

**ACADEMIC POLICIES
FOR
THE DOCTOR OF PHILOSOPHY PROGRAM**

Guidelines and Procedures

**DEPARTMENT OF HEALTH POLICY AND MANAGEMENT
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

**2018—2019 Academic Year
(Revised July 2018)**

The *Guidelines & Procedures* contains many of the rules, regulations, policies, and procedures of the PhD 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. The most current Guidelines and Procedures manual is posted on the HPM departmental website (<https://sph.unc.edu/hpm/hpm-program-guidelines/>). Students will be held to the requirements and checklist that were in place the year they matriculated into the program.

In instances of discrepancy between these guidelines and the Graduate School Handbook, the Graduate School Handbook takes precedence.

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Doctoral Program Governance

All responsibility for the academic conduct, standards, and requirements of the doctoral program rests with the faculty of the Department in accordance with other school and university policies.

Director of the PhD Program

The Director of the PhD Program is responsible for all administrative affairs of the PhD program, including administration of academic conduct, standards, and requirements. In addition, the Director is responsible for recommending admissions and financial support, assigning advisors to incoming students, approving the PhD committee chair and members, advising PhD committees on the interpretation of policies and requirements, ruling on all petitions in accordance with School of Public Health and Graduate School guidelines, and fulfilling any other administrative duties or responsibilities delegated by the Department Chair.

PhD Advisory Committee

The PhD Advisory Committee guides decisions about the admissions, curriculum, and operations of the PhD Program. The Committee is comprised of the Program Director, one faculty representative from each minor, four students (one representative from each cohort), and at least one alumnus. Having diverse faculty, student, and alumni membership ensures that the Committee brings multiple perspectives on the policies, procedures, decision-making, and direction of the PhD program.

Graduate School Handbook

Additional information on the governance of and regulations for doctoral study are contained in the Graduate School Handbook (<http://handbook.unc.edu/>), published each year by the Graduate School. It is the student's responsibility to be familiar with its contents, and comply with rules, regulations, policies, procedures, and deadlines. The regulations have been incorporated in part in these Guidelines and Procedures, but additional, essential regulations are given only in the Graduate School Handbook. In instances of discrepancy between these Guidelines and Procedures and the Graduate School Handbook, the Graduate School Handbook takes precedence.

Honor Code and Campus Code

It shall be the responsibility of every student at the University of North Carolina at Chapel Hill to obey and to support the enforcement of the Honor Code which prohibits lying, cheating, or stealing when these actions involve academic processes or University, student, or academic personnel acting in an official capacity. It shall be the further responsibility of every student to abide by the Campus Code; namely, to conduct oneself so as not to impair significantly the welfare or the educational opportunities of others in the University community. More information may be found at <https://studentconduct.unc.edu/>.

Degree Requirements

Mission

The mission of the PhD Program in Health Policy and Management (HPM) is to provide students with the academic foundation, competencies, and research experience to become leading health services/health policy researchers who will make an impact on the health and health care of populations in the United States and globally. The program accepts students who have varied academic, professional, and personal backgrounds and interests and prepares them for research and policy careers in diverse settings, including academia, contract research organizations, government agencies, health care systems, and the private sector.

Overview

All HPM students take required courses in health services research, research design, analytic methods, and health policy. In addition, students develop expertise in a minor area. Current minors include: Decision Sciences and Outcomes Research; Economics; Financial Management; Health Politics and Policy; Quality and Access; and Organization and Implementation Science. Students must pass written comprehensive examinations after completing course work, then present and defend a dissertation proposal and the final dissertation based on original research. The PhD program is designed to be completed in four years. Appendix 1 provides important suggestions for facilitating the PhD process. **Students are strongly encouraged to review this Appendix.**

Competencies

Competencies define what students should know and be able to do upon completion of the PhD. The curriculum is designed to provide HPM students with the following competencies necessary for a career in health services/health policy research:

1. Identify and appropriately apply theoretical knowledge and conceptual models in support of health services/health policy research
2. Develop policy relevant hypotheses that fill a gap in the field that can be tested in a research project
3. Select appropriate research designs and methodologies for health services/health policy research
4. Understand and appropriately apply analytical strategies used in health services/health policy research
5. Interpret and explain the results of their research project from the perspective of their minor area

Prerequisites

Prerequisites are courses that are viewed as necessary for PhD students in Health Policy and Management. Credits earned for prerequisites do not count towards the required 46 credit hours. The prerequisites must be taken before the written comprehensive examination.

There are three prerequisites for our PhD students:

- HPM 754 (Health Care in the United States: Structure and Policy): This 3-credit hour course is offered each fall. It is strongly recommended that students who have not taken this course or its equivalent do so in their first semester.
- EPID 600 (Principles of Epidemiology for Public Health) or EPID 710 (Fundamentals of Epidemiology): This 3-credit hour course provides students with an overview of epidemiological principles and methods.
- Public Health Foundational Learning Objectives (“FLO”), which is currently listed as SPHG 600 (Introduction to Public Health Concepts): This 3-credit hour course provides an introduction to public health, including history, key concepts, and terms. HPM 611 (Public Health Concepts in a Systems Context) is a suitable substitution.

Students with an MSPH or MPH degree from a CEPH-accredited School of Public Health will be automatically exempted (i.e., no forms required) from all prerequisites. Students without one of these master’s degrees may have taken prerequisites (or their equivalents) prior to matriculation into our PhD program and may exempt one or all of these courses. An exemption from a course requires permission from the instructor and completion of the appropriate form (see Section on Exempting from Required Courses). Thus students who plan to exempt a course should do so as

soon as possible, preferably before the start of the first year. All exemption requests should be completed before the end of the first year, as no exemption request is guaranteed to be approved.

Course Requirements

A total of 46 credit hours of course work, excluding credits for prerequisites and the dissertation (minimum of six credits), are required for the degree. The PhD Program Checklist (Appendix 2) is intended to help students ensure that they have completed all requirements. Students must register as full-time students (at least nine credit hours) during the fall and spring semesters of the first and second years unless extenuating circumstances exist; this requires discussion with, and approval by the PhD Program Director. The required courses, grouped by category, are:

Health Services Research/Research Methods: 9 credit hours

- HPM 884: Health Services/Health Policy Research Methods I (3 credits)
- HPM 885: Health Services/Health Policy Research Methods II (3 credits)
- HPM 886: Advanced Applications in Research Methods (3 credits)

Analytical Methods: 12 credit hours

- HPM 880: Principles of Health Policy Research Methods (3 credits)
- HPM 881: Linear Regression Models (3 credits)
- HPM 882: Advanced Methodology in Health Policy and Management (3 credits)
- HPM 883: Analysis of Categorical Data (3 credits)

To succeed in the analytical methods sequence, students should be familiar with calculus, basic statistics, and linear algebra (matrix algebra) and Stata.

Professional Development: 10 credit hours (7 toward 46 required credit hours)

- HPM 871: Seminar in Teaching Health Policy and Management (1 credit)
- HPM 873: Research Seminar in Health Policy and Management (1 credit per semester during the first year for a total of 2 credits)
- HPM 874: Advanced Research Seminar in Health Policy and Management (1 credit per semester during the first two years for a total of 4 credits)
- HPM 994: Developing Proposals for Health Services and Policy Research (3 credits); students register for this course under HPM 994 (Dissertation Hours) using the section number for the course instructor. This course will not count towards the 46 hours required for graduation.

Minor Area/Health Policy Elective: 18 credit hours

In addition to the requirements above, all students must take at least an additional 18 credit hours that include both the requirements for their minor area (consisting of five 3-credit courses—see section on minors) plus at least one 3-hour health policy elective (described below).

Health Policy Requirement

HPM PhD students must take at least one course that provides an understanding of one or more of the following general areas: (1) health policy development (including how and why health policies are made); (2) the content of health policy that addresses a particular public health issue; and/or (3) frameworks for understanding or making health policy choices. Although critical for the development of health policy and health policy research, this requirement cannot be fulfilled with courses that primarily focus on understanding research methods or statistics. Rather, for this requirement, policy is defined as a purposive course of actions (e.g., programs, regulations, services management practices) set by government or organizations (e.g., hospitals, insurance companies) that deal with health-related concerns. Relevant courses may be offered in HPM or through various Departments at UNC or other universities. The decision of whether a particular course can count as a Health Policy course

should be made by the student’s advisor, who may consult with faculty on the PhD Advisory Committee. Some suggested courses are listed on our website.

Structure of the Program

Students take courses on a full-time basis for two years (a typical schedule is presented below), after which they take comprehensive examinations in the spring of their second year. In the fall of Year 3, students take Developing Proposals for Health Services and Policy Research (HPM 994). This course should be used by students to develop their dissertation proposal. The student’s dissertation Chair and, if constituted, Committee members will work closely with the student in this course. The Department expects most students to defend their dissertation proposals during their third year, which will enhance the possibility of completing the PhD in four years. Occasionally, students may feel that they are ready to write their proposal during the fall of their second year. With the approval of the dissertation Chair and Director of the PhD Program, these students may request to take Developing Proposals for Health Services and Policy Research (HPM 994) in the fall of their second year. We wish to emphasize that this would be a highly unusual situation.

Fall, Year 1	Spring, Year 1	Fall, Year 2	Spring, Year 2	Fall, Year 3
HPM 880 HPM 884	HPM 881 HPM 885	HPM 882 HPM 886	HPM 883	HPM 994
HPM 873 HPM 874 Pre-reqs	HPM 873 HPM 874 Pre-reqs	HPM 874	HPM 874	
Minor	Minor	Minor	Minor	

- Pre-reqs include HPM 754, EPID 600/710, and FLO/SPHG600. Students who must take these courses will do so in the semester that best fits their schedules, but taking them in their first year is strongly encouraged.
- HPM 873 and HPM 874 are required Departmental seminars. All students are required to take HPM 873 during the fall and spring semesters of their first year (total of 2 credit hours) and HPM 874 during the fall and spring semesters for their first two years (total of 4 credit hour).
- HPM 871 (Seminar in Teaching Health Policy and Management) will be taken in the semester the student is a Teaching Assistant.

Minor Areas

Minor areas may be either disciplinary or interdisciplinary, but are not specific topics or diseases (e.g., aging, AIDS, child health). Students who want to minor in areas other than those described below must get approval from the Director of the PhD Program. Students must register for at least 15 credit hours in their minor area, and at least one of these 3-credit hour courses must be a theory course. A list of faculty and more in-depth information on each minor can be found at our website (<http://www.sph.unc.edu/hpm/academic/doctoral.htm>).

Decision Sciences and Outcomes Research: The minor in Decision Sciences and Outcomes Research is an interdisciplinary program that prepares PhD students to focus on (1) methods for analyzing potential benefits/harms and costs of health technologies and interventions and (2) how to measure, analyze, and apply patient-reported outcomes (e.g., symptoms, functional status) to important health conditions. All minor students are required to take HPM 772 (Techniques for the Economic Evaluation of Healthcare); and HPM 794 (Patient-Reported Outcomes Measurement and Application in Healthcare Research and Practice). Additional required courses will depend upon whether students choose the modeling or outcomes research emphasis for a total of 15 credit hours; these courses will be selected in consultation with the student's minor advisor. Students without prior spreadsheet modeling experience are required to take HPM 770 (Introduction to Spreadsheet Modeling and Decision Analysis Tools for Improving Health Care Management and Policy Decision Making) as a prerequisite, which does not count toward the 15 total credit hours.

Economics: Students in the economics track have the flexibility to take field courses in a number of areas of microeconomics for a total of 15 units. Students must take a course in Intermediate Microtheory at the doctoral level, or receive an exemption if they already have exposure to such a course. Students can take a Microtheory course from one of two venues: (a) through the Economics Department at UNC or (b) through the Department of Public Policy. Taking Microtheory through the Economics Department involves taking Math Methods (Econ 700, which typically begins in early August) and Microeconomic Theory (Econ 710). Taking Microtheory from Public Policy involves taking a sequence of three courses: PLCY 700. Mathematical Preparation for Public Policy and Economics (which also meets the 2-3 weeks before the start of the semester); and BOTH of PLCY 788. Advanced Economic Analysis for Public Policy and PLCY 789. Advanced Economic Analysis for Public Policy II. The remaining units in Economics can be taken from more advanced courses, such as Health Economics (Econ 850), Labor I (Econ 880), Labor II (Econ 881), Empirical IO (Econ 847) or other courses. Students can also choose from courses Duke or NC State in advanced microeconomics, labor economics, public finance, economics and population, econometrics, or other advanced topics in microeconomics. In addition, all health economics students are expected to attend the Triangle Health Economics Workshop (www.unc.edu/the). Students may receive one unit of credit for participating in the Triangle Health Economics seminars each semester by enrolling in HPM 815, for up to 3 units of credit towards the minor.

Financial Management: The financial management minor has three required courses and two electives. Required courses include PLCY 700 Math Camp (3 hours); PLCY 788 Advanced Economic Analysis for Public Policy I (3 hours); and BUSI 881 Theory of Financial Management II (3 hours). In addition, students must select two or more accounting and/or finance courses offered by the Kenan-Flagler School of Business or the Fuqua School of Business at Duke. In order to assure adequate preparation for these courses, students admitted to the healthcare financial management minor usually have completed courses in finance, microeconomics, and calculus.

Health Politics and Policy: The health politics and policy minor introduces students to theories and practices of policymaking, policy analysis, and political science, with the goal of understanding how and why governments and private institutions create and change health policy. Students explore a wide range of issues in health politics and policy, including health care reform, evaluation of public programs, and developments in private insurance. Students are encouraged to concentrate their coursework on political behavior, public opinion, political communication, political psychology, or other aspects of political science that particularly affect health policy. Students may take courses that will fulfill this requirement in several departments or schools other than Political Science, including Public Policy, Journalism and Mass Communication, or Sociology.

Quality and Access: Access to, and the quality of, health care in the United States are often the focus of important health policy discussions at the local, state, and national levels. The minor in Quality and Access is an interdisciplinary program that prepares PhD students to obtain the substantive, methodological and statistical skills required to conduct research in this area. HPM 762 (Quality of Care) is required of all students who minor in quality and access. In addition, students must take courses from at least three departments (including Health Policy and Management).

Organization and Implementation Science: Implementation science is a rapidly growing interdisciplinary field of study, with multiple federal agencies and Institutes within the National Institutes of Health (NIH) assigning scientific priority and research funding to this area of research. The NIH defines implementation science as “the use of strategies to adopt and integrate evidence-based health interventions and change practice patterns in specific settings.” Organization science has much to contribute to implementation science since the implementation of evidence-based health interventions typically occurs in organizational settings and efforts to change practice patterns typically focus on organizational members. The newly created Organization and Implementation Science minor equips doctoral students with the knowledge and skills to conduct implementation research, while preserving their marketability for faculty positions in health care organization and management. Students in this minor are required to take: (1) HPM 930/NURS 928 (Doctoral Seminar in Organizational Theory and Health Care Organizations); (2) either HBHE 730 (Theoretical Foundations of Social and Behavioral Science) or DPOP 803 (Social and Behavioral Aspects of Pharmaceutical Use); (3) HPM 767 (Disseminating Evidence and Innovation in Research Navigation); and (4) either PUBH 767 (Team Leadership in Research Navigation) or BUSI (Groups and Teams).

Earning Degrees from Other Departments

Although taking courses and developing expertise in other Departments is required for our PhD Program, earning a graduate degree from another department other than through the MD/PhD program is **strongly discouraged**. A second non-clinical degree rarely benefits the student beyond what can be achieved through a minor. Beyond the extra time that is required, students pursuing a second degree must formally matriculate in the other department for a minimum of two semesters. While enrolled in another department, the student would **not** be in HPM; thus, HPM would not provide financial support (i.e., tuition, stipend). If you nevertheless consider this option, HPM requires approval from the student’s advisor, Director of the PhD Program, and Department Chair **in advance of applying to another department**.

Exempting from Prerequisite or Required Courses

Students often matriculate into the PhD program having completed coursework that is equivalent to either a prerequisite or a required course. Students who wish to be exempted from any prerequisite or required course must: (1) receive permission from the course instructor; (2)

complete required course exemption forms which may be found at <http://sph.unc.edu/hpm/hpm-program-guidelines/> for HPM courses and <http://sph.unc.edu/students/academic-and-policies/> for SPH courses; and (3) submit the completed form to the HPM Student Services Manager. Notably, exempting from a course does NOT mean students receive credits that count towards the required hours. If you believe that you are eligible for credit (i.e., the course previously taken has not counted toward a degree), you should discuss your situation with the Director of the PhD program and/or HPM Student Services Manager.

Learning to Work on Multidisciplinary Teams

Successful health services researchers must be able to work effectively on multidisciplinary research teams. Some students participate on such teams with their faculty advisors. And, virtually all students form dissertation committees with representatives from different disciplines. However, given the importance of working effectively on multidisciplinary teams, we wish to expand the mechanisms through which PhD students achieve this competency as follows:

HPM 873 (Research Seminar in Health Policy and Management): This seminar is required for all first-year PhD students. Third-year PhD students are required to present a draft of their dissertation proposal to the first-year PhD students, two of their dissertation committee members, and other faculty and guests. The students and faculty to whom the third-year students present are in different minors and have diverse academic and professional backgrounds. The commentary and questioning of the third-year PhD students reflect different theoretical and applied perspectives of the seminar participants and constitute a rich multidisciplinary critique of a student's research proposal.

HPM 874 (Advanced Research Seminar in Health Policy and Management): This seminar is required for all first- and second-year PhD students. Each year, we will cover topics that are directly relevant to learning to function on a multidisciplinary team.

Dissertation Committee: Most dissertation committees include faculty from both HPM and other Departments and Schools. Given the diversity of the committee in terms of research methods, training, and experience, the dissertation committee is, in essence, a multidisciplinary research team. We recommend strategies to provide students with experiences that allow them to realize the benefits of a multidisciplinary research team that considers different theoretical perspectives and research methods as they complete their dissertations.

Teaching

A competency of the PhD Program is to prepare students to be effective classroom teachers. To fulfill this competency, students must complete HPM 871 and be a paid teaching assistant (TA) at some point during their training. HPM 871 is a 1-credit hour seminar that PhD students take during their first semester as a TA. The seminar is designed to: (1) facilitate the development of a contract identifying mutual expectations for the TA and course instructor; (2) help prepare students to develop and deliver a lecture (or equivalent activity) in the course for which they are a TA—giving this lecture is required for TAs (as is the faculty member providing feedback to the TA) and is intended to provide students with the skills and confidence to be effective teachers; (3) identify and resolve common TA issues using a key incidents/discussion approach; and (4) identify resources on campus, for example, the Center for Faculty Excellence (<http://cfe.unc.edu>) or the internet to aid students in achieving their TA and long-term teaching goals. Students who wish to teach their own course may be encouraged by their advisor to take EDUC 757, which is designed specifically to provide graduate students with the skills to plan all aspects of a course of their choosing. We recognize that, occasionally, being a TA may not be consistent with the career plans of a few selected students. Those students may seek approval for an alternative to the

formal TA requirement, including HPM 871. For HPM 871, the student could either seek an exemption (receive no credit) or an approved substitute (receive credit). The choice and format of the alternative for serving as a TA will be flexible, but will require agreement by the student, advisor, PhD Program Director, and HPM 871 instructor. Two important points: (1) students seeking either alternative will not receive funding for the alternative from the department and (2) students who pursue an exemption must be sure they have enough credit hours to graduate.

Shadowing

Many PhD students have little exposure to venues relevant to their research. Thus, we have established the opportunity for students to have a formal shadowing experience with a preceptor (e.g., clinician, policy analyst, senior manager). Benefits to the students include the following:

- Gaining an appreciation of a venue relevant to the dissertation (and subsequent research)
- Formulating a research question with greater policy and/or management relevance
- Learning to work with preceptors from different disciplines
- Establishing a relationship with a preceptor who may serve on the dissertation committee

Parameters of the shadowing experience are as follows:

- The shadowing experience is optional. Students do not receive academic credit and should not feel pressured to participate.
- This is not intended to be a one-time visit to a specific venue. Rather, it should be a sustained experience. The precise structure and time commitment will be established by the student, the students' advisor, and the preceptor.
- It is likely that the shadowing experience will occur either during the summer after students' first year or after completion of their comprehensive examinations.

Students interested in this opportunity should begin by speaking to their advisor. If the advisor cannot identify a relevant preceptor, the Director of the PhD Program can help.

Writing Skills

Learning to write for scientific audience, including your dissertation, requires skills that differ from other types of writing. We have built into the curriculum several opportunities for students to develop their scientific writing skills, including options to: (1) write a manuscript during HPM 874; (2) participate in an NC TraCS Institute-sponsored seminar (Writing from the Reader's Perspective) offered by Dr. George Gopen; and (3) attend the HPM Writing Boot Camp immediately before enrolling in HPM 994 (Developing Proposals for Health Services and Policy Research). In addition, several resources are available at UNC to assist students at no cost. The Writing Center (<http://www.unc.edu/depts/wcweb/>) offers individual tutorials, either in person or online. This is an outstanding resource for all students. The Writing Center also provides a listing of resources specifically for English as Second Language (ESL) students (<http://www.unc.edu/depts/wcweb/elac/index.html>). The International Scholar and Student Services Office (<http://oisss.unc.edu/resources/esl.html>) offers several classes through the English department, the Graduate School and the Writing Center itself intended to assist ESL students in acclimating to academic life in the U.S.

Other Professional Development Opportunities

Our curriculum is designed to provide students with skills they will need in their careers. These include HPM 874 and shadowing opportunities. We have also hold professional development seminars that primarily target students who have completed comprehensive examinations and

are starting to think more seriously about jobs. We hold approximately 2-3 evening seminars per semester, and students from all years are invited.

We have created a Sakai site specifically for our PhD students (HPM PhD Program Site). Among other items, this site will contain information on jobs and the job market (including advertised positions); professional development opportunities (including speakers); and resources for PhD students. We encourage feedback from our students to make this site as helpful as possible for them.

The UNC Graduate School offers a wealth of opportunities for professional development and interaction of graduate students across departments. Students are strongly encouraged to review emails from the Graduate School and to frequently visit their webpage (<http://gradprofdev.web.unc.edu/>).

Dissertation

Writing a dissertation demonstrates PhD students' ability to synthesize, integrate and apply knowledge and skills from their courses and other learning experiences. Each PhD student is required to write and defend a dissertation based on original research of a high scholarly standard that makes a significant contribution to knowledge in the field of health services research, policy or management. Students typically defend their dissertation proposal during the third year, and defend their dissertation during the spring of their fourth year. The format of the dissertation should adhere to the guidelines specified in *A Guide to Theses and Dissertations* published by the Graduate School. **Notably, all dissertations must be submitted electronically.**

Students have the option of writing the dissertation as a traditional monograph or in the form of three manuscripts. The three-manuscript option has the benefit of directing the student's effort towards the ultimate goal of publishing. However, this option generally requires more effort than a traditional monograph-style dissertation. Notably, the three-manuscript option is not appropriate for all students, and the choice of whether or not to use this option does not reflect the quality of the dissertation.

Required Examinations

A doctoral student must pass a written comprehensive exam, an oral defense of the dissertation proposal, and an oral defense of the dissertation.

Comprehensive Examination (Report of the Preliminary Written Exam): The purpose of comprehensive exams is to determine whether students possess and can integrate the fundamental knowledge and skills required to conduct dissertation research, that is, whether they can synthesize what they have learned in courses. They are open book examinations. Students should be able to understand the strengths and weaknesses of research both conceptually (e.g., how it relates to the other studies) and methodologically (i.e., assessing the strengths and weaknesses of the research design and offering strategies to improve it). Students may take the comprehensive exam only after completing all prerequisite and required courses. Comprehensive exams are offered once per year, soon after the end of the spring semester. Students will be allowed to take the comprehensive written exams without completing HPM 871, HPM 873, or HPM 874.

Students will take comprehensive exams in three areas:

1. Health Services Research/Research Methods: HPM 884, HPM 885, HPM 886.
2. Analytical Methods: HPM 880, HPM 881, HPM 882, HPM 883
3. Minor Area (including Health Policy Elective).

Each exam is scheduled for a different day (e.g., Monday, Wednesday, and Friday), typically in late May or early June. All students take the same examination in both Health Services Research/Research Methods and Analytical Methods; these two exams are written and graded by the faculty who teach the required courses and/or have expertise in these areas. Faculty writing each comprehensive exam will decide: (1) whether there will be articles/readings upon which students are to base their answers (2) the amount of time students will have to write their answers (typically either one or two days); and (3) page limitations for answers. Comprehensive exams are open-book. Students should not discuss the articles (once they are distributed) or the exam questions (once they are released) with anyone, including students, faculty members, or other individuals. Students may work wherever is most comfortable for them (including out of town).

The grading policy for PhD written comprehensive exams in HPM is as follows. The comprehensive exam will be graded blindly by the faculty who wrote the exam. The exams are given one of three grades: **Pass**, **Incomplete**, or **Fail**.

- **Pass** indicates that the student has sufficient command of the content to continue with graduate studies and write a dissertation.
- **Incomplete** indicates that the student is deficient in one or more areas included on the examination. The committee will make recommendations for correcting these deficiencies. These recommendations can vary depending on the nature of the deficiency, and might include any or all of the following: completing an independent study; successfully completing formal course(s) for credit; clarifying their answers in writing; or providing oral clarification.
- **Fail** indicates that the student must retake the comprehensive exam. Because comprehensive exams are offered only once per year, students who fail the exam must wait until the following spring to retake the examination.

A student who does not satisfactorily complete the recommended activities for removing a deficiency within the allotted time, or fails to pass the exam, will have a failure recorded with the Graduate School. A second failure to pass the examination leads automatically to the student's ineligibility to continue in the Program.

The outcome of the examination is reported to the student through a personal letter from the Director of the PhD Program and is made a part of the student's permanent record. The final result of the written examination process described above will be reported as a **pass** or **fail** to the Graduate School using the *Report of the Doctoral Written Examination*.

Dissertation Proposal Defense (Report of the Oral Examination): During an oral examination, the student must present to the dissertation committee a written research proposal for the dissertation. Although its format can vary, the organization, length, and level of methodological sophistication is often similar to a grant proposal. The student is expected to consult with committee members as the proposal is being developed.

Before defending the dissertation proposal, the student must have completed all required courses, other than being a TA as part of HPM 871, HPM 873, and HPM 874 and passed the written comprehensive exam. The student must be registered at the time of the defense, even if it is summer. The dissertation proposal must be defended in a meeting of the student's doctoral committee and is part of the oral examination. The dissertation committee has full responsibility for examining the doctoral proposal and evaluating performance on the oral

examination. A pass will be based on the presentation of an acceptable proposal and on the demonstration of a satisfactory level of knowledge in the subject matter of the dissertation and related areas. The committee may decide to approve the proposal as presented, conditionally approve it subject to specified minor revision, or require that the student make major revisions and stand again for the qualifying oral examination. The committee may require additional coursework. The results of the exam are reported to the Graduate School. The student must receive a passing grade from a majority of the members of the dissertation committee. A student who chooses to pursue dissertation research on a different topic must defend a new proposal before the doctoral committee. Students who pass the oral examination are eligible to be admitted to candidacy for the PhD degree upon formal written application to the Graduate School. IRB approval is required.

Dissertation Defense (Report of the Final Oral Examination): The student must defend the dissertation in an oral examination open to all members of the faculty, students, and the public. The Dissertation Committee has full responsibility for reviewing the completed dissertation, and deciding whether the PhD degree is to be awarded. The dissertation defense is held only after all members of the dissertation committee have had an adequate amount of time to review a draft of the dissertation. The dissertation must be in final form prior to the final defense. This implies that all pages, references, and appendices are in place and that a thoughtful discussion has been completed. Substantive changes in the document should be minimal after the defense. It is the responsibility of the chair of the dissertation committee to announce to the graduate faculty and students of the department the date and time of this final oral examination. The first portion of the defense, in which the candidate presents the research and responds to questions, is open. Following this open meeting, the committee meets in a closed session. The committee may require revisions to the dissertation. The student must be registered for a minimum of three credit hours in HPM 994 during the semester in which the final oral exam is held, even if it is summer.

HPM 994 (Doctoral Dissertation Hours): PhD students who have completed their comprehensive examinations should enroll in HPM 994 and should remain continuously enrolled in HPM 994 until they complete their dissertation. A minimum of 6 credit hours of HPM 994 are required for graduation, and these credit hours do not count towards the 46 required for graduation. During the semester in which they take “Developing Proposals for Health Services and Policy Research,” they will receive a grade in HPM 994 from the instructor teaching that course. Otherwise, their dissertation advisor/Dissertation Chair will be the Instructor of record for HPM 994. To assess progress, students enrolled in HPM 994 are strongly encouraged to complete an annual progress report with their advisor (See Appendix 3).

Advisor/Dissertation Chair and Dissertation Committee

Advisor/Dissertation: Faculty advising is one of the most important factors to students successfully completing their doctoral studies. Faculty advisors serve a number of roles, including academic advisor, research mentor, career advisor, and professional colleague. Because advising is so important, the Department has developed performance standards for PhD advisors and students (Appendix 4).

Students are admitted to the program only if a faculty member with similar research interests agrees to serve as their advisor. Each admitted student is assigned a faculty advisor for the first two years; when it best serves the student’s interest, a student may have two faculty advisors. The initial faculty advisor generally, but not necessarily, becomes the chair of the dissertation committee. Many factors contribute to an effective relationship between faculty advisors and students, not all of which can be determined in advance. Because the initial assignment may not

prove to be the best for the student, faculty advisors can be changed at any time (including the first two years). The Department has a “no-fault” policy—when such a change is made, it does not reflect negatively on either the student or the advisor. When a change in advisor is made, a *Change of Advisor Request* form must be completed and submitted to the HPM Student Services Manager. Please note that faculty advisors must have a doctoral degree, be regular members of the Graduate Faculty, and have a full faculty appointment in HPM.

Dissertation Committee: The Dissertation Committee typically consists of a Chair and four other Committee members. The Dissertation Chair must be a faculty member (either tenured, tenure track, or non-tenure track) with his or her primary appointment in HPM and have a doctoral degree; a majority of the dissertation committee must have regular faculty appointments in HPM. One of the PhD Program’s competencies is to learn to work on multidisciplinary teams. Given the diversity of Committee members, the dissertation committee is, in essence, a multidisciplinary research team. Committee members who are not at UNC must be appointed to the Graduate School for the duration of the dissertation work. To do this, students must submit the individual’s CV to HPM Student Services Manager. Notably, this process may take up to six weeks, and it is the student’s responsibility to initiate this process. The Committee must be approved by the Committee Chair and the Director of the PhD Program. The Dissertation Committee must be appointed prior to the dissertation proposal defense. After forming a Committee, the student must complete the *Report of Doctoral Committee Composition* form, and then submit the form to the Graduate School through the HPM Student Services Manager for approval by the Dean of the Graduate School. If there is a change in the Committee, this form must be resubmitted.

Students should stay in close contact with their Dissertation Chair throughout the entire dissertation process and should submit and revise drafts with their Dissertation Chair before sending them out to the rest of the committee. In addition, to capitalize on the multidisciplinary nature of the Dissertation Committee, the student is strongly encouraged to hold regular (at least once per semester) meetings with their entire Committee. The first meeting should be prior to the formal proposal defense so that students can discuss and integrate key conceptual and methodological issues as they develop their proposal. As soon as possible after their proposal defense, students should circulate a document to all Committee members that: (1) summarizes issues raised and their resolution; (2) describes the roles of individual Committee members prior to the final defense; and (3) discusses authorship issues, if this is the appropriate time. Once all Committee members concur, that document will serve to clarify the Committee’s expectations regarding the dissertation. After this document is accepted by all committee members, students are expected to inform all Committee members about their progress, even when progress is slow. Students should hold regular (at least once per semester) group meetings with their Committee, by phone or in person, until the dissertation is completed. Students are responsible for notifying Committee members when there are substantive changes in their dissertation (e.g., conceptual model, research design, analysis). Operating in this manner can help students realize the benefits of a multidisciplinary research team by insuring that different theoretical perspectives and research methods are considered as they complete their dissertations.

Transfer of Credits, Registration, and Time Limits

Transfer of Credit

Although students may transfer credits from relevant graduate courses from approved institutions or from other graduate programs within this institution, this is rarely done. A maximum of 23 credits (half the total credits required for graduation) may be transferred. Transfer of credit must be approved by the Director of the PhD Program, and transferred credits will not be included in the residence credit calculation.

Registration

The HPM Student Services Office will register incoming PhD students for required HPM courses during their first semester on campus; incoming students must register for elective courses. Beginning in their second semester, students are expected to register for all of their courses.

Students must be continuously registered in the fall and spring semesters unless a formal leave of absence is requested and granted (please contact the HPM Student Services Manager for information on how to apply for a formal leave of absence). This rule applies even after all course work has been completed. Students must register in the summer if they are taking courses, defending their dissertation proposal or final dissertation, or are otherwise engaged in academic activity that requires faculty involvement, including reading and commenting on proposal or dissertation drafts. Registration for the prior term will cover events that occur during a break between semesters. Failure to register will compromise academic status within the Department and will result in the need to apply for readmission. A consequence for international students includes loss of visa status and deportation. Failure to register will also prevent employment as a research assistant, teaching assistant, or graduate assistant anywhere on the UNC campus, disqualify a student from health insurance eligibility, and force student loans to become due.

Time Limit

All requirements for the degree must be completed within eight years from the date of first registration in the Graduate School. Only under extenuating circumstances can an extension of the time limit be granted, upon petition to the Dean of the Graduate School.

Funding and Research Environment

Funding

Doctoral students receive funding from a variety of sources. HPM typically grants PhD students full financial support (including stipend, tuition, and health insurance) for the first two years of study through department research and teaching assistantships, federal traineeships, and Graduate School awards. (This support is contingent upon satisfactory academic progress and availability of sufficient funds.)

After the first two years, our students have been extremely successful in winning dissertation funding from UNC research centers, the federal government, non-Federal sources (e.g., Bristol-Meyers-Squibb, Duke Clinical Research Institute), and the UNC Graduate School (see Appendix 1) or work with faculty at UNC as a Graduate Research Assistant. Types of funding include:

- Dissertation funding from UNC research centers, federal agencies, and non-federal sources
- Research Assistant with faculty
- Teaching Assistant or Fellow
- Graduate School Fellowships and Minority Fellowships
- International awards
- Local employers (e.g., contract research organizations, consulting firms)
- Student loans available through the UNC Office of Scholarships and Student Aid

Affiliations

HPM has strong affiliations that benefit students in their courses, dissertations, funding, and research experience. These include:

UNC-CH Campus: On campus, HPM has close ties with researchers at the Schools of Medicine, Pharmacy, Dentistry, and Business, as well as at various Departments across campus. Several research centers also provide important resources for graduate students, including funding, office space, computing facilities, seminars, data, and help writing grants. These research centers include the Sheps Center for Health Services Research (www.shepscenter.unc.edu), the Lineberger Comprehensive Cancer Center (cancer.med.unc.edu), the North Carolina Translational and Clinical Sciences Institute (www.tracs.unc.edu), the Carolina Population Center (www.cpc.unc.edu) (demography and international studies), the Odum Institute for Research in Social Sciences (<https://odum.unc.edu/>), the Center for Global Initiatives (<http://cgi.unc.edu/>), and the Center for Health Promotion and Disease Prevention (<http://www.hpdp.unc.edu/>).

Duke University: UNC's close geographical proximity to Duke University facilitates many joint research projects, and allows students to take courses at Duke via inter-institutional registration. The Robertson Scholars Program provides express buses (<http://www.robertsonscholars.org/index.php?type=static&source=68>) that run between the UNC and Duke campuses during the fall and spring semesters. The express bus has allowed students, researchers, faculty and staff to take advantage of the resources at both universities. PhD students may enroll in courses at Duke University without incurring extra tuition.

Research Triangle: In recent years the Research Triangle area (Raleigh, Durham, and Chapel Hill) has become one of the leading health research areas in the nation. Faculty and students also frequently collaborate with researchers at local research organizations, e.g., RTI International (www.rti.org), Family Health International (www.fhi.org), GlaxoSmithKline (www.gsk.org), Quintiles, and the American Institutes for Research.

Health Economics: There is a strong and rapidly growing group of health economists in the Triangle in addition to the health economists in HPM. The Triangle Health Economics Seminar, jointly sponsored by HPM, draws faculty and students from UNC, Duke, RTI, North Carolina State, and UNC-Greensboro. The Economics Departments at UNC and Duke University provide students with access to outstanding health economists through courses they offer and by serving on their dissertation committees. Several other health economists are found in Duke's Sanford Institute of Public Policy (www.pubpol.duke.edu). RTI also employs many health economists.

Student Offices

Three offices (McGavran-Greenberg 1103A, 1103B, 1103C) equipped with computers are reserved for PhD students to conduct research. Each PhD student will be given a key that will open any of the offices. Although these offices do not have computers, McGavran-Greenberg offers a wireless environment.

Student Awards

Each year HPM awards the Jean G. Yates Award to the outstanding HPM doctoral student, and the Harry T. Phillips Award for outstanding teaching by a doctoral student.

Year	Jean G. Yates Doctoral Award	Harry T. Phillips Award for Outstanding Teaching by a Doctoral Student
1997	Michelle Mayer	
1998	Glen Mays	Simone Cummings
1999	Kathleen Dalton	Ying-Chun Li
2000	Courtney Van Houtven	Laurie Goldsmith
2001	Laurie Goldsmith and Zhimei Liu	Deokhee Yi
2002	Jessica Lee	Scott Stewart
2003	Tamara Hodlewsky	Bill Carpenter
2004	Bill Carpenter and Melanie Wasserman	Rachel DiSantostefano
2005	Asheley Skinner	John Staley and Julie Siebert
2006	Jeongyoung Park	Asheley Skinner and Virginia Wang
2007	Elizabeth Wiley	Young Do
2008	Bhavna Talekar Pahel	Leah Masselink
2009	Danny Yeh	Stephanie Wheeler and Brad Wright
2010	Stephanie Wheeler	Doug Melton
2011	Michaela Dinan	Wayne Psek
2012	Dio Kavalieratos	Elizabeth Blodgett and Jeff Federspiel
2013	Jeff Federspiel	Saleema Karim
2014	Sara Jacobs	Todd Durham
2015	Megan Roberts	Kelly Kohler
2016	Devon Check	Alexis Kirk
2017	Laura Pinheiro	Karen Swietek
2018	Alexis Kirk	Paul Shafer and Jenny Spencer

Ethics, Institutional Review Board, HIPAA, and Research Training

Ethics

The *Policies and Procedures* chapter of the Graduate School Handbook contains detailed information about amorous relationships, illegal drugs, ethics, the Family Educational Rights and Privacy Act, the Honor Code, non-discrimination, racial and sexual harassment, and the alcohol policy.

Institutional Review Board (IRB) and Research Involving Human Subjects

The Office of Human Research Ethics (<http://www.ohre.unc.edu>) must review all research involving human subjects (including dissertations). Students must submit to the IRB, even if they believe that their research may be exempt as defined for certain human subject research by the Code of Federal Regulations. *Only* the IRB can determine whether research is exempt.

It is essential to receive approval prior to beginning research. Approval will not be given retroactively for any research and most journals will not accept manuscripts on research that has not received approval. **Working as a research assistant under a faculty member's IRB-approved research does not exempt students from seeking separate IRB approval for their dissertation research, even if related to that project.**

Early in the first semester, students should obtain training from an approved ethics training course. The Office of Human Research Ethics (<http://research.unc.edu/offices/human-research-ethics/researchers/training/index.htm>) provides instructions about how to obtain ethics training and certification. After completing the online course, print a copy of the certificate of completion and keep it in a safe place (e.g., student's permanent file in the department).

Health Insurance Portability and Accountability Act (HIPAA)

HIPAA, which regulates the exchange of health information that is often critical to research, became law in 1996. HIPAA privacy regulations do not replace existing human research participant protections. Rather, HIPAA presents additional requirements. The regulations apply to personal, health and demographic information in the records of health care providers, health plans and health care clearinghouses (so-called "covered entities") which include the UNC Health Care System, School of Medicine and other health care providers such as private clinics and hospitals. These entities will refuse to share health records without demonstrated HIPAA conformity, such as a patient's signed authorization or a waiver of authorization from the researcher's IRB. All researchers should know the HIPAA regulations. Online training is available at <http://www.unc.edu/hipaa/>. Some Schools and Centers will require additional training. For questions about the HIPAA, the IRB process or how to complete particular aspects of the application, please review the IRB web site (<http://ohre.unc.edu>).

Conflict of Interest Training

Upon consultation with the Provost and the Vice Chancellor for Research, the Chancellor has determined the COI training should be completed by all individuals who are involved in research. Individuals can include faculty, staff, students or trainees. Generally, completion of this training will be valid for four years. The on-line conflict of interest (COI) training is now available at the website: <https://apps.research.unc.edu/coi-training/>.

Dissertation Research

The length of the IRB approval process depends on the type of dissertation research. For example, approval of secondary data analysis or a study involving minimal risk to human subjects may be approved relatively quickly (e.g., within a week or two). Approval for collecting sensitive data about human subjects may require several revisions before IRB approval is granted (e.g., 1-2 months). Therefore, plan ahead so that the research is not delayed. Be sure to complete the IRB forms as soon as it is appropriate. If modifications are made to the proposal, then IRB approval of the modification is required.

Other Policies

Grade Appeals

For procedures on how to appeal a course grade, please refer to the Graduate School Handbook for the grade appeals process (<http://handbook.unc.edu/grading.html>).

Reinstatement Policies

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 at least 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.

Harassment and Discrimination

The University's Policy on Prohibited Harassment and Discrimination prohibits discrimination or harassment on the basis of an individual's race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression. Appendix B of this Policy provides specific information for students who believe that they have been discriminated against or harassed on the basis of one or more of these protected classifications. Students who want additional information regarding the University's process for investigating allegations of discrimination or harassment should contact the Equal Opportunity/ADA Office for assistance:

Equal Opportunity/ADA Office
The University of North Carolina at Chapel Hill
100 E. Franklin Street, Unit 110, Campus Box 9160
Chapel Hill, North Carolina 27599
Telephone: (919) 966-3576
Fax: (919) 962-2562

Laptop Policy

The Gillings School of Global Public Health requires that all students own a laptop computer.

Resources for Students

International Student and Scholar Services Center

International Student and Scholar Services (ISSS) is the main administrative office for all international students, research scholars, and visiting professors present at UNC-Chapel Hill. ISSS issues visa eligibility documents, assists with the maintenance of these documents, provides counseling related to immigration matters and adjustment to life in the United States. It also serves as a liaison between foreign students and scholars and the United States Citizenship and Immigration Services (USCIS). In addition to administrative and counseling duties, ISSS provides programming designed to help foreign students and scholars maximize their experience at UNC. The programs include orientation, various cultural programs, and tax seminars. Advising and counseling services for foreign students and scholars are primarily concerned with non-immigrant visa matters, but other types of personal advising (financial, academic, cross-cultural adjustment, etc.) are offered as well. Referral to other campus support services is common. In terms of English language opportunities, ISSS maintains a directory of some ESL programs in Chapel Hill, Raleigh, Durham, and Greensboro. In addition, the International Women's English Conversation Group provides an opportunity for students and scholars to immerse themselves in the English Language. Finally, ISSS has a directory which contains a list of private tutors. Information about ISSS can be found on line at <http://oiss.unc.edu/>.

Accessibility Resources and Services

The Department of Accessibility Resources and Services works with Departments throughout UNC to assure that the programs and facilities of the University are accessible to every student in the community. Additionally, they provide reasonable accommodations, so students with disabilities who are otherwise qualified may, as independently as possible meet the demands of

University life. Students who need any type of accommodating for test taking, a very common occurrence, should consult early with ARS. You can learn more about their services at <http://disabilityservices.unc.edu/>.

Forms

There are a number of forms that must be completed and submitted to the Graduate School; these forms are available on the Graduate School website (<http://gradschool.unc.edu/forms/#doctoral>). Other forms are required by the Department. Whether required by the Graduate School or Department, all forms should be submitted to the **HPM Student Services Office** so they can be placed in student's permanent file. Students should **NEVER** submit forms directly to the Graduate School. In addition to the required forms, there are a number of optional forms that serve to insure students are making progress. We strongly recommend that these forms be completed each year.

Required Forms

	Report	When filed	Responsible party
1	<i>Doctoral Exam Report Form—Part I: Report of the Preliminary Written Examination</i>	After taking comprehensive exams	Student
2	<i>Report of the Doctoral Committee Composition</i>	After assembling dissertation committee	Student
3	<i>Report of the Approved Dissertation Project</i>	After successfully defending the dissertation proposal	Student
4	<i>Doctoral Exam Report Form—Part II: Report of the Oral Examination</i>	After successfully defending the dissertation proposal	Student
5	<i>IRB Approval (Initial and Annual, if required)</i>	As per IRB guidelines	Student
6	<i>Application for Graduation</i>	Completing all requirements (except dissertation defense), about 3 months before graduation	Student
7	<i>Doctoral Exam Report Form—Part III: Report of the Final Oral Examination</i>	After successfully defending the dissertation	Committee Chair
8	<i>Doctoral Exam Report Form—Part IV: Report of the Final Dissertation</i>	When submitting dissertation to the Graduate School	Committee Chair

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1. *Doctoral Exam Report Form—Part I: Report of the Preliminary Doctoral Written Examination.* This form is filed after taking written comprehensive exams and is filed regardless of whether the outcome of the examination is a pass or fail. The student is responsible for completing this form, obtaining the signature of the Director of the PhD Program, and filing the form the HPM Student Services Office.
 2. *Report of the Doctoral Committee Composition.* This form is submitted to the HPM Student Services Office after assembling a dissertation committee. The committee must be approved

by the Director of the PhD Program, the chair of the dissertation committee, and the Graduate School. Note: Students are responsible for submitting curriculum vitae of members who are not part of the UNC faculty to the HPM Student Services Offices so that they may be appointed to the Graduate School to serve on their committees.

3. *Report of the Approved Dissertation Project.* This report is filed after the dissertation committee judges the dissertation project to be feasible and advises the student to proceed with the proposal research. The student is responsible for filing this form with the HPM Student Services Office.
4. *Doctoral Exam Report Form—Part II: Report of the Oral.* This form reports the results of the dissertation proposal defense, and is filed regardless of whether the student passes or fails the examination. The Graduate School does not consider a student to have passed the oral examination, and therefore to be eligible for doctoral candidacy, until it receives this report. The Dissertation Committee Chair is responsible for filing this form.
5. *IRB Approval:* Initial and annual approvals from the IRB should be submitted to your faculty advisor and the HPM Student Services Office. Additional information can be found in the Ethics, Institutional Review Board, and HIPAA section of this manual.
6. *Application for Graduation (Filed after completing all requirements except dissertation defense, about 3 months before graduation—please check University calendar for the exact filing date):* Degrees are awarded three times a year; May, August, and December. A student who expects to finish soon must notify the department and the Graduate School of their intention to graduate by submitting an application for graduation on a specific date. In order to have the degree awarded at the desired time, all degree requirements must be completed (except the dissertation defense) no later than the deadline specified in the University Registrar's Calendar for the relevant commencement. The Graduate School cannot make exceptions to this rule. The student is responsible for filing this form.
7. *Doctoral Exam Report Form—Part III: Report of the Final Oral Examination.* The final oral examination takes place at the time of the dissertation defense. The Dissertation Committee Chair is responsible for submitting this form to the HPM Student Services Office.
8. *Doctoral Exam Report Form—Part IV: Report of the Final Dissertation.* This form, signed by the Committee Chair, certifies that the final document is approved for electronic submission. The Dissertation Committee Chair is responsible for submitting this form to the HPM Student Services Office.

Optional Forms

- *Curriculum Vitae (Filed by February 1 of each year):* Students should provide a copy of their current curriculum vitae to their advisor. The curriculum vitae should describe students' research, teaching, and service activities. Having this form on file is essential for assigning students' activities (research/teaching assistantships), identifying potential funding sources, and making decisions about student awards.
- *Annual Progress Report for Students Enrolled in Dissertation Hours (HPM 994).* This should be completed each year and copies should be retained by the student and advisor. A suggested form may be found in Appendix 3.

Additional Forms

- *Change of Advisor Request:* This form is filed whenever the student requests a change in either advisor or committee member.
- *Application for Admission to Candidacy for a Doctoral Degree (Optional: for students who are “all but dissertation”):* A student who has completed all coursework, passed the comprehensive exam, and defended the dissertation proposal may submit an application for a Certificate of Candidacy.
- *Individual Development Plan:* Beginning with the 2018-2019 academic year, PhD students in HPM should fill out (first year) or update (every year after the first year) an IDP and review with their advisor. A completed copy of this form, signed by both the student and advisor, should be filed with the PhD Program Assistant. A current copy of the blank form is available on the PhD program Sakai website.
- *PhD Checklist:* Although this is not an official form, the checklist (Appendix 2) is used to ensure that students have met all graduation requirements.

Appendix 1: Suggestions for Facilitating the PhD Process

The HPM PhD Guidelines and Procedures Manual (<http://sph.unc.edu/hpm/hpm-program-guidelines/>) provides an overview to PhD dissertations, dissertation Chairs, dissertation Committee members, and the structure and operation of the dissertation Committee. This document is intended to complement that manual by offering suggestions for facilitating that process based on experiences of faculty and students. Individual dissertation Chairs and Committee members may have different preferences, and the dissertation Chair has ultimate prerogative over specific decisions. Thus, this document is intended to provide general guidance that can serve as the basis for discussions between students and their dissertation Chair. Note: Students are responsible for being aware of, and following, University and Graduate School policies (<http://handbook.unc.edu/>). In addition, all current PhD students are enrolled in the HPM PhD Program Sakai site, which contains useful information.

I. Overview to Advising

Faculty advising is one of the most important factors to students successfully completing their doctoral studies. Faculty advisors serve a number of roles including academic advisor, research mentor, career advisor, and professional colleague. Because advising is so important, the Department has developed performance standards for PhD advisors and students (Appendix 3, PhD Guidelines and Procedures Manual). Students are admitted to the program only if a faculty member with similar research interests agrees to serve as their advisor. In general, it is anticipated that the advisor will become the dissertation Chair. Given this commitment, the faculty advisor typically becomes the dissertation Chair. Many factors contribute to an effective relationship between faculty advisors and students, not all of which can be determined in advance. Because the initial assignment may not prove to be the best for the student, faculty advisors can be changed at any time (including during the first two years). The Department has a “no-fault” policy such that if such a change is made, it does not reflect negatively on either the student or the advisor. When there is a change in advisor, the student must complete and submit to the HPM Student Services Manager a Change of Advisor Request form.

II. The First Two Years: Getting through Courses

When students apply for graduation in their final semester at UNC, the HPM Registrar uses the PhD Checklist (Appendix 1, Guidelines and Procedures Manual) to ensure that they have met all graduation requirements. The checklist periodically undergoes minor changes; students will be held to the requirements and checklist that were in place the year they matriculated into the program. Below are some suggestions that will facilitate the academic and administrative processes for the PhD students.

- Students and their advisors should use the PhD checklist when selecting courses. During students' first semester in the PhD program, it is advisable for them to draft course schedules (including electives) for their first two years. Moreover, students and advisors should annually complete an Individual Development Plan (IDP), which is a “living document” that can be revised over time. Such a plan should incorporate the graduation checklist.
- Students may be exempted from individual prerequisites or required courses. Students who believe they should be exempted from any course must submit the completed exemption application to the HPM Registrar as soon as possible, and during their first year. The form is available online.

- After their second and third semesters in the program, students receive feedback from the PhD Program Director on their performance in required PhD courses; their advisor is copied on this feedback. This feedback is intended to help identify areas needing improvement before students take their comprehensive examinations and conduct their dissertation research. Students and their advisors should discuss any suggestions for improvement.
- Once students have successfully passed their comprehensive examination, they are responsible for completing and submitting the appropriate section of the Report of the Preliminary Written Exam (<http://gradschool.unc.edu/pdf/wdexam.pdf>) to the HPM Registrar.
- When possible, students are encouraged to use their course assignments to develop their dissertation topics. This may be accomplished through class papers, systematic literature reviews, and/or analyses for quantitative courses. Some students have found it useful to use publicly available health-related data sets during their coursework.
- Second-year students should work with their advisor to identify funding opportunities for their third year and beyond. Some particularly attractive sources are various pre-doctoral training programs (T32 grants), including those through Sheps, Lineberger, HPM, the Carolina Population Center, and Bristol-Myers-Squibb (which is open to international students). Each year, HPM 874 generally has a panel session in which the directors of these programs provide advice on preparing the strongest possible application. The deadlines for these fellowships vary, but are typically in February or March. During their proposal writing course, students will be encouraged to write a dissertation completion grant (e.g., R36, F31). Other funding opportunities include serving as a Research Assistant, Teaching Assistant, or Teaching Fellow; these opportunities may exist within or outside the Department. It is best if these discussions start early in the second year.

III. The Dissertation

The doctoral dissertation is an original piece of empirical research that advances the field of health services and/or health policy. In the dissertation, students are expected to identify and appropriately apply theoretical knowledge/conceptual models, research designs, and analytical methods. Below are some suggestions that, based upon faculty and student experiences, may facilitate that dissertation. After those suggestions, we provide information on the: (A) Structure of Dissertation Proposals; (B) Dissertation Committee; (C) Dissertation Proposal Defense; (D) Structure of Dissertations; and (E) Dissertation Defense. Please refer to the HPM PhD Guidelines and Procedures Manual for additional information.

Suggestions

- Students and advisors should hold regular meetings to track progress, establish/modify timelines, and discuss challenges and concerns with their dissertation.
- PhD students who have completed their comprehensive examinations should enroll in HPM 994 and should remain continuously enrolled in HPM 994 during the fall and spring semesters until they successfully defend their dissertation. Students in their third year who have not completed their comprehensive exam should discuss whether to take the Proposal Development course with their advisor and the course instructor. Other than the semester during which they take “Developing Proposals for Health Services and Policy Research” (see next bullet point), they should enroll in the HPM 994 section with their Dissertation Chair. A minimum of 6 credit hours of HPM 994 are required for graduation, and these credit hours do not count towards the 46 credit hours required for graduation.

- In the fall of Year 3, students take Developing Proposals for Health Services and Policy Research (HPM 994). This course is designed to help students develop their dissertation proposal. Ideally, the final product for the course would be a full draft of a proposal that could be submitted to a funding agency to support their dissertation research (e.g., R36, F31).
 - The proposal writing class will be of greatest benefit to students who start the course with a draft of their specific aims. To that end, students are advised to spend time during the summer before their third year to vet potential dissertation ideas with their dissertation Chair. They are also encouraged to talk to clinicians or other stakeholders about potential dissertation topics. Students who have little direction before the course begins are likely to get less from it and, as such, make less progress on their dissertation proposal.
 - The student's dissertation Chair and, if constituted, Committee members will work closely with the student in this course.
 - To be consistent with NIH/AHRQ page limits, the final product for this course may be shorter than what the dissertation chair and committee desire. When this occurs, the shorter proposal will serve as the basis for a longer proposal. A general outline of a dissertation proposal, as well as a table comparing traditional versus shorter formats, is presented in Section A, below.
- The curriculum is designed to facilitate students defending their dissertation proposals during their third year, which will enhance the possibility of completing the PhD in four years. Students whose dissertations require primary data collection, data that is not already at UNC, and/or their spending substantial time away from UNC (including global settings) may take more than four years to complete the PhD.
- Members of the dissertation committee should be selected during discussions between the Chair and the student. As a group, the dissertation committee should provide the student with the content, methodological, and analytical expertise to complete a sound dissertation.
- Some full-time UNC faculty may need a special appointment to serve on dissertation committees. You can check the status of any UNC faculty member at <http://gradschool.unc.edu/policies/faculty-staff/faculty/>. If you have any questions, please check with the HPM Registrar.
- Students often have committee members who are external to UNC. In such cases, that faculty must be appointed by the Graduate School to serve on the student's dissertation committee, regardless of whether they hold an Adjunct faculty position with HPM (see <http://gradschool.unc.edu/policies/faculty-staff/faculty/>). The process is simple and should take very little time. The student should submit that faculty member's curriculum vitae to the HPM Registrar as soon as he/she has agreed to serve on the dissertation committee.
- Students should involve committee members throughout the dissertation, rather than only meeting with them as a group at the proposal and final defenses. Some strategies that students and chairs may wish to consider are:
 - Students should generally work with their chair to develop a solid draft of a proposal or final dissertation document before it is circulated to committee members. In this way, the chair serves a "protective function" for other committee members by catching structural or editorial issues that can be corrected by one, rather than all committee members.

- Use bulleted memos to update committee members or address unforeseen problem, for example, a fatal data use agreement, sample size is much lower than anticipated, or the IV is invalid. A brief, bulleted memo can help the committee focus on key issues. In the typical case, the student, chair, and maybe one other committee member have already discussed the issue and have a proposed solution.
- When there are complex issues and/or disagreement among committee members, it may be useful to schedule a pre-proposal meeting with the entire committee before the proposal defense. Such a meeting may be most helpful if it occurs when students are far along in their proposal but have questions for which they could benefit from discussion with the entire committee. Such a pre-proposal defense meeting can:
 - Increase efficiency: When committee members differ in their recommendations, a clear resolution may occur.
 - Provide experience in working with an interdisciplinary research team: Thinking about the dissertation committee as an interdisciplinary team will prepare students for their careers after graduation.
 - Decrease students' anxiety at their proposal defense: During the defense, students can prepare thoughtful strategies to address the major issues.
- Students should be aware that they may not be able to please all committee members when making a methodological decision. The student should understand the tradeoffs among alternative approaches and convey the rationale for their choice to the committee. The Chair should participate in the decision.
- Increasingly, students are using the three-paper option for their dissertations. Examples can be obtained directly from alumni or through ProQuest; a list of recent PhD graduates, along with links to their dissertation abstracts, can be found at http://sph.unc.edu/files/2013/12/phd_grads_grid_hpm.pdf. The three-paper option presents an opportunity for students to spread the workload over time for both themselves and their committee members. Students are strongly encouraged to develop a timeline that includes when they will send drafts of their papers to committee members (and other authors). Doing so has several advantages:
 - Students will be able to submit manuscripts to journals before their dissertation defense, which would be attractive to employers.
 - The burden on committee members would be substantially decreased or perhaps more accurately, spread over a longer time frame and thus reducing “surges” near the end of the semester. Ideally, if committee members approved all three papers before the defense, the only new material in the dissertation would be the final chapter.
- The proposal writing course has emphasized shorter formats for dissertation proposals. Some advantages of the shorter format include:
 - Consistency with NIH and other funders, which is a good skill for students to develop.
 - The formal proposal defense will not simply be a restatement of the proposal. That is, students will likely present details that would not fit in the shorter proposal. Requiring students to present new material in this manner is, again, an important skill for them to develop.
- Students and faculty should be aware that the Graduate School offers Dissertation Completion Fellowships for students who need one year of support to complete their

dissertation. The deadline is typically in February. More information about these awards can be found at <http://gradschool.unc.edu/funding/gradschool/fellowshipsandgrants.html>

A. Structure of Dissertation Proposals

The dissertation proposal may have alternative structures and formats. Thus, the text below is meant to be illustrative. In general, the Department is moving towards shorter proposals that are more consistent with NIH/AHRQ proposals, enabling greater efficiency in applying for external funding. The shorter format is used in the “Developing Proposals for Health Services and Policy Research” course. Notably, there is likely to be variation by minor area and faculty member. *It is recommended that students discuss these expectations with their Advisor/Chair as early as possible. It is also recommended that students review proposals from other students who have successfully defended proposals with the same Chair.*

General Outline of a Dissertation Proposal: Several elements are common to any dissertation proposal. However, their order and structure vary depending upon whether a traditional or shorter proposal format is used. Elements of each format are presented in the table below. In both formats, the page layout of the proposal is double-spaced text using 11 point font size and one-inch margins on all four sides of the page. Length will vary depending upon the preferences of the Chair and other Committee member as to how much detail is expected. Some of the principal differences between the two formats are the overall length of the proposal, the extensiveness and location of the literature review, and the ways the conceptual or theoretical framework are presented.

General Outline of Traditional and Shorter Dissertation Proposal Formats	
Traditional Proposal Format	Shorter Proposal Format
Title Page	Title Page
Abstract	Abstract
Background, Significance, and Specific Aims	Specific Aims
Literature Review	Research Strategy: Significance
Conceptual or Theoretical Model	Research Strategy: Innovation
Research Methods	Research Strategy: Approach
Timeline and Dissemination Plan	Timeline and Dissemination Plan
Human Subjects Considerations	Human Subjects Considerations

Title Page and Abstract: These are the same in both formats. The title page identifies the document as a dissertation proposal and includes the title, student’s name, and date of the draft. All subsequent drafts are also dated. The abstract should summarize what is in the document and identify the structure of the proposal and its main points. It is typically one page in length.

Aims, Background and Significance: In the traditional format, the first chapter is devoted to background and significance. This chapter introduces the main research question and provides the rationale for why the question was chosen, that is, why the topic is of interest for policy, practice, and/or the research. Essentially, this chapter briefly describes: (1) the problem being studied; (2) what we know about the problem; (3) how the study will fill a gap in knowledge and/or extend current knowledge; and (4) the importance and relevance of the question for policy and/or practice. This chapter usually introduces the specific aims and hypotheses, although they may fit elsewhere as well. Essentially, this chapter should serve as a roadmap for the literature review and conceptual model.

In the shorter format, all of these details are encapsulated in a two-page, single-spaced Specific Aims statement. This section highlights the problem area upon which the research is focused and identifies the knowledge gaps or needs that currently exist in this area. Here, students also identify their long-term goals or interests in this topic, as well as the objectives they have in undertaking the proposed study. The central hypothesis or research question is stated along with a brief rationale. Then, specific aims—what one intends to accomplish in the study—are presented. Each aim statement should highlight key variables/measures, a data source, and analysis techniques. Specific working hypotheses, if any, may be stated under each aim as well. The final paragraph in the Specific Aims section highlights the expected outcomes of the research and identifies positive impacts for health policy, practice, and further research that will occur from the knowledge developed through the dissertation.

The number of aims depends upon the focus and rationale. In general, students should identify no more than three to four aims; otherwise the proposal begins to lack focus and/or becomes too cumbersome and/or too ambitious for a dissertation. Students selecting the three-paper dissertation option (see below) often have three aims, one associated with each paper. Two-aim proposals are perfectly adequate for a dissertation. Students should recognize that the three-paper option is a dissemination strategy, not a proposal strategy.

Literature Review: Here is where the greatest divergence occurs between the formats of dissertation proposals. In the traditional format, one section is typically devoted to a comprehensive, yet selective, literature review that should provide the basis for the research, including the problem being studied; what we know about the problem and gaps in knowledge; and how the study will fill a gap in knowledge and/or extend current knowledge. The literature review should support the approach proposed, as well as the specific aims and hypotheses. The subsequent section then presents the conceptual foundation or theoretical approach. There are many ways to approach a specific research question. This section should identify a theoretical approach and/or conceptual model that will guide the research. The choice of the theory and model are often guided by the disciplinary approach to the question.

In the shorter format, there is no separate section called 'literature review;' rather, the literature is dispersed throughout the proposal. The Aims and Approach sections can refer to prior published studies as a way of motivating or carrying out your research. Also, in the shorter proposal format, there is a separate Significance section where most citations to prior work usually occur. Literature citations and commentary are not comprehensive. References should be highly selective with the goal of justifying the need and importance of what is proposed. Although the literature reviewed is selective, it will be necessary to conduct a thorough review of the literature and to demonstrate your knowledge in some other way to your Chair and Dissertation Committee members. Ideas and citations unrelated to your research problem are not discussed. The conceptual framework can be presented either as part of the Significance section or in the Approach section as part of the study rationale. In either case, the associated narrative is a brief overview of the framework and how it guides the proposed study.

Research Methods and Approach: In either format, the research methods should be presented in sufficient detail to allow Committee members to assess the validity, appropriateness, and feasibility of the study. There should be a description of the methodological approach for each specific aim and hypothesis (when applicable). Specifically, there should be a description of: (1) data being used; (2) key dependent, independent, and control variables (and operational definitions); (3) procedures; (4) analytical plans (including considerations related to power and sample size); (5) limitations of the study design, data,

and analytical methods; and (6) anticipated challenges and potential solutions. It is recognized that some dissertations and research approaches/analytical methods may require the student to modify what of structure and information presented above; the student should confer with his/her Dissertation Chair and Committee members on the most appropriate format.

The traditional format often uses an integrated methods style that organizes the methods chapter by component elements of the study such as design, sample, measures, power, analyses, etc. In contrast, the Approach section of the shorter format is usually organized in a sequential or stepwise manner by aim, with all component elements pertaining to each aim presented separately. In both formats, there should be aim-by-aim analyses plans.

Timeline and Dissemination Plan: Regardless of format, there should be a description of the specific tasks and timelines that would allow Committee members to assess feasibility of the proposal. Often, this is presented in a task-by-time matrix with brief descriptions of tasks, sequences, and durations. The timeline should identify when Committee members will be asked to review substantial sections of the dissertation (e.g., chapters, drafts of manuscripts). It should also indicate whether the dissertation will use the three-manuscript format (described below). This section should include a dissemination plan, which typically indicates expected manuscripts and possible journals to which papers will be submitted. Notably, in developing their timeline, students should be aware of Graduate School and University deadlines related to graduation, as well as the timelines agreed upon by the Chair and Committee members for receiving feedback.

Human Subjects: In either format, the research plan should end with a statement about the use and protection of human subjects in the proposed study that follows University guidelines. (See: <http://research.unc.edu/offices/human-research-ethics/index.htm>)

B. The Dissertation Committee

The dissertation Committee usually consists of the dissertation Chair and four other Committee members. The student and his/her dissertation Chair are responsible for identifying Committee members who, as a group, possess the requisite content and methodological expertise to guide the student's research. Typically, Committee members have a terminal degree in their field, but this may be waived under some circumstances.

The student is responsible for asking individuals to serve as Committee members. Committee members who are not at UNC must be appointed to the Graduate School for the duration of the dissertation. To do this, students must submit the Committee member's curriculum vitae to the HPM Student Services Office for approval by the Graduate School. This process may take up to six weeks, and it is the student's responsibility to initiate this process early enough to ensure the process is complete prior to the proposal defense. This is a very easy process, but is completely independent of being an adjunct faculty member in HPM, that is, one can be an adjunct faculty member in HPM, but not on the Graduate School faculty and vice-versa. The Committee must be approved by the dissertation Chair and the Director of the PhD Program prior to the dissertation proposal defense. After all members have agreed to participate, the student must submit the completed *Part I: Report of Doctoral Committee Composition* form to the HPM Student Services Office, which will forward the form to the Graduate School for approval by the Dean of the Graduate School. If there is a change in Committee membership, a new form must be submitted. Forms may be downloaded from: <http://gradschool.unc.edu/forms/>

Structure, Roles, and Responsibilities of the Dissertation Committee

The dissertation Committee must include:

- A dissertation Chair who holds a terminal doctoral degree and is a faculty member (either tenured, tenure track or non-tenure track) with a primary or joint appointment in HPM.
- Four additional Committee members, for a total of five members. Larger Committees are allowed, but are discouraged; students should speak with the Director of the PhD to understand the implications of a Committee with more than five members.
- At least one Committee member representing the minor area.
- A strict majority of members with a primary or joint appointment in HPM.
- It is strongly encouraged that at least one Committee member not be an HPM faculty member.

Dissertation Chair: The dissertation Chair's roles include: 1) facilitating the student's progress in becoming a well-trained, independent researcher and 2) protecting the time of the other Committee members. As such, the expectations of the Chair-student relationship are as follows:

- The Chair and student will work closely to develop a topic.
- The Chair will read and comment on drafts as they progress toward major milestones.
- The student will provide the Chair no less than one week to comment on short (less than 10-20 pages) documents and no less than 2 weeks to comment on longer documents. Individual Chairs may have different preferences on turnaround time, and timelines may change over time (e.g., due to other commitments). General expectations regarding turnaround time should be discussed by the student and Chair early in the process, and Chairs should make students aware when expected turnaround times cannot be met.
- Often, it is best if the student uses "track changes" or a memo/email to direct the Chair's attention to particular items and/or changes.
- *The Chair will approve all major drafts before they are circulated to other Committee members.*

Dissertation Committee Members: Dissertation Committee members play a critical role in the student's dissertation. They provide important content and/or methodological advice that should strengthen the research. By working with Committee members from different disciplines, students begin to see and appreciate the important contributions that different perspectives can have on their research. Committee members are expected to:

- Attend the proposal and final defenses.
- Attend other group meetings when the Chair and student believe it would be helpful (either before the proposal defense or between the proposal defense and final defense).
- Meet with the student individually to discuss the dissertation.
- Review drafts that have been approved for circulation by the Chair. They will generally require two weeks to review a proposal and a month to review a final dissertation. Longer turnaround times may be needed, depending on the member's role on the Committee, as well as other commitments. When a Committee member requires significantly more time to review a document, the Committee member should inform the student and Chair about the time requirements. As with any document circulated between the student and the Chair, general expectations regarding turnaround time should be discussed early in the process (e.g., during the proposal defense).

- Some members providing expertise on analytical methods may want to meet with the student sufficiently in advance to review methods and review output; the student should check with Committee members as to their preferences.

C. The Dissertation Proposal Defense

The University requires that students must defend their dissertation proposal during a semester in which they are enrolled. Each Committee member should have an identical copy of the proposal that is to be defended. Committee members should have ample time to review the proposal (see above). In consultation with Committee members, the student is responsible for identifying a suitable date and time for the defense, scheduling a room, and arranging other logistics as needed. The Chair can assist the student with these activities as needed. It is the Chair's responsibility to check with Committee members in advance to be sure that the student should move ahead with the proposal defense. Unlike the final defense, the proposal defense is not open to the public. The dissertation Chair oversees the proposal defense. Students should not bring refreshments to the defense.

Students who use the shorter dissertation proposal format will likely have less written text and detail about the literature reviewed, conceptual models, research methods, etc. Thus, when preparing for the proposal defense, students should:

- Meet with the individual Committee members to discuss their research
- Assume all Committee member have read the proposal
- Have a presentation that supplements, rather than duplicates, the text in the proposal.
- Be prepared for questions regarding any aspect of their proposal, including the background literature review and rationale behind their conceptual and methodological decisions.

All of this goes to say that shorter dissertation proposals will likely be more difficult to write and will require the student to address a wide array of questions about content that may not be explicitly written in the proposal; however, the shorter format also better prepares students to submit grants after completing their PhD.

Although there may be differences across Dissertation Chairs, the following structure is common:

- Chair opens the meeting and introduces Committee members to each other if they do not know each other.
- Chair indicates that the Committee is convened to make a decision on the proposed dissertation, that this is an official meeting required by the Graduate School. Based on the student's presentation, the Committee has the option of approving, requesting modifications, or rejecting the proposal.
- The Committee may or may not meet briefly in an executive session (without the student present) prior to the student's presentation to discuss the proposal and coordinate any questions. There is a chance that a summary judgment may be made at that time if the written material is not sufficient to allow the Committee to form questions (summary judgment at this point is rare).
- The student gives a presentation (typically 20-30 minutes) that describes their dissertation research. The length of the presentation is set by the Chair, and the student is expected to adhere to the time limit. The Committee will decide whether the questions can be asked during the presentation or reserved until the presentation is complete.

- The student should expect to be asked many questions, which may cover broader areas than those defined by the dissertation topic. Each Committee member is invited to ask questions (and any follow-up questions); additional questions may be asked as they arise.
- When all questions have been answered sufficiently, the student is excused from the room. The Committee discusses the proposal and agrees upon a recommendation, including any required modifications.
- The student is invited back into the room and the Chair gives the Committee's recommendation. The student is provided guidance about how to proceed, including whether there is a need to revise sections of the proposal or to clarify elements in writing.
- It is also recommended that the Committee begin discussions about both publications that arise from the dissertation and authorship.
- After the defense, the student circulates a document, approved by the Chair, to all Committee members. This document should highlight the major discussion points, as well as the student's response to suggestions regarding the research. Once all issues are addressed, the student is considered to have passed the dissertation proposal defense.
- Students are responsible for having the appropriate forms at the defense; they may be found at <http://gradschool.unc.edu/forms>. Students are responsible for submitting signed forms to the HPM Student Services Office. They are encouraged to retain a copy for their records.

D. Structure of Dissertations

The structure of the dissertation will vary depending on the topic and preferences of the student and Chair. The student and Chair should discuss expectations for dissertation structure. A traditional dissertation is usually organized into chapters corresponding to the sections in the dissertation proposal (e.g., Background/Significance, Innovation, Approach), along with chapters that contain Results and Discussion. Notably, whether or not a three-manuscript option is chosen, it is important for students to publish findings from their dissertation.

In contrast, the three-manuscript option will cover similar content (e.g., introduction of the problem, literature review, conceptual model) as a traditional dissertation, but in a different format and presentation style. The structure usually consists of:

- General introduction to the research: This chapter should include an overview of the aims, main supporting literature, study rationale, and methods.
- Three papers: Each paper should follow the style and format of the target journals. This will generally replace the Results section in traditional dissertations.
- Conclusions: This final chapter describes the contribution of the three papers as a whole.

The length and content of the general introduction and conclusions sections are to be decided in conjunction with the Dissertation Chair.

E. The Dissertation Defense and Submission to the Graduate School

The University requires that students defend their dissertation during a semester in which they are enrolled. The outline of the dissertation defense generally follows that of the proposal defense. The student is responsible for logistics regarding the date and time of the defense, including scheduling a room. Students should not bring refreshments to the defense. Dissertation defenses are open to the public; the Chair is responsible for announcing the time and location of the defense to all HPM faculty and PhD students. This is an oral examination,

so questions may cover topics outside the dissertation *per se*. The following structure is typical:

- The Chair convenes the defense with introductions (as needed), greetings/welcome, and procedure/plan for defense.
- The Committee may hold an optional closed Executive Session (i.e., without students or audience members) to clarify any remaining initial concerns before commencing the defense. Often, the Chair inquires with the Committee privately prior a day or two prior to the defense about the need for a closed Executive Session.
- Committee members should be provided copies of any slides and any other documents that may be helpful to them. The student presents his/her work for 25-30 minutes. Questions from Committee and audience members should be held until the end of the presentation, unless for clarification only. Typically, the audience will ask questions first. Once audience questions are addressed, there is a closed session that includes only the student and Committee members. Questions will continue during the closed session.
- After the closed session is complete (i.e., all questions from Committee members have been addressed), the student is excused from the room and the Committee holds a closed Executive Session. Led by the Chair, this session is used to discuss the dissertation further, additional requirements (if any), and the Committee's decision. The Committee should decide how much authority to delegate to the Chair to determine whether or not any necessary revisions are successfully completed.
- The student is invited back into the meeting and briefed on the Committee's decision, which may include revisions.
- The student is responsible for bringing the appropriate forms at the defense (see <http://gradschool.unc.edu/forms/>). If the defense is successful, the student should obtain signatures on *Doctoral Exam Report* form. If revisions are requested by the Committee, the form can be completed and signed at a later date, once the revisions have been satisfactorily made. Once the forms are signed, the student is responsible for submitting signed forms to the HPM Student Services Office. Students should retain a copy for their records.
- If revisions are necessary, the student will circulate a document, initially reviewed and approved by the dissertation Chair, to all Committee members. This document should highlight the major discussion points, as well as the student's response to suggestions regarding the research. Based on the deliberations in the closed Executive Session, the Committee may or may not need to approve the final draft (i.e., the Committee may delegate this to the Chair).
- The dissertation must be submitted electronically. The student is responsible for ensuring that the dissertation meets Graduate School formatting requirements and is submitted by the appropriate date (see <http://handbook.unc.edu/>).

Chair responsibilities for the Final Defense:

1. Assure that all Committee members are on board with holding the defense before the final defense. If a favorable outcome is unlikely even with minor changes or elaborations, then the defense should be postponed. This, however, is no guarantee of a favorable outcome.
2. Notify faculty and students in HPM about the time and location of the defense.
3. Run defense efficiently, fairly, and comprehensively.
4. Take notes during defense of all Committee member (and audience) questions in order to provide feedback to student. This is particularly important regarding corrections, changes, elaborations, and any additional work required.
5. Meet with the student after the defense to review required revisions and develop a timeline for completion.

6. Review document with revisions before the student re-circulates it to the Committee.

Appendix 2: PhD Checklist

<i>Requirement</i>		<i>Student's Name</i>		
<i>Course Number</i>	<i>Course Title</i>	<i>Semester(s) Completed</i>	<i>Credits</i>	<i>Pertinent notes: all substitutions and exemptions.</i>
Prerequisites¹				
HPM 754	Health Care in the United States: Structure and Policy		3	
EPID 600 or 710	Principles of Epidemiology		3	
SPHG 600 (FLO) OR HPM 611	Introduction to Public Health Concepts Public Health Concepts in a Systems Context		3	
HSR/HSR Methods				
HPM 884	Health Services/Health Policy Research Methods I		3	
HPM 885	Health Services/Health Policy Research Methods II		3	
HPM 886	Advanced Applications in Research Methods		3	
Analytical Methods				
HPM 880	Principles of Health Policy Research Methods		3	
HPM 881	Linear Regression Models		3	
HPM 882	Advanced Methodology in Health Policy and Management		3	
HPM 883	Analysis of Categorical Data		3	
Minor Requirements	All students must take an 18 credit hours that include both the requirements for their minor area (five 3-credit courses—see section on minors; this includes one theory course) plus one 3-hour health policy elective (described below). Specific courses vary with the students' interests. _____ _____ _____ _____		18	
Minor				
Professional Development¹				
HPM 871	Seminar in Teaching Health Policy and Management Date served as Teaching Assistant		1	
HPM 994	Developing Proposals for Health Services and Policy Research		3	
HPM 873	Research Seminar in Health Policy and Management		2	
HPM 874	Advanced Research Seminar in Health Policy and Management		4	
Dissertation Hours				
HPM 994	Doctoral Dissertation Hours (Does not count towards 46 hours)		Variable	
Total Credit Hours (Minimum of 46 Hours, not Including Prerequisites or Dissertation Hours)				
		Date passed/completed		
Report of the Preliminary Written Exam (Comprehensive exam): Doctoral Exam Report Form Part I				
Report of the Oral Examination (Dissertation Proposal Defense): (Doctoral Exam Report Form Part II				
Report of the Final Oral Examination (Dissertation Defense): Doctoral Exam Report Form Part III				
Approval of Final Electronic Dissertation: Doctoral Exam Report Form Part IV				
¹ Neither prerequisites nor HPM 994 (Doctoral Dissertation Hours) count towards the required 46 credit hours. HPM 871 is taken during the semester in which the student is a teaching assistant. All students are required to take HPM 873 during the fall and spring semesters of their first year (total of 2 credit hours) and HPM 874 during the fall and spring semesters for their first two years (total of 4 credit hour).				

**Appendix 3: Annual Progress Report for Students Enrolled in Dissertation Hours
HPM 994**

Name: _____ Advisor: _____
Year Entered PhD Program: _____

Please provide a copy of the signed progress report to the HPM Student Services Manager, Advisor, and Dissertation Committee members (if applicable) by June 30. The advisor is encouraged to make comments on the back of this form.

If you have not defended your dissertation proposal:

Please describe your progress during past year and anticipated date of proposal defense.

If you have defended your dissertation proposal:

Date passed: _____
Committee Members: _____

Please describe your progress during the past year, goals for the next year, and anticipated timeline for completion. Also, please attach the abstract from your dissertation proposal; if your topic has changed substantially, please attach a revised abstract.

Other Activities:

Please describe teaching and other research activities (including manuscripts and publications).

Signature of Faculty Advisor: _____

_____ Date

Signature of Student: _____

_____ Date

Appendix 4: Department of Health Policy and Management Performance Standards for PhD Advisors and Students

Advisor Performance Standards

Advisors are responsible for helping their students with critical aspects of their students' development, including: selecting courses; offering career advice; developing professional skills; identifying research and funding opportunities; preparing manuscripts and grants; encouraging progress on the dissertation (including helping prepare for their proposal and dissertation defenses); networking with investigators (both locally and nationally); and searching for jobs. With this in mind, specific performance standards include:

- Hold regular meetings with each advisee (in-person or by phone): at least twice/semester while students are enrolled in courses full-time; more frequently after comprehensive examinations, when students begin work on their dissertation.
- Hold additional meetings requested by students, as reasonable and appropriate in a timely fashion.
- Discuss expectations for students and faculty
- Provide timely feedback (usually within 2-3 weeks) on draft manuscripts and dissertation chapters.
- Review graduation check list annually.
- Sign off on progress reports for students in HPM 994 (Doctoral Dissertation Hours) annually.

Students' Performance Standards:

Students are responsible for consulting with their advisor about their dissertation; regularly updating the advisor about their progress in the PhD program; keeping dissertation committee members updated about progress on their dissertation; and informing the advisor of any personal or professional situations that may affect their progress (e.g., jobs, teaching activities, non-HPM degrees, funding received). With this in mind, specific performance standards include:

- Participate in regular meetings with his/her advisor (as described above).
- Satisfy all IRB requirements and remain current on all required research training.
- Insure that they are meeting all Departmental and Graduate School requirements (e.g., forms, documents) by completing the graduation check list and reviewing it with their advisor annually.
- Provide the advisor with their final paper in HPM 994 (Developing Proposals for Health Services and Health Policy Research), as well as comments from the instructor.
- Provide the dissertation committee with sufficient time to read thoughtfully and comment on their dissertation proposal (typically at least 2 weeks in advance of proposal defense) or dissertation (typically at least 4 weeks in advance of the final dissertation defense).