

**Health Policy and Management  
Master of Healthcare Administration (MHA)**

**Student Guide  
2017-2018**



**UNC**  
GILLINGS SCHOOL OF  
GLOBAL PUBLIC HEALTH

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## Welcome

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

This guide is intended to complement the information contained in the *Graduate School Handbook*. <http://gradschool.unc.edu/handbook/> In instances of discrepancy between these guidelines and the *Graduate School Handbook*, the latter takes precedence.

While reading through this document, if you find incorrect information, please contact Paula Song or Lynnette Jones.



## Health Policy and Management Mission, Vision, and Values

### Mission

To improve health for all by creating and translating knowledge and practice and educating current and future health leaders, managers, policymakers, practitioners, and researchers.

### Vision

High quality, accessible, and affordable health systems that achieve optimal population health in North Carolina, the United States, and around the world.

### Values

**Ethical standards.** We adhere to high standards of personal and professional integrity and support those standards in our faculty, staff, students and alumni.

**Free intellectual exchange.** We value free intellectual exchange, innovation, and entrepreneurship in the pursuit of useful knowledge advancement, teaching and service. We believe that continued improvement and success depend on lifetime learning and we support this among our faculty, staff, students, and alumni.

**Accountability.** We pride ourselves in maintaining a student-centered environment through accessible faculty and staff. We foster an environment in which faculty can excel in terms of their research, teaching, and service. We use self-assessment and actively solicit and incorporate stakeholder input, such as online students, assessments, and alumni and employee surveys, throughout our continuous improvement efforts. We recognize that the health of the public and social justice are intertwined; as public health professionals, we are accountable to communities and adhere to principles of equity.

**Inclusivity.** We strive to ensure that a diverse staff, faculty, and student body feel fully welcome here both because we care about each other as human beings and because we want our department and society to benefit from everyone's talents.

**Balance and Growth.** We recognize personal and professional growth are important for well-rounded individuals, and strive to help our faculty, staff and students achieve both. We recognize that our faculty, staff and students play multiple roles, and we strive to help them achieve a reasonable balance between their personal and professional lives.

**Focus on Results.** We are passionate about improving access to high quality, affordable health services.

## Key Points of Contact

All degree programs in the Department of Health Policy and Management are managed by teams of faculty and staff. You will come into contact with many people during your time in the program. This is a brief summary of key people and their roles related to the MHA degree.

Name	Title	Information and Advice Related To:
<b>Paula Song</b>	Program Director, Master's Degree Programs in Health Policy and Management (Residential)	<ul style="list-style-type: none"> <li>• Curriculum, course requirements and options</li> <li>• Practicum</li> <li>• Advisor and advisor changes</li> <li>• Degree changes, dual degree options, deferrals, leaves of absence</li> <li>• Feedback and concerns related to courses, communication, faculty, staff, advisors</li> <li>• Department and program policies</li> <li>• Reference letters</li> <li>• Participation on departmental committees</li> <li>• Academic, financial, and personal challenges</li> </ul>
<b>Jeffrey Simms</b>	Director, Professional Development and Alumni Relations	<ul style="list-style-type: none"> <li>• Course selection</li> <li>• Practicum options</li> <li>• Employment post-graduation</li> <li>• Reference letters</li> <li>• Guidance on practicum and post-graduation employment</li> <li>• Practicum and job interview preparation</li> <li>• Resumes and cover letters</li> <li>• Feedback and concerns related to faculty, staff, and other students</li> <li>• Academic, financial, and personal challenges</li> </ul>
<b>Lynnette Jones</b>	Student Services Manager/Registrar	<ul style="list-style-type: none"> <li>• Applying to HPM</li> <li>• Curriculum, course requirements and options</li> <li>• Graduation and degree requirements</li> <li>• Course registration</li> <li>• Degree changes, dual degree options, deferrals, leaves of absence</li> <li>• Course exemption requests</li> <li>• Department and program policies</li> <li>• Graduate School policies</li> <li>• Academic, financial, and personal challenges</li> </ul>
<b>Cathy Padgett</b>	Career Services Coordinator	<ul style="list-style-type: none"> <li>• Practicum options</li> <li>• Employment post-graduation</li> <li>• Practicum and job interview preparation</li> <li>• Resumes and cover letters</li> <li>• Academic, financial, and personal challenges</li> </ul>
<b>Your Advisor</b>	<p>The advisor's role varies depending upon student needs and the specific expertise of the faculty member. The advisor can be helpful in many ways, including:</p> <ul style="list-style-type: none"> <li>• Course selection</li> <li>• Practicum options</li> <li>• Resume and cover letter review</li> <li>• Reference letters</li> <li>• Practicum and job interview preparation</li> <li>• Concerns related to courses, faculty, students, policies</li> <li>• Academic, financial, and personal challenges</li> </ul>	

## Important Sites and Services

<b>Services</b>	<b>Location</b>	<b>Phone</b>	<b>Web Site</b>
Chapel Hill Transit	n/a	n/a	<a href="http://www.ci.chapel-hill.nc.us/transit">www.ci.chapel-hill.nc.us/transit</a>
Accessibility Resources & Service	450 Ridge Road	(919) 962-8300	<a href="http://accessibility.unc.edu/">http://accessibility.unc.edu/</a>
ONYEN	022 Undergraduate Library	(919) 962-4357	<a href="https://onyen.unc.edu/">https://onyen.unc.edu/</a>
HeelMail		(919) 962-4357	<a href="http://help.unc.edu/help/heelmail-frequently-asked-questions/">http://help.unc.edu/help/heelmail-frequently-asked-questions/</a>
Graduate School - forms	200 Bynum Hall	(919) 966-2611	<a href="http://gradschool.unc.edu/academics/resources/forms.html">http://gradschool.unc.edu/academics/resources/forms.html</a>
Graduate School - Handbook			<a href="http://handbook.unc.edu/pdf/handbook.pdf">http://handbook.unc.edu/pdf/handbook.pdf</a>
Health Sciences Library	Columbia Street	(919) 966-0800	<a href="http://www.hsl.unc.edu">http://www.hsl.unc.edu</a>
International Student & Scholar Services	Fed Ex Global Education Center 301 Pittsboro Street	(919) 962-5661	<a href="http://oiss.unc.edu">http://oiss.unc.edu</a>
UNC Funding Opportunities	200 Bynum Hall	(919) 966-2611	<a href="http://gradschool.unc.edu/funding/">http://gradschool.unc.edu/funding/</a>
HPM Web Site	135 Dauer Drive	(919) 966-7350	<a href="http://sph.unc.edu/hpm/health-policy-and-management-home/">http://sph.unc.edu/hpm/health-policy-and-management-home/</a>
NC Resident Status	SASB North	962-6324	<a href="http://registrar.unc.edu/academic-services/residency/">http://registrar.unc.edu/academic-services/residency/</a>
Registration	SASB North	962-3954	<a href="http://registrar.unc.edu/registration/">http://registrar.unc.edu/registration/</a>
Scholarships & Student Aid	300 Pettigrew	962-8396	<a href="http://studentaid.unc.edu/">http://studentaid.unc.edu/</a>
My UNC	n/a	n/a	<a href="http://my.unc.edu/">http://my.unc.edu/</a>
Tuition Rates	n/a	n/a	<a href="http://cashier.unc.edu/tuition-fees/">http://cashier.unc.edu/tuition-fees/</a>
UNC One Card (ID)	Daniels Student Stores	962-8024	<a href="http://www.onecard.unc.edu">http://www.onecard.unc.edu</a>
Finance Division (Cashier's)	SASB North	962-1368 (info)	<a href="http://www.unc.edu/finance/cashiers/cashiers.htm">http://www.unc.edu/finance/cashiers/cashiers.htm</a> (Note: credit card payments incur a 2.75% or minimum \$3.00 non-refundable transaction fee)

## Health Policy and Management Offices, Program Management, Faculty and Staff

<b>Chair's Office</b>	Morris Weinberger, Chair	mweinber@email.unc.edu
	Kristin Reiter, Associate Chair	reiter@email.unc.edu
	Becky Slifkin, Associate Chair	becky_slifkin@unc.edu
	Tracey Gollwitzer, Assistant to the Chair	tracey@unc.edu
<b>Business Office</b>		
<b>Business Office</b>	Terri Gault, Director, Finance and Administration	terrigault@unc.edu
	Tina Lathia, Accounting Technician	tina_lathia@unc.edu
	Stacie Jones, Accounting Technician	stacie_jones@unc.edu
<b>PhD Program</b>		
<b>PhD Program</b>	Marisa Domino, Program Director	domino@unc.edu
<b>Residential Master's Programs</b>		
<b>Residential Master's Programs</b>	Paula Song, Program Director	psong@email.unc.edu
<b>Executive Doctoral Program in Health Leadership</b>		
<b>Executive Doctoral Program in Health Leadership</b>	Pam Silberman, Program Director	pam_silberman@unc.edu
<b>Executive Master's Program &amp; CPDM<sup>1</sup></b>		
<b>Executive Master's Program &amp; CPDM<sup>1</sup></b>	Bill Gentry, Program Director	wgentry@email.unc.edu
<b>Undergraduate Program</b>		
<b>Undergraduate Program</b>	Karl Umble, Program Director	umble@email.unc.edu
<b>Student Life and Alumni Relations</b>		
<b>Student Life and Alumni Relations</b>	Jeffrey Simms, Director of Professional Development & Alumni Relations	jsimms@email.unc.edu
	Lynnette Jones, Student Services Manager/Registrar	lynnette_jones@unc.edu
	Cathy Padgett, Career Services Coordinator	cathy_padgett@unc.edu
	Kim Sieler, Assistant Registrar	krsieler@email.unc.edu
	Jackie Siler-Coleman, Assistant Registrar	jsiler@email.unc.edu
<b>Systems Specialists</b>		
<b>Systems Specialists</b>	Paul Barrett, Systems Specialist	pbarrett@email.unc.edu

<sup>1</sup> Community Preparedness & Disaster Management Program

## HPM FACULTY AND STAFF

<http://sph.unc.edu/hpm/hpm-faculty-and-staff/>

## HPM Office of Student Life and Alumni Relations

**Rosenau Hall**  
**Office Hours 8:00am – 5:00pm**

**Staff**

Lynnette Jones  
Student Services Manager/Registrar  
(919) 966-7391  
[ljones3@email.unc.edu](mailto:ljones3@email.unc.edu)

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

Kim Sieler  
Assistant Registrar  
(919) 966-7364  
[KRSieler@email.unc.edu](mailto:KRSieler@email.unc.edu)

Cathy Padgett  
Career Services Coordinator  
(919) 966-7390  
[Cathy\\_padgett@unc.edu](mailto:Cathy_padgett@unc.edu)

The Student Life and Alumni Relations Office is an excellent source of important information at all points in your academic career. This office provides information on admission, curriculum requirements, and graduation. If you need an answer fast, and you cannot locate it on the department webpage or no one else seems to know the answer, your best bet is to look here. Hours are 8:00am – 5:00pm.

### **Services**

**Communication:** The Student Life and Alumni Relations Office communicates important information to all students via email, using the listserv. It is your responsibility to sign-up for the Master's Program listserv. Contact the Student Life and Alumni Relations Office for listserv instructions.

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

**Tuition and Fees:** <http://cashier.unc.edu/tuition-fees/>

**UNC One Card:** The UNC One Card is the official ID card for students, faculty, and staff. Your One Card is a multipurpose identification and online account card that provides access to certain facilities & events, and also serves as your UNC Library card.

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

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



## MHA Degree Requirements

Degree requirements incorporate School, Department, and MHA degree requirements.

All students must be registered as a full-time student in residence for at least two semesters.

A student receiving a grade of "F" in any course or a receiving nine hours of "L" (low pass) becomes ineligible to continue. An ineligible student must apply for, and receive, reinstatement before continuing. Dual degree students who receive a grade of "F" in **either program**, or 9 hours of "L" in either program or in both programs combined (i.e., a portion of the 9 hours of "L" in one program and the rest in the other) are deemed academically ineligible in **both programs, and must petition for reinstatement in both programs.**

An Application for Graduation submitted no later than the deadline established by the Graduate School for that semester in which the student expects to graduate. The Application for Graduation can be found on the Graduate School website.

<http://registrar.unc.edu/academic-services/graduation/applying-for-graduation/>

All requirements for the degree must be met within 5 years from the date of matriculation.

Additional information may be obtained from the Students Services Office and in the **Graduate School Handbook**.

<http://gradschool.unc.edu/handbook/>

**Comprehensive Examination and Master's Paper:** The Graduate School requires that graduate students successfully complete a comprehensive examination and master's paper, or approved alternative requirements. The Graduate School has approved the following substitutes for each of these requirements for the MHA degree.

**Comprehensive Examination:** Successful completion and oral presentation of a business plan, currently done under the auspices of HPM 735, "Advanced Concepts and Applications in Health Policy and Management." (also referred to as Capstone).

**Master's Paper:** Achieving a passing grade on three business cases, written under the auspices of HPM 735, "Advanced Concepts and Applications in Health Policy and Management" (also referred to as Capstone).

**Electives:** Students are required to take elective courses relevant to their interests. Electives may be taken in any school or department on campus, or, if the student wishes, through Duke University or any campus of the University of North Carolina system approved by the Graduate School (NC State University, UNC-Greensboro, UNC-Charlotte, North Carolina Central, Duke). Note that electives must be graduate-level courses, beginning at 400 or higher. HPM courses can be found on the below website. <http://sph.unc.edu/hpm/hpm-course-list/>

**Practicum:** MHA students must successfully complete a twelve-week practicum (480 hours) under the joint supervision of the faculty advisor and an approved field preceptor.

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

- To have learning experiences that are not normally available in the classroom, but which are essential for sound training in Health Policy and Management;
- To test the validity and applicability of classroom learning to practice, and thus to develop the students' own professional point of view;

- To develop and refine operational skills, to gain relevant experience, and to enhance professional self-confidence as health administrators or policy analysts;
- To make a service contribution during the course of the practicum that will not only be useful to the organization, but also sharpen the students' administrative and/or analytical skills

Beginning in late September of the first year, various healthcare professionals and organization representatives visit the department to meet with students and conduct interviews for both practicum positions (first-year students) and jobs (second-year students). This provides an opportunity for students to learn about these organizations to assist in their practicum search and lay the groundwork for possible future employment. The Career Services Office coordinates these visits and organizes interviews.

- MHA students register for 2 credit hours for HPM 793 during summer session one.
- A practicum fee of \$450.00 is paid by all students, in addition to tuition and university fees.

## Master's of Healthcare Administration Course Requirements 2017-2018

The Master's of Healthcare Administration (MHA) requires a total of 60 credits. Students must be in residence registered for at least two semesters.

<b>School Core</b>		
<b>Course Number</b>	<b>Title</b>	<b>Credits</b>
HPM 470	Statistical Methods for Health Policy & Administration	3
HPM 611	Public Health Concepts in a Systems Context	3
<b>Department Core</b>		
HPM 601	Issues in Health Care	1
HPM 730	Leadership and Management of Health Care Organizations	3
HPM 743	Health Care Reimbursement	1
HPM 754	Health Care in the United States: Structure and Policy	3
HPM 760 or HPM 762	Healthcare Quality & Information Management or Quality of Care	3
HPM 715 (1)	Health Economics for Policy and Administration	3
HPM 710	Health Law	3
HPM 770	Introduction to Spreadsheet Modeling and Decision Analysis Tools for Improving Health Care Management and Policy Decision Making	3
HPM 793	Practicum (\$450 fee)	2
<b>MHA Core</b>		
HPM 720	Management of Human Resources in Health Organizations	3
HPM 725	Healthcare Strategy and Marketing	3
HPM 734	Approaches to Business Plan Development	1
HPM 735	Advanced Concepts and Applications in Health Policy and Administration	3
HPM 740	Healthcare Financial Accounting	2
HPM 741	Management Accounting for Health Administrators	3
HPM 742	Health Care Finance I	3
HPM 744	Health Care Finance II	2
<b>HPM 702</b>	<b>*Professional Training II (\$500 fee)</b>	<b>n/a</b>
<b>HPM 703</b>	<b>*Professional Training III (\$500 fee)</b>	<b>n/a</b>

In lieu of School core courses, certain higher-level alternative courses may be taken. These courses are identified in: <https://sph.unc.edu/files/2015/08/New-Approved-Core-Course-Substitutes-for-Public-Health-Degrees.pdf>

MHA students are required to complete a 12-week practicum (HPM 793) during the summer between year 1 and year 2. The department requires payment of student fees to subsidize activities not supported by the university budget. For MHA students, practicum fee of \$450 is assessed, as well as professional training fees of \$550 for HPM 701 and \$500 each for two of the three semesters (HPM 702, and 703).

Successful completion of HPM 789 and HPM 992 substitute for Graduate School Requirements for a comprehensive examination and thesis subject to approval by the Program Director

## MHA Curriculum Sequence (2017-2018)

Credits Required: 60

Semester	Number	Short Title	Credit Hours
<b>Fall 1</b>	HPM 470	Statistical Methods for Health Policy and Administration	3
	HPM 601	Issues in Health Care	1
	HPM 730	Leadership and Management of Health Care Organizations	3
	HPM 740	Health Care Financial Accounting	2
	HPM 754	Health Care in the US Structure and Policy	3
	HPM 760 <sup>3</sup> or HPM 762 <sup>3</sup>	Healthcare Quality & Information Management or Quality of Care	3
	HPM 701 <sup>1</sup>	Professional Training I \$550.00 fee (in addition to University Fees)	N/A
	HPM 714	Excel Modeling	3
<b>Spring 1</b>	HPM 725	Healthcare Strategy and Marketing	3
	HPM 741	Management Accounting for Health Administrators	3
	HPM 743	Health Care Reimbursement	1
	HPM 611	Public Health Concepts in a Systems Context	3
	HPM 770	Introduction to Spreadsheet Modeling and Decision Analysis Tools for Improving Health Care Management and Policy Decision Making	3
	Electives	Elective courses	Variable
<b>Fall 2</b>	HPM 710	Health Law	3
	HPM 715(1)	Health Economics for Policy and Administration	3
	HPM 720	Management of Human Resources in Health Organizations	3
	HPM 734	Approaches to Business Plan Development	1
	HPM 742	Healthcare Finance I	3
	HPM 793 <sup>1</sup>	Practicum Practicum \$450.00 fee (in addition to University Fees)	2
	Elective courses	Elective courses	Variable
	HPM 702 <sup>1</sup>	Professional Training II \$500.00 fee (in addition to University Fees)	N/A
<b>Spring 2</b>	HPM 735	Advanced Concepts and Applications in Health Policy and Administration (Capstone)	3
	HPM 744	Healthcare Finance II	2
	HPM 703 <sup>1</sup>	Professional Training III \$500.00 fee (in addition to University Fees)	
	Elective Courses		Variable

<sup>1</sup>Required Fees (in addition to University Fees)

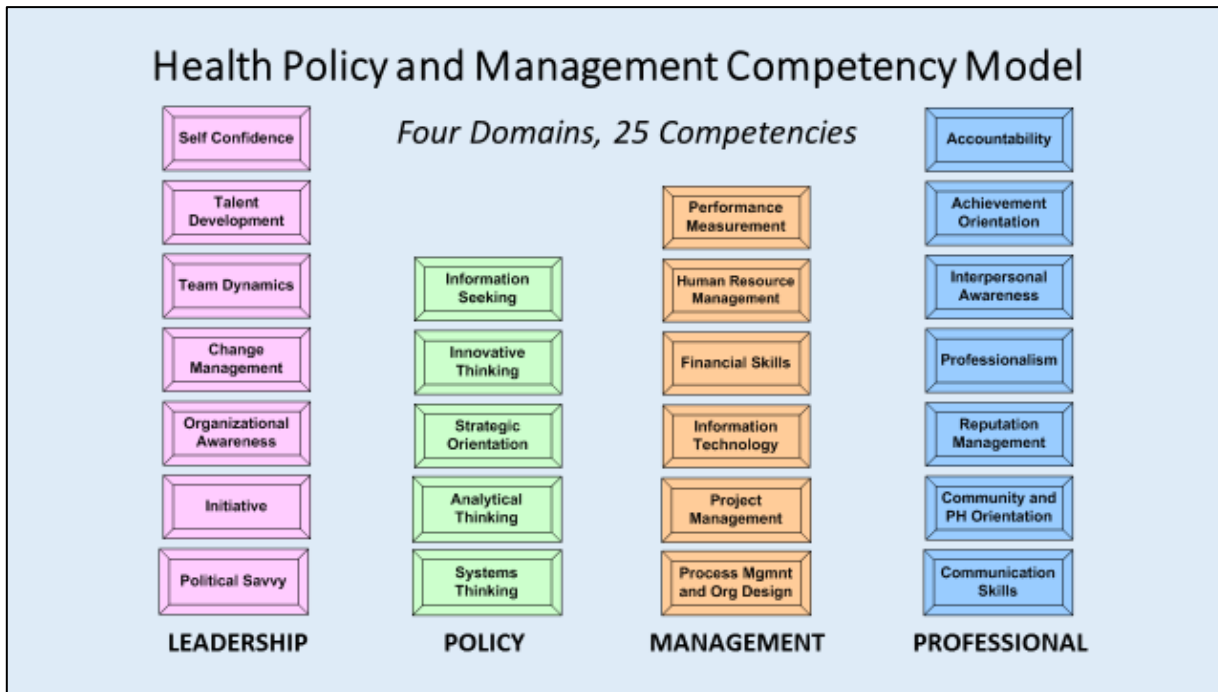
Professional Training Fees: HPM 701 (\$550) HPM 702 & 703 (\$500 each)

Field Training (Practicum): \$450 **MHA Program Worksheet (2017-2018)**

Course Number	Title	Semester completed	Credits	Notes (exemptions, substitutes)
<b>SPH Core</b>				
HPM 470	Statistical Methods for Health Policy and Administration		3	
HPM 611	Public Health Concepts in a Systems Context		3	
<b>HPM Core</b>				
HPM 601	Issues in Health Care		1	
HPM 710	Health Law		3	
HPM 715	Health Economics for Policy and Administration		3	
HPM 730	Leadership and Management of Health Care Organizations		3	
HPM 743	Health Care Reimbursement		1	
HPM 754	Health Care in the United States: Structure and Policy		3	
HPM 760 <i>or</i> HPM 762	Healthcare Quality & Information Management <i>or</i> Quality of Care		3	
HPM 770	Introduction to Spreadsheet Modeling and Decision Analysis Tools for Improving Health Care Management and Policy Decision Making		3	
HPM 793	<b>*Practicum (\$450 fee)</b>		<b>2</b>	
<b>HPM 701</b>	<b>*Professional Training I (\$550 fee)</b>		<b>n/a</b>	
<b>HPM 702</b>	<b>*Professional Training II (\$500 fee)</b>		<b>n/a</b>	
<b>HPM 703</b>	<b>*Professional Training III (\$500 fee)</b>		<b>n/a</b>	
<b>MHA Core</b>				
HPM 720	Management of Human Resources in Health Organizations		3	
HPM 725	Healthcare Strategy and Marketing		3	
HPM 734	Approaches to Business Plan Development		1	
HPM 735	Advanced Concepts and Applications in Health Policy and Management		3	
HPM 740	Health Care Financial Accounting		2	
HPM 741	Management Accounting for Health Administrators		3	
HPM 742	Health Care Finance I		3	
HPM 744	Health Care Finance II		2	
<b>Elective Courses</b>				
	<b>Total Credit Hours for Graduation</b>		<b>60</b>	
<b>*Additional fees (in addition to University Fees)</b>				

## Health Policy and Management Master's Degree Competency Model

The HPM Competency Model comprises four domains and 25 competencies identified as relevant for graduates in health policy and management: The HPM Competency Model was developed in 2009 based upon key stakeholder input and review of existing models from AUPHA, NCHL, and CEPH. Each HPM competency is targeted for development at one of three levels: Level 1: Recognition (“knows”); Level II: Proficiency (“demonstrates”); and Level III: Mastery (“does”).



### Domain Definitions

**Leadership** encompasses skills required to help individuals and groups make decisions, motivate others to advance organizational goals, and help individuals and organizations transition through change. In particular, these include the political and interpersonal the skills necessary to be effective in advancing an organization openly and ethically while meeting personal needs not in conflict with goals of the organization.

**Policy** encompasses all those higher order skills such as analytical thinking, systems thinking, innovative thinking, strategic thinking, and information seeking necessary for both policy analysis and the accomplishment of other tasks.

**Management** encompasses those operational skills required to run organizations efficiently. The core of these skills includes financial management, project management, human resource management, information technology, operations and process management, and performance measurement.

**Professional** encompasses key personal skills necessary for graduates to succeed as leaders. These include effective communication, professionalism, emotional intelligence, achievement orientation, reputation management, and accountability.

### Competency Definitions

**Accountability** The ability to hold people accountable to standards of performance or ensure compliance using the power of one’s position or force of personality appropriately and effectively, with the long-term good of the organization in mind.

**Achievement Orientation** Articulates and works toward meeting and surpassing standards of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (results orientation); outperforming others (competitiveness); challenging goals, or something that has not been done previously (innovation).

**Analytical Thinking** The ability to understand a situation, issue, or problem by breaking it into smaller pieces or tracing its implications in a step-by-step way. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.

**Change Management** Ability to recognize the need for change, to determine what and how to change, and to effect, manage, and lead change.

**Communication Skills** Communicates effectively orally and in writing with a wide range of people in varying settings.

**Community and Public Health Orientation** The ability to identify and align one's professional priorities with the needs and values of the community in promotion of the public's health.

**Financial Skills** Understands and communicates financial and accounting information, evaluates budgets, and makes sound long-term investment decisions.

**Human Resources Management** The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.

**Information Seeking** Displays curiosity and desire to know more about things, people, or issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments. Presses for exact information, resolving discrepancies by asking a series of questions, and scanning for potential opportunities or information that may be of future use, as well as staying current and seeking best practices for adoption.

**Information Technology** Sees the potential in and understands the use of administrative and clinical technology and decision-support tools in process and performance improvement. Actively sponsors their utilization and the continuous upgrading of information management capabilities.

**Initiative** The ability to identify a problem, obstacle or opportunity and take action to address it proactively

**Innovative Thinking** The ability to apply complex concepts, develop creative solutions, or adapt previous solutions in new ways.

**Interpersonal Awareness & Emotional Intelligence** Exhibits a high level of sensitivity to and awareness of the emotional needs of self and others.

**Organizational Awareness** Ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision-makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.

**Performance Measurement** The ability to understand and use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance; commitment to and employment of evidence-based techniques.

**Political Savvy** The skill to build ethically the critical mass of support necessary for an idea you care about.

**Process Management & Organizational Design** Ability to analyze and design or improve an organizational process, including incorporating the principles of quality management and customer satisfaction.

**Professionalism** Demonstrates a high standard of ethics, sound professional practice skills, social accountability and community stewardship.

**Project Management** The ability to plan, execute and oversee a multi-year, large-scale project involving significant resources, scope and impact.

**Reputation Management** The process of tracking public reports of one's behavior and opinions and verifying that they are accurately portrayed.

**Self-Confidence** The belief in one's decisions, opinions and capability to effectively accomplish a task or solve a problem, including in increasingly challenging circumstances.

**Strategic Orientation** Ability to consider the business, demographic, ethno-cultural, political, and regulatory implications of decisions, and to develop strategies that continually improve the long-term success and viability of the organization.

**System Thinking** The ability to recognize system level properties that result from dynamic interactions among human and social systems and how they affect the relationships among individuals, groups, organizations, communities, and environments.

**Talent Development** Drives to build the breadth and depth of the group's human capability and professionalism, including supporting top-performing individuals and taking a personal interest in coaching, mentoring and support emerging leaders.

**Team Dynamics** The ability to work in a collaborative manner in a team setting, effectively assuming roles of participant and leader where appropriate, and consistently contributing in a manner that increases team performance, growth, and learning.



## Frequently Asked Questions

Answers to many of these questions may be found in the *Graduate School Handbook* (<http://gradschool.unc.edu/handbook/>)

### How many credits can I register for each semester?

Graduate students are permitted to register for no more than 16 hours in any semester. Overload requests are considered on an exceptional basis and must be approved by your advisor, the Master's Program Director, Dr. Paula Song, and the Student Life and Alumni Relations Office. Registration for a minimum of 9 hours is required to maintain status as a full-time student.

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

During the application process, students indicate the degree program best suited to their career goals. However, we recognize that interests occasionally shift. If you are considering a change, you should discuss this with your advisor and Program Director. It is best to settle on a degree program within two weeks of the start of classes.

### What certificate programs are available?

Several certificate programs are offered and can be pursued to complement degrees at the School of Public Health. These are interdisciplinary and therefore available to all students, regardless of department. Oftentimes, courses taken for the certificates will fulfill elective course requirements. Check with your advisor when selecting courses. To find out more information on certificate programs visit this website: [http://sph.unc.edu/gps/?rasp\\_st\\_level\\_tax\[\]=certificate](http://sph.unc.edu/gps/?rasp_st_level_tax[]=certificate)

### Can I take courses for credit at other universities?

Under certain conditions, students registered for at least three credit hours on this campus may take a maximum of two graduate-level courses, during a fall or spring term, or a maximum of one graduate-level course during a summer term, at any of the following universities: UNC-Greensboro, Duke University, NC State University, UNC-Charlotte, and North Carolina Central University

A student must complete a "Request for Inter-Institutional Registration" form. This is available from the University Registrar's Office. Prior to enrolling in a course on another campus, it is important to discuss this with your faculty advisor, and to receive his or her approval.

[http://registrar.unc.edu/files/2012/03/CCM1\\_042585.pdf](http://registrar.unc.edu/files/2012/03/CCM1_042585.pdf)

### Can credits/grades transfer from other institutions?

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

### What grades are assigned for graduate courses?

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

H	High Pass
P	Pass
L	Low Pass
F	Fail

F*	Fail, administratively assigned
S	Satisfactory progress on research courses, field training, theses, and master's paper; must be followed by a permanent grade before graduation
IN	Work incomplete (automatically becomes an F* within 12 months)
AB	Absent from final examination (automatically becomes an F* within 12 months)
PS	Pass/Fail, All required graduate courses, including those taken on this campus or elsewhere (via inter-institutional registration, Study Abroad, etc.), may not be taken on a pass/fail basis. Students who wish to take a non-graduate level course pass/fail should contact The Graduate School.

### Grade Appeals

The department adheres to the Graduate School grade appeals process, which is detailed in *The Graduate School Handbook* (<http://handbook.unc.edu/grading.html>).

### Can I calculate a grade point average?

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

### What grade do I need to maintain academic eligibility?

In order to pass a course, a student must, at minimum, receive a low pass (L) grade; no grade falling below the standard represented by the grade of L is counted for graduate credit. A student, who receives a grade of F, or nine or more semester hours of L, is ineligible to continue graduate study. Dual degree students who receive a grade of "F" in **either program**, or 9 hours of "L" in either program or in both programs combined (i.e., some of the 9 hours of "L" in one program and the rest in the other) are deemed academically ineligible in **both programs, and must petition for reinstatement in both programs.**

After each semester, the instructor furnishes the program director and Student Services manager/registrar with a list of students who have received one or more L's or F's in the program.

Students made ineligible under the conditions stated above may apply for reinstatement upon petition by the student to the Graduate School. Forms are available at: <http://gradschool.unc.edu/pdf/wrenstmt.pdf>. After returning to the Student Services manager/registrar, the form will be submitted to the reinstatement committee chair, who must forward the petition to the Graduate School, together with a statement endorsing or declining to endorse the student's request. After reinstatement, any additional grade below "P" will result in the student becoming ineligible once again.

### HPM Reinstatement Procedure for Graduate Students Reinstatement

When a Health Policy and Management graduate student is made academically ineligible, s/he may petition the department for reinstatement by submitting the "Request for Reinstatement to Graduate School Form" to the department chair. The chair convenes the department's Student Appeals Committee to review the student's request.

The Student Appeals Committee is chaired by a full professor and includes the associate department chair and one additional member of the faculty. In situations where any of these individuals would have a conflict of interest, the committee chair will consult with the department chair to assign another faculty member(s) to the committee.

The committee gathers all relevant information from the instructor(s) who assigned the grade(s) that made the student ineligible, the student, and others.

The committee makes a recommendation to the chair to endorse or decline to endorse the student's request for reinstatement, but the final decision is made by the chair and is forwarded to the Graduate School. Final approval rests with the Graduate School.

### **Do withdrawals show up on my transcript?**

In order to withdraw from a class (i.e., drop a class) and NOT have the withdrawal indicated on your transcript, you must drop the class prior to the "last day for drops" as established by the Office of University Registrar (<http://registrar.unc.edu/academic-calendar/>). The date is generally prior to the last two weeks of a semester. Withdrawals prior to the deadline do not appear on the transcript. If you withdraw from a class after the drop date, a W will be displayed on your transcript.

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

## **Financial Aid**

Financial aid is available through the university, the department, and various organizations nationwide. University support includes awards from the Graduate School, based on nominations by the department. There is NO application process for these awards, which are available only to entering students. For information about federal and other loan programs contact the Office of Scholarships and Student Aid, 300 Vance Hall, 962-8396. <http://studentaid.unc.edu/>

### **Graduate Assistantships**

The department's primary mechanism for providing financial aid to master's students is the graduate research or teaching assistantship. These assistantships are limited service awards made for the performance of specific research or teaching tasks.

There are limited teaching assistant (TA) positions available to returning masters students through HPM. Decisions about TA assignments are based on faculty preferences, students' interest, suitability for a particular course, and HPM budgetary considerations. Most appointments are announced after the department budget is finalized and approved, which can range in time from mid-summer to the opening of the fall semester. Additional awards may continue to be made during the year, depending on department needs and the availability of funds.

Masters students may also be eligible to serve as research assistants (RAs) for HPM faculty. Decisions about RA positions are made by individual faculty as these positions are typically funded through external research grants, not the department. Students are also strongly encouraged to explore TA and RA positions in other departments within Gillings and the broader University.

Assistantships may include tuition and health insurance as well as a stipend.

## **Key University and Department Policies**

### **Harassment and discrimination Policy**

*University of North Carolina at Chapel Hill Policy on Prohibited Discrimination, Harassment and Related Misconduct including Sexual and Gender-Based Harassment, Sexual Violence, Interpersonal Violence and Stalking*

The University of North Carolina at Chapel Hill is committed to providing an inclusive and welcoming environment for all students, faculty and staff. As part of this commitment, the University has adopted a more comprehensive policy addressing discrimination and harassment — the Policy on Prohibited Discrimination, Harassment and Related Misconduct Including Sexual and Gender-Based Harassment, Sexual Violence, Interpersonal Violence and Stalking.

<http://policies.unc.edu/files/2013/04/PPDHRM.pdf>

## **Honor Code**

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

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

## **Guidelines for HPM Student Concerns and Complaints**

The Department of Health Policy and Management (HPM) is governed by the policies and procedures established by the University. Specific University policies are listed at the following webpage: <http://policies.unc.edu/>

In addition to compliance with University policies, HPM follows guidelines from the Gillings School of Global Public Health (GSGPH) when addressing student concerns. These can be found at <http://sph.unc.edu/files/2014/04/Addressing-Student-Concerns1.pdf>

Specifically, students in HPM should follow these steps when seeking to address a specific concern or to file a formal complaint.

### **Process**

1. Contact and discuss with the course instructor or the individual with whom you have a concern. If the issue is unresolved, proceed to Step 2.
2. Discuss your concern with the director of the program in which you are enrolled. If the issue continues to be unresolved, proceed to Step 3.
3. Discuss your concern with the Department Chair. Depending upon the nature of the issue, at this point the Chair may convene a committee of faculty members to review the concern, interview the involved parties, and determine an appropriate course of action.
4. At any point in the process, it may be determined that a University policy takes precedence and will be followed.
5. As stated in the GSGPH guidelines, if you are not comfortable interacting with the Instructor, Program Director, or Department Chair, at any time in the process, the Assistant Dean for Student Affairs, Charletta Sims Evans will meet with you. [sph-osa@unc.edu](mailto:sph-osa@unc.edu) 919-966-2499
6. If all preceding steps do not result satisfactorily, then continue to follow the GSGPH guidelines, steps 5 and 6. Appeal to the UNC Graduate School is also an option.

### **Timeliness**

The timeliness in addressing any concern will initially be determined by the student who brings forth the concern. Factors influencing timeliness will be the nature of the issue, degree of seriousness of the issue and/or the urgency of the issue, once brought to the attention of the Instructor, Director, Department Chair, or Assistant Dean. If a concern has programmatic implications, the issue will also be reviewed by the appropriate committee. In any case, all effort will be made to engage the student and to resolve quickly, equitably and satisfactorily the issue or concern.

### **Confidentiality**

Concerns or issues are handled in a confidential manner in compliance with University FERPA, (<http://registrar.unc.edu/academic-services/unferpa/ferpa-documents/>) and/or HIPAA regulations, (<http://research.unc.edu/offices/research-compliance-program/privacy/hipaa/hipaa-basics/>).

The "Student Grievance Policy and Procedures, University of North Carolina at Chapel Hill" is found at <https://deanofstudents.unc.edu/sites/deanofstudents.unc.edu/files/Revised%20Student%20Grievance%20Policy%20and%20Procedures%20%2800046292-12%29.pdf>