.uga.edu/myid/. This MyID can be used to log onto email, eLearning Commons and some computer labs on campus. 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 a 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: www.uga.edu/ugacard. 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.

UGA ID Number
Although students will use the social security number for class registration and University payrolls, the UGACard will have a 16 digit identification number that will remain the entire time at UGA.
• The first six digits are alike on all UGA ID cards (627541). This is the UGA identifier.
• The next nine digits are the ID number. It will begin with 810 followed by six unique numbers assigned to the student.
• The last digit is the issue number. This number will change each time the student replaces the card.
• 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).

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.

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
O. Campus Carry
Policy House Bill 280, commonly known as the “campus carry” legislation, took effect on July 1. While current law already allows license holders to keep weapons secured in motor vehicles, beginning on July 1, 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 a number of 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. In order 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-33 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 themselves 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.
**COURSE DESCRIPTIONS**

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<th>Descriptions for Courses</th>
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<tr>
<td>BIOS 7010 Introductory Biostatistics I (3 credit hours)</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>HPAM 7150 US Health Care Delivery Systems (3 credit hours)</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 Human Resources Management in Health Care (3 credit hours)</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>HPAM 7500 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 7650/7650E 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>HPAM 7900 Internship in Health Administration (3 credit hours)</td>
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Practical experience in health administration through placement in appropriate field experiences. The internship is intended to provide MHA students with opportunities to apply theories and techniques learned in the classroom to actual situations, issues or problems within the health care community, and administrative work experience in a health care facility for a concentrated ten-week period of time.

Prerequisite: Permission of Department

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<tr>
<th>HPAM 7910 Professional Development Seminar in Health Administration I (1 credit hour)</th>
<th>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 may include the development of basic professional skills related to resume writing, interviewing, and professional presentations.</th>
<th>Prerequisite: Permission of Department</th>
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<tr>
<td>HPAM 7920 Professional Development Seminar in Health Administration II (1 credit hour)</td>
<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 may include the development of more intermediate skills related to leadership development such as professional ethics and professionalism in the workplace.</td>
<td>Prerequisite: HPAM 7910 or Permission of Department</td>
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<tr>
<td>HPAM 7930 Professional Development Seminar in Health Administration III (1 credit hour)</td>
<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</td>
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as job and administrative fellowship search and professional portfolio development.

Prerequisite: HPAM 7920 or Permission of Department

HPAM 7950 Capstone Project in Health Administration (3 credit hours)
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 is expected to meet a defined standard of rigor.

Prerequisite: Permission of Department

HPAM 8400 Policy Analysis in Public Health (3 credit hours)
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.

HPAM 8410 Health Informatics I (3 credit hours)
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 operations plan from their results.
Prerequisites: HPAM 7010 and BIOS 7010 and HPAM 8700, or permission of department

HPAM 8600 Health Economics (3 credit hours)
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.

HPAM 8650 Healthcare Finance (3 credit hours)
Introduction to financial management, financial analysis, and financial decision-making within the healthcare environment. Basic financial management concepts will be explored to answer questions such as which projects to finance, how to finance short-term operations, and how to finance long-term projects within the healthcare setting.

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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<tr>
<td>HPAM 8700</td>
<td>Management of Public Health Organizations</td>
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<td>Public health professionals assume leadership roles in</td>
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<td>organizations where they are responsible for planning,</td>
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<td>organizing, staffing, coordinating, reporting, and</td>
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<td>budgeting of activities. This course is designed to</td>
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<td>stimulate critical thinking about modern public health</td>
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<td>administrative issues, address MPH core competencies,</td>
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<td>and develop selected management techniques and</td>
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<td>perspectives.</td>
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<td>HPAM 8720</td>
<td>Marketing of Health Care Organizations</td>
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<tr>
<td></td>
<td>An introduction to marketing from a health care</td>
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<td>perspective. The role and function of marketing in</td>
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<td>health care organizations will be discussed using</td>
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<td>consumer, competitor, and company analyses. Topics</td>
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<td>include decision making for consumers and the</td>
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<td>organization, use of marketing research, target</td>
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<td>markets, position and competition, branding of</td>
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<td>services, and ethical considerations. Prerequisite:</td>
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<td>HPAM 7010 or permission of department.</td>
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<tr>
<td>HPAM 8750</td>
<td>Quality Improvement in Health</td>
<td>3</td>
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<tr>
<td></td>
<td>Introduction to quality improvement in public health</td>
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<td>and health care delivery from a multi-stakeholder</td>
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<td>perspective. Theoretical basis for continuous learning</td>
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<td>at the individual, organization and systems levels</td>
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<td>presented, with practical skills acquired through</td>
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<td>case analysis and planning of improvement programs.</td>
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<td>Specific focus placed on systems thinking, process</td>
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<td>analysis, and redesign.</td>
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<td>HPAM 8760</td>
<td>Public Health Law &amp; Ethics for PH Practitioners</td>
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<td>This course will strengthen students and practitioners'</td>
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<td>knowledge on current and foundational issues in law</td>
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<td>and ethics that impact the policies and practice of</td>
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<td>public knowledge on current and foundational issues</td>
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<td>in law and ethics that impact the policies and</td>
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<td>practice of public health. The course will allow</td>
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<td>students to identify and appropriately assess legal,</td>
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<td>ethical, and human rights issues that underlie the</td>
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<td>field of public health.</td>
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<td>HPAM 8890</td>
<td>Strategic Management in Health Care Organizations</td>
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<td>Advanced concepts, principles, and practices involved</td>
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<td>in strategic management. A case-based approach focused</td>
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<td>on the complex, real-world challenges encountered in</td>
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<td>both public and private health care settings will be</td>
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<td>employed. The course will address principles and</td>
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<td>methods of strategic assessment, strategy formulation,</td>
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<td>evaluation, implementation, and control. Prerequisites:</td>
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<td></td>
<td>HPAM 8650 and HPAM 8700</td>
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<tr>
<td>HPAM 8920</td>
<td>Practice Management Consulting in Health Care</td>
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Practice management consulting skills and principles. Course will focus on skills necessary to successfully complete a short-term consulting engagement with a physician practice. The students will gather data, research the problem, prepare a report, and present their report to the principals of the practice.
Prerequisite: HPAM 8650