



GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH
Health Policy and Management

**EXECUTIVE DOCTORAL PROGRAM
IN
HEALTH LEADERSHIP (DrPH)**

HANDBOOK

Academic Policies, Guidelines, and Procedures

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

2022-2024 Academic Years

Revised August 2022

These *Guidelines and Procedures* describe rules, regulations, policies, and procedures for the Doctoral Program in Health Leadership (DrPH), as established by the Department of Health Policy and Management and by the actions of the Administrative Board of the Graduate School. Each student should become familiar with the material pertaining to this program, and, together with a faculty advisor, make certain that the selected plan of study complies with the pertinent requirements.

In any instance of discrepancy between these guidelines and the Graduate School Handbook, the Graduate School Handbook takes precedence. The Handbook is on the Web: <http://handbook.unc.edu>

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The **6** steps to a Gillings Executive DrPH in Health Leadership



1. Coursework

2 full years of coursework
in 3 content areas:

- ❖ Leadership
- ❖ Public Health
- ❖ Research

Covering **28** competencies

*If no MPH/MSPH degree,
add 3-credit foundational
learning objectives course



2. Written Exam

A **2-day** comprehensive exam
demonstrating the integration of
key concepts from the two years
of coursework



3. Leadership Reflection Paper



4. Practicum Project

Covering **5 to 7** competencies



5. Dissertation



6. Graduation



GILLINGS SCHOOL OF
GLOBAL PUBLIC HEALTH



GENERAL INFORMATION

Program Goal

The goal of this DrPH program is to accelerate the learning, knowledge, and skill acquisition of highly motivated, mid- to senior-level leaders committed to improving the public's health such that they can maximize their positive leadership impact in their respective organizations, their field, and across the broader systems that influence good health and wellness.

Students

The program is designed for mid-to-senior level professionals working at that level at least five years and having completed a graduate degree at least five years prior to enrollment. They should be working full-time with the potential, ambition, and drive to become more influential health leaders. Work examples include, but are not limited to, local, state, tribal, territorial, international health officials; managers in government agencies; leaders within nonprofit, for-profit and non-governmental organizations; program officers and other managers working for foundations; as well as others working within the health field, which may include entrepreneurs and individuals working in nontraditional settings affecting the health of the public.

The DrPH program is focused on developing leaders who will improve the public's health in the United States and/or globally. This leadership focused doctoral program and its curriculum is relevant to people who work domestically and internationally. While most students are from the US, many students work and live overseas. Because graduates will lead applied efforts to improve the public's health, cohorts do not include individuals who intend to focus predominantly on research or aspire to academic teaching positions.

DrPH Program Governance

All responsibility for the academic conduct, standards, and requirements of the doctoral program rests with the faculty of the Department of Health Policy and Management (HPM) through its duly appointed and elected officers and representatives, in accordance with other school and university policies.

Program Director

The director of the DrPH program is responsible for all administrative affairs of the program, including administration of academic conduct, standards, and requirements. In addition, the director is responsible for recommending admissions and financial support, matching dissertation chairs with the student, approving DrPH dissertation committee chairs and members, advising these committees on 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.

Director: John Wiesman, DrPH, MPH
Professor
Director, Executive Doctoral Program in Health Leadership
Department of Health Policy and Management
John.Wiesman@unc.edu

Advisory Committee

The DrPH Advisory Committee advises the director about all issues related to the DrPH program (e.g., admissions, curriculum, policy). In addition to Dr. Wiesman, the members, as of July 2022, are:

Joe Barker, MPH (DrPH Cohort 14)

Emilee Coulter-Thompson, LMSW (DrPH Cohort 15)

Sandra B. Greene, DrPH (DrPH Faculty)

Susan Helm-Murtagh, DrPH, MM (DrPH Cohort 2 and DrPH Faculty)

Tyonne Hinson, DrPH, MSN, RN, NE-BC (DrPH Cohort 9; Adjunct Faculty)

Thomas C. (Tom) Ricketts, PhD (Faculty)

Mayra Serrano, MPH (DrPH Cohort 14)

Pam Silberman, JD, DrPH (Faculty)

Rebecca Slifkin, PhD (Faculty)

Stephanie Watson-Grant, DrPH (DrPH Cohort 7; Adjunct Faculty)

Ciara Zachary, PhD, MPH (Faculty)

Graduate School Handbook

Additional information on the governance of and regulations for doctoral study are contained in the [Graduate School Handbook](#). Students are responsible for being familiar with its contents, and complying with rules, regulations, policies, procedures, and deadlines. The core 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.

Class Size

Typically, fifteen students are admitted annually.

Program Costs

[Tuition and fee](#) costs vary year to year for in state and out-of-state students. Students pay per credit hour and take approximately 18 credit hours in each of years 1 and 2. In the following years, students generally take between 6-15 credit hours to finish their dissertation. In addition to tuition and the cost of books, students must provide their own computers and web cams per program specifications (information is provided to students separately and updated as necessary as the technology changes). Students will also be responsible for travel, lodging, and food expenses related to three annual visits to campus (or an alternate location) in each of the first two years.

Financial Aid

Most students fund the program themselves (self-funded with or without educational loans) or with employer contributions. There are very limited school awards available for this program, and the

maximum usually does not exceed \$5,000 in any given year. It is important that prospective students have a funding plan in place when considering application.

UNC Scholarships and Student Aid has information on [financial assistance](#) and [fellowships](#). When seeking out these resources, please note the DrPH program credit hours often do not meet full-time status and as a primarily distance program, resources for residential students do not apply.

The University does have special [military tuition benefits](#).

As a state school, there are certain requirements to be met for [in-state residency](#) and students should be aware of those when they apply and register for classes.

Admission Requirements

- A prior master's or doctoral degree (not necessarily in public health) earned *at least* five years prior to enrollment.
- Significant post-graduate experience in the health field, including at least five years in a mid-to-senior level leadership position, preferably with substantial management and leadership responsibility.
- Demonstrated potential, with motivation to obtain senior-level positions and passion to improve the public's health.
- Grade Point Average (GPA) of 3.0 or better in prior graduate study.

While all students are expected to be academically qualified for doctoral level study, special emphasis is placed on work history, demonstrated leadership, and a practice-oriented career commitment.

Also note: Students without a Master of Public Health (MPH) or Master of Science in Public Health (MSPH) from an accredited school of public health must successfully complete an additional three credit foundational learning objective course (which is offered online). This course ([SPHG 600](#)) need not be completed before matriculating, but it must be completed before graduation; most students take the course in the summer *prior* to their first fall semester

DrPH Advising and Chairs of Dissertation

The program director serves as the faculty advisor for the program, guides the students in interpreting course and program requirements, and helps to identify potential dissertation chairs. Students generally identify dissertation chairs in the late spring or summer of their first year, based on mutual scholarly and practice interests (see more about the dissertation process below). The chair will assist the student in their dissertation research and help identify other dissertation committee members. In addition, the HPM academic coordinator is available to work with students on general program matters and course registration issues.

Program Design

In each of the first two years, students come to Chapel Hill for five days in mid-August, between fall and spring semesters (early January, usually the week of New Year's Day), and between spring and summer semesters (mid-May, usually right after Mother's Day/spring commencement). Note that travel may be required on these two holidays. At times, an alternate site may be chosen, which may require travel outside the U.S. or North Carolina. The program has historically gone to London every other year in May with a planned on-site there in May 2023. Students are given ample time to make

travel arrangements in these cases. Otherwise, learning takes place away from the UNC campus. Students connect to faculty and peers mainly via computer.

The DrPH program is a year-round program. In the first two years, students have class almost every week of the year (including summers), except for about three weeks in December.

We make substantial use of technologies (Zoom and Sakai/Canvas) that allow students and faculty to interact productively and that support live video, audio, and data sharing. The technologies can also be used to connect guest speakers with students without having to bring everyone together in the same room. **NOTE: Students must have a reliable DSL or cable Internet connection. Dial-up connections will not work with our technology. It is recommended that students use headsets or earbuds if they choose to connect to class audio using their computers, especially if they will be in a noisy environment during class. Connecting via phone is also an option, but it is recommended that international users connect via computer audio to avoid unexpected phone charges.**

Windows-based PCs are preferred, but not required, as technical support from our department is more readily available for these machines and they work most reliably with our current applications and with the University's on-campus wireless service. Laptops with a minimum 13-inch screen size are recommended over tablets. Our online classes frequently feature slide presentations and screen sharing of specific applications, which can be difficult or impossible to see well on small screens. In addition, machines with Windows 10 and 11 operating systems should have the Microsoft Edge and Mozilla Firefox Internet browsers installed. Apple machines should have Firefox and Safari browsers installed.

The executive format functions as follows: During their first visit in August, students begin their studies with a week on campus during which they are oriented to the program, the Department, School, and the University. They are introduced to the first semester curriculum and are trained in using the software and library resources. The students then return home for the balance of the semester.

Students receive material (recorded videos, narrative case studies, datasets, readings, etc.) via the Web each week. They study these materials on their own but must have completed required tasks before a regularly scheduled class session when they will convene live via Internet video. These three-hour synchronous learning sessions are divided into the components of the curriculum and led by faculty members responsible for each component, sometimes including guest speakers.

First-year students meet for class on Tuesdays; second-year students meet for class on Wednesdays. Class times typically are 4-7pm Eastern Time.

Students return to Chapel Hill between semesters to conclude work on the preceding semester and begin work on the next semester's curriculum. This process is repeated throughout the first two years of the curriculum. All students move through the curriculum together at the same pace. Every DrPH course in the first two years is required of every student. Some students are experts on some of the subject matter taught in courses. Nonetheless, every student must take all the same courses. We want students to share their expertise with others in the cohort. We believe active interaction among students is an important part of good adult learning.

The focus in the third year is on writing the dissertation, although students are also free to take electives. We expect students to do their best to proceed through the program with their cohort and to defend their dissertation within five years of matriculation. At the discretion of the program director and dissertation chair, that time frame may be extended, but in no event will students be permitted to extend their time more than eight years from matriculation.

Note that participation in the doctoral program requires attendance at six on-campus sessions during years 1 and 2 of the program. (It is possible that not more than once each year, the on-campus visit will take place in a location outside Chapel Hill, including elsewhere in the U.S. or abroad.) Exceptions will be made only in the case of 1) illness or death in the family, or 2) mandatory organizational obligation (one time only), acknowledged in writing by employer. **We understand that important professional and personal opportunities may conflict with scheduled on-campus sessions. However, priority must be given to attendance at on-campus sessions. Only in rare cases will other extraordinary circumstances be considered by the program director.**

Similarly, on-time attendance is required at all weekly class sessions throughout years 1 and 2 of the program. Students are expected to arrange vacation and work-related travel plans to accommodate class session times. *Failure to attend class sessions and/or on-campus (or scheduled off-site, in-person sessions held at alternative sites) as specified or chronic tardiness for class sessions will disqualify a student from continuation in the program.* Classes are set up in sequence and each is offered only once a year. Therefore, if a student does not complete a class on schedule, they will have to wait one year before the course is offered again.



DRPH DEGREE REQUIREMENTS

Competencies

The UNC Doctoral Program in Health Leadership is designed to give students certain competencies through their coursework and the completion of their dissertation. Competencies define what students should know and be able to do upon completion of their degree program. Competencies guide our curriculum planning process and serve as a measure against which student achievement is assessed. The competencies offered in this program include foundational DrPH competencies identified by the Council on Education for Public Health (CEPH), and additional competencies designed to impart the skills and knowledge needed for a leadership concentration. These later competencies were identified by members of the DrPH Advisory Committee and feedback from past cohorts. Please refer to the competency matrix ([Appendix A](#)) to review the learning experiences through which students in the DrPH develop and attain these competencies.

Coursework

The program curriculum is summarized in the table below and in [Appendix B](#) for first year students and [Appendix C](#) for second year students. A checklist for degree requirements is included in [Appendix D](#). Students in this degree program must also demonstrate core public health competencies, as described in the [Gillings Schoolwide Handbook](#).

DOCTORAL PROGRAM IN HEALTH LEADERSHIP (DrPH) CURRICULUM

CONTENT AREAS

(Credit hours in parentheses)

	LEADERSHIP	PUBLIC HEALTH	RESEARCH*
<u>Year 1</u>			
Fall	HPM 820: Organizational Leadership Theory and Practice (2) HPM 810: Leadership in Public Health Law and Ethics (2)** HPM 970: Training and Pedagogy for Health Leaders (1)	HPM 860: Population Perspectives for Health (2)***	
Spring	HPM 965: Cultural Humility for 21 st Century Health Leaders (1)**	HPM 966: Systems Thinking & Collective Impact (1)	HPM 953: Essentials of Practice-based Research (2)** HPM 951: Literature Review & Appraisal (2)
Summer	HPM 823: Global Health (1)**	HPM 963: Program Evaluation (2)*** HPM 969: Program Planning and Design (1)	HPM 945: Dissertation Preparation and Planning I (2)

	LEADERSHIP	PUBLIC HEALTH	RESEARCH*
<u>Year 2</u>			
Fall	HPM 958: Financial Leadership (3)	HPM 964: Implementation Science (1)	HPM 956: Fundamentals of Research Methods and Analysis (3)
Spring	HPM 957: Crisis Leadership (1) HPM 959: Strategic Planning for Public and Nonprofit Organizations (2)	HPM 759: Health Policy Analysis and Advocacy for Health Leaders (2)**** HPM 967: Quality Improvement (1)	
Summer	HPM 962: Marketing & Public Relations for Health Leaders (2) HPM 968: Managing the Healthcare Workforce (1)	HPM 940: Leadership in Health Informatics (1)****	
<u>Year 3</u>			
Fall			HPM 994: Doctoral Dissertation (3)
Spring			HPM 994: Doctoral Dissertation (3)
Summer			HPM 994: Doctoral Dissertation (3)

* First year research courses help with dissertation proposal preparation. Second year courses focus on conducting the dissertation.

** Also under "Public Health."

*** Also under "Research."

**** Also under "Leadership."

Practicum and Final Leadership Reflection

DrPH students are expected to engage in one or more applied practice experiences in which they must complete at least one project that is meaningful for an organization and that advances public health practice. The practicum provides students an opportunity to apply the knowledge and skills being acquired through their coursework and further develop and demonstrate attainment of program competencies. Relevant organizations include governmental, non-governmental, non-profit, industrial, or for-profit settings, and may be the student's own work setting. The work product may be a single project or a set of related projects that demonstrate depth of competence. It may be a discrete experience or integrated into program coursework.

The practicum must be approved, in advance, by the program director, and must cover between five to seven foundation and/or concentration-specific competencies. At least one must be from the leadership, management, and governance domain or from the unique to UNC DrPH program competencies domain found in [Appendix A](#). In addition to the practicum deliverable, a separate practicum reflection paper is required.

Students can identify projects in classes to meet their practicum requirement, if the project identified is an application of the classroom learning to a "real world" setting (including the student's worksite, or for another external organization). Alternatively, students can design their own practicum not directly tied to any specific class if the practicum meets the other requirements.

Final Leadership Reflection

Students are required to write a separate leadership reflection paper at the end of their second summer to describe how their leadership framework has changed over the two years of DrPH coursework. As this is a leadership focused doctoral programs, students begin their coursework by developing their personal leadership framework (fall, year 1 in HPM 820), and complete their program coursework by reflecting on how their leadership framework has evolved over time.

Culminating Experiences

The DrPH program requires two culminating experiences: the successful completion of a written comprehensive exam and a dissertation.

Written Comprehensive Examination

A written comprehensive examination is administered at the end of the second year of the program, usually in late August. The examination integrates key concepts from the overall program curriculum.

Students have two 12-hour time periods over two days in which to take the exam. Specific details about the examination are provided to students at least one week before the exam is scheduled to take place and the process is discussed at the beginning of the summer semester before the examination. Note that this and all other examinations are given under the University Honor Code.

Students are expected to read, understand, and follow the policies set forth in the [Instrument of Student Judicial Governance](#). A Department-specific policy governing the comprehensive exam is contained in a separate document available from the HPM academic coordinator.

Dissertation

The DrPH dissertation is the ultimate academic test of a student's competency. It requires the student to apply key aspects of the curriculum to improving the understanding of or resolving an important public health-related issue.

The dissertation should demonstrate the candidate's mastery of the skills and knowledge required to address an important health-related program or problem or to create a substantial change in policy for the public's health. The dissertation should be of publishable quality in either the scholarly literature or applied literature in health care delivery or public health. Students are strongly encouraged to publish their research, which is usually done after defending their dissertation, so the field can benefit from the research and its findings.

Students must register for dissertation credits (HPM 994 for 3 credits) each fall and spring semester after they complete their coursework, until they defend their final dissertation. Students need at least two semesters of HPM 994 to graduate (6 credits). Students do not need to register for HPM 994 in the summer unless they plan on defending their proposal or final dissertation in the summer session.

Dissertation Committee

Students must have a five-member dissertation committee.

- The chair must be a faculty member in HPM AND be either a "Regular Graduate" (AKA: tenure track) professor OR a professor with "Special Appointment". To see who qualifies, go to the [graduate school faculty designation page](#) and search the name of your potential faculty chair in the "List of regular graduate faculty" and "List of special appointed regular graduate faculty."

- Two additional members MUST be from the Gillings School of Global Public Health AND be either a “Regular Graduate” (AKA: tenure track) professor OR a professor with “Special Appointment”. To see who qualifies, go to the [graduate school faculty designation page](#) and search the name of your potential faculty committee member in the “List of regular graduate faculty” and “List of special appointed regular graduate faculty.”

The remaining two committee members may be from anywhere in the University, another university, in a field of practice relevant to your dissertation, or your place of employment (but can't have a conflict of interest). We DO encourage that you get people from the “field” who know your topic, who can assist you in recruitment of subjects, and who can help you formulate and implement your plan for change. These outside practitioners must be approved by the program director and the graduate school. If approved, the graduate school will appoint the practitioners as fixed term graduate faculty for purposes of participating on a dissertation. Generally, the outside practitioners need to have a terminal degree (highest degree in their field), although exceptions can be made when the person is uniquely qualified to serve on the committee. To have these outside practitioners approved, send an email to the dissertation chair, program director, and academic coordinator along with a resume/cv/biographical sketch and a paragraph outlining the expertise the outside practitioner(s) bring to your topic area. Also, please disclose any relationship(s) you may have with the proposed committee member.

Guidelines for the Dissertation

Students have flexibility in designing a dissertation project, but all will highlight a potential strategy for addressing a current or past health policy or organizational issue or problem. The dissertation will outline a plan to guide implementation of organizational or policy change. The objective of the DrPH dissertation is to combine research with an understanding of the role of leadership in creating an implementation plan to improve the public's health.

Students have two options for dissertation formatting. One is the traditional, single monograph DrPH dissertation. The second option is to prepare three manuscripts for publication, tying them together with opening and closing chapters for submission to the UNC Graduate School. Those who are interested in the three-paper option should consult with the program director, and dissertation chair to determine whether the alternative is feasible and desirable in their case. Choosing between the traditional DrPH dissertation format and the three-paper option requires consideration of the number of research questions that merit separate treatment in stand-alone manuscripts. There should be agreement at the end of a successful oral proposal defense as to what the format will be. The three-paper option is not appropriate for all students, and the choice of whether to use this option does not reflect the quality of the dissertation.

IRB

The School of Public Health's [Institutional Review Board](#) must review **all** research involving human subjects (including dissertations and class research projects). Students must submit to the IRB, even if the planned research may be exempt as defined for certain human subjects research by the Code of Federal Regulations. **Only** the IRB can determine whether research is exempt. It is essential to receive IRB approval prior to beginning research. Approval is not given retroactively for any research.

The University requires that all faculty, staff, and students who are engaged in the planning, conduct or analysis of research at UNC-Chapel Hill involving human subjects complete an

[online training module](#). **This training will occur in conjunction with HPM 956 during fall semester of year 2.** The Collaborative IRB [Training Initiative \(CITI\)](#) is a web-based training package on issues relating to human subjects research. The CITI web site is maintained by the University of Miami, with content developed by a national consortium. CITI contains modules on topics like informed consent, vulnerable populations, ethical principles, and IRB regulations. Each module has a short quiz at the end to assess understanding. Thousands of institutions worldwide are using CITI for their mandatory training.

Conflict of interest

The University requires students engaged in research to successfully complete an [online training on conflict of interest](#) every four years. Students who are engaged in research for their dissertation which involves people, resources, or intellectual property associated with their workplace may have a financial conflict of interest. The student will be required to disclose that potential conflict to the University and may need to work out a management plan with the University to manage their potential conflict. **This training will occur in conjunction with HPM 945 during summer semester of year 1.**

Outline of single monograph HPM DrPH dissertations

Chapter 1: The Topic. The topic must be *innovative* and *significant*. “Innovative” means the dissertation must either identify new approaches to existing or past problems or apply existing approaches to new problems. “Significant” means that the dissertation’s implementation plan must have the potential to create one or more important improvements in the health of the public, or that the identification and understanding of past failures and successes illuminates principles of organizational change or policy implementation that have application in improving future health policy.

Most dissertations will focus on either:

- A change in an organization or a set of organizations that improves the organizations’ ability to improve the public’s health; or
- Program development, policy development or implementation of evidence-informed strategies at the local, regional, state, or national level aimed at improving the public’s health.

The topic must be able to be stated as a research question.

Chapter 2: Literature Review. The dissertation must produce a scholarly analytical synthesis that demonstrates the student’s ability to critically evaluate the relevant literature on the issue or problem.

Chapter 3: Methodology. This chapter identifies and describes the appropriate tools to study the issue being examined. The methods used in the dissertation fall under the general rubric of “mechanisms for social change” and may include one or more of the following, as is appropriate for the topic: quantitative data analysis, including large data sets; qualitative analysis; or policy analysis.

Chapter 4: Results. This chapter describes results of the analysis.

Chapter 5: The Plan for Change (e.g., Implementation Plan). This section is the centerpiece of the DrPH dissertation and should be comprehensively detailed. This chapter includes recommendations and an explicit strategy for addressing the issue with a focus on the resources, players, and contextual parameters affecting the change and should include a proposed evaluation methodology. Students should identify an appropriate framework to ground their plan for change. For example, students who are trying to change their own organizational policies or practices may choose to use Kotter's 8 steps for transforming organizations. Those who want to change public policies may use a policy advocacy framework. Others who want to implement best practices identified during the dissertation may choose to use an implementation framework. Students may use more than one type of change framework for their plan for change. The plan for change should be built around the chosen change framework and include both the components the student plans to implement, as well as the components that others will need to implement. It is intended for the student to implement the plan for change, although that is not required for completing the program.

The plan for change should combine the various elements of the curriculum in a coherent and comprehensive strategy for making organizational or policy change. Topics covered in the curriculum that should be incorporated as applicable include communications, informatics, policy analysis, social forecasting, scheduling, negotiation, assessment, planning, assurance, public relations, marketing, and evaluation.

Chapter 6: Discussion. This chapter explains how the plan will improve the public's health if implemented, incorporating the principles identified in the analysis in Chapter 5. It identifies any drawbacks/limitations and explains why the advantages outweigh the disadvantages. This chapter also discusses the implications for future research, practice, and/or policy, and the potential for further dissemination.

Outline of 3-Paper Option DrPH Dissertations

Chapter 1: The Topic and Literature Review. The topic must be innovative and significant as with the traditional dissertation. *Note: The chair and/or committee may want this to be split into more than one Chapter, with a more extensive methodology section than what is included in your manuscripts for publication (e.g., Chapters 2-4).*

The literature review must be an analytical synthesis that demonstrates the student's ability to critically evaluate the relevant literatures on leadership and organizational or policy change as they relate to understanding the issue or problem and identifying alternative courses of action. The literature review should provide the detailed literature critique that is not usually included in empirical journal articles.

Most dissertations will focus on either:

- A change in an organization or a set of organizations that improves the organizations' ability to improve the public's health; or
- Program development, policy development, or implementation of evidence-informed strategies designed to improve the public's health.

The topic must be able to be stated as a research question.

Chapters 2-4: One manuscript per chapter. Each manuscript should be a journal length paper that is written and formatted according to target journal requirements.

Chapter 5: The Plan for Change (Implementation Plan). This section is the centerpiece of the DrPH dissertation and should be comprehensively detailed. This chapter synthesizes findings across dissertation papers and includes recommendations for change. The plan for change should include an explicit strategy for addressing the issue with a focus on the resources, players, and contextual parameters affecting the change. Students should identify an appropriate framework to ground their plan for change. For example, students who are trying to change their own organizational policies or practices may choose to use Kotter's 8 steps for transforming organizations. Others, who want to change public policies may use a policy advocacy framework. Others who want to implement best practices identified during the dissertation may choose to use an implementation or dissemination framework. Students may use more than one type of change framework for their plan for change. The plan for change should be built around this change framework and include both the components the student plans to implement, as well as the components of the plan that others will need to help implement. It is intended for the student to implement the plan for change, although that is not required for completing the program.

The plan for change should combine the various elements of the curriculum in a coherent and comprehensive strategy for making organizational or policy change. Topics covered in the curriculum that should be incorporated as applicable include communications, informatics, policy analysis, social forecasting, scheduling, negotiation, assessment, planning, assurance, public relations, marketing, and evaluation.

Chapter 6: Discussion. This chapter explains how the plan for change will improve the public's health if implemented, incorporating the principles identified in the analysis in Chapter 5. It identifies any drawbacks/limitations and explains why the advantages outweigh the disadvantages. This chapter also discusses the implications for future research, practice, and/or policy, and the potential for further dissemination.

Appendices: For details not included in the Chapters 2-4 journal articles, but necessary for the detail traditionally included in a dissertation, students should use additional appendices.

Oral Comprehensive Examinations – The Dissertation Proposal Defense and The Final Defense

The committee reviews and approves the dissertation proposal, provides guidance to the student in conducting the dissertation, and ultimately judges whether the dissertation meets the criteria for a scholarly work as outlined above.

The dissertation proposal defense ideally occurs in the spring or summer semester of the second year. This will help keep the student on track to complete the program in three years.

Specific areas of focus include the significance and appropriateness of the issue chosen, the appropriateness and execution of any conceptual model identified, the methodology used, whether the results logically follow from the findings, the completeness and feasibility of the proposed implementation strategy and evaluation plan.

For all dissertations, the committee should be able to answer relevant questions about the dissertation, such as:

Overall Dissertation Evaluation Criteria:

- Considered as a whole, is the dissertation, its methods, and findings significant and innovative?
- Is the literature review thorough and applicable, and has it been synthesized effectively?
- Are relevant leadership theories cited and explained?

Needs or Problem Statement:

- Is the need for the project clearly identified?

Goals and Evaluation Criteria:

- Does the dissertation include a description of policy goals and relevant evaluation measures (e.g., cost, resources needed to implement, feasibility of implementation, political feasibility)?

Data or Policy Analysis:

- Have appropriate research and data analysis methods been employed? (For example, has the student used appropriate quantitative, qualitative, or policy analysis methods to evaluate competing options?)
- Does the project describe how populations and communities will be affected by the change? Are the pros and cons in terms of effect on populations thoroughly analyzed?
- Are considerations of the ethical implications of the change adequate and appropriate?

Recommendations:

- Are the recommendations reasonable and based in the research findings?
- Are the recommendations likely to lead to health improvements?

Implementation Plan (“Plan for Change”):

(Students should address some or all the following, as appropriate to the dissertation):

- What resources (financial, human, and other) are/were needed to implement and maintain the change?
- Has the student grounded their plan for change in an appropriate change framework?
- Have the effects of the laws and policies that bear on this issue been adequately addressed?
- Are/Were the relevant policy makers and stakeholders identified? What are/were their positions? Has the student described a plan to obtain stakeholder support and/or reduce stakeholder opposition?
- Is/Was the proposed schedule for the plan for change realistic? Does/Did it make sense in the context of the project’s budget and resources?
- Have the appropriate policy analyses, social forecasts, assessments, negotiations, communications, and other applications methods been identified and integrated appropriately into the plan?

NOTE: Most students are not able to implement their plan for change before they defend their dissertation. Thus, the dissertation committee members must assess the potential “real world” utility of the plan for change, and whether it can be implemented in the future. Students are expected to implement their plan of change, even if it’s after they graduate. This is one of their contributions to the field.

Dissertation chairs have some leeway in the actual format of the final oral dissertation defense. However, the following process is typical:

Doctoral Defenses—Procedures

1. Convene the defense with introductions (as needed), greetings/welcome, and procedure/plan for proposal or final defense.
2. Hold optional closed executive session of committee to clarify any remaining initial concerns before commencing defense.
3. Candidate's presentation, 20-30 minutes. Questions from committee/audience should be held to the end of the presentation, unless for clarification only.
4. Committee members should be provided copies of any slides; three-per-page are generally fine unless it makes data/graphs/visual difficult to read or interpret.
5. Questions to candidate first from committee, then audience, if any, (for the final defense), *or*
6. Questions to candidate first from audience, if any, then from committee, and the questions from the committee can be either in (a) open or (b) closed session.
7. Candidate excused from room following all questions.
8. Hold closed executive session of committee to discuss the dissertation and the defense; additional requirements, if any; and outcome.
9. Invite candidate back into the meeting and brief on the outcome.
10. If successful defense, obtain signatures on doctoral dissertation completion form and dissertation cover sheets. (The candidate is responsible to ensure that the chair and committee has the proper dissertation forms to sign.)
11. Detailed feedback by doctoral committee chair immediately, or within 1-2 days, regarding any corrections, necessary changes, elaborations, and any additional work required for dissertation.
12. Assure that committee delegates authority to chair to determine whether the necessary revisions are successfully completed.

Chair responsibilities for the Defense:

1. Assure that all committee members are on board ahead of the final defense. If a favorable outcome, albeit with minor changes or elaborations, is not a forgone conclusion then do not hold defense.
2. Run defense efficiently, fairly, and comprehensively.
3. Take notes during defense of all committee member (and audience) questions to provide feedback to candidate. This is particularly important regarding corrections, changes, elaborations, and any additional work required.
4. Celebrate completion of doctoral studies!  

Note: Candidates must be registered for HPM 994 during the semester they defend. If the student plans to defend during the summer, they must be registered for dissertation credit hours during the summer session. Dissertation credit hours are 3 credits.

(Source: adapted from John Paul, PhD)

Progress Report for Students Enrolled in Dissertation Hours (HPM 994)

It is the student's responsibility to keep their dissertation chair and DrPH program director informed of their progress and any situations that cause deviations from their dissertation

timeline. It is good practice to keep in touch with the chair at least monthly. Often, students set up regular meeting times with their chair—such as once or twice per month—to check in and report on progress.

Students registered for HPM 994 must complete a bi-annual progress report and submit it to their dissertation chair and the DrPH program director at the end of May and December every year. The report form will be sent to students by the program director.

Students are expected to move with their cohort and to defend their dissertation within three to four years of matriculation. Extension of the program beyond five years is not guaranteed and is subject to the discretion of the program director and dissertation chair. When there are extenuating circumstances, it may be possible to extend work in the program to not more than eight years from matriculation.

Dissertation Grading Rubric

The following grading rubric has been approved for guidance to faculty and students in assigning grades for HPM 994 Dissertation credits.

Grade	Plan/Timeline	Communication and Organization	Products
H	<p>Student:</p> <p>Negotiates a realistic timeline for completing their dissertation work that fits with their work/study/life situation and is agreed to in writing with their chair. For students working full-time, negotiates a realistic plan for that semester based on current work situation.</p> <p>Works with their chair in a timely manner if that plan requires revision.</p>	<p>Student:</p> <p>Initiates regular communications with their chair (at least monthly) and with the committee as appropriate.</p> <p>Responds to requests from their chair within 48 hours or as otherwise agreed.</p> <p>Proactively engages chair in problem solving.</p> <p>Organizes meetings effectively (e.g., materials in advance, clear agenda, well-formed questions, and potential solutions)</p>	<p>Products:</p> <p>Are well written, well-conceived and delivered on time, if not early.</p> <p>Reflect <i>excellent</i> integration of the doctoral coursework and guidance given by the chair and committee.</p> <p>Incorporate any additional knowledge they need for their dissertation project.</p> <p>If student successfully defends the dissertation and/or receives an award for their dissertation work, an H should be considered for the defense semester.</p>
P	<p>Student:</p> <p>Negotiates a realistic timeline for completing their dissertation work that fits with their work/study/life situation and is agreed to in writing with their chair. For student working full-time, negotiates a realistic plan for that semester based on current work situation.</p> <p><i>Usually</i> works with their chair in a timely manner if that plan requires revision.</p>	<p>Student:</p> <p>Initiates regular communications with their chair (at least monthly) and with the committee as appropriate.</p> <p>Responds to requests from their chair within 48 hours or as otherwise agreed.</p> <p><i>Most often</i> proactively engages chair in problem solving.</p> <p>Organizes meetings effectively (as noted in the section above) if not consistently.</p>	<p>Products:</p> <p>Are <i>generally</i> well written, well-conceived and are <i>usually</i> delivered on time.</p> <p>Reflect <i>good</i> integration of the doctoral coursework and guidance given by the chair and committee.</p> <p>Incorporate additional knowledge they need for their dissertation project.</p> <p>Are <i>appropriate</i> for doctoral independent work.</p>

Grade	Plan/Timeline	Communication and Organization	Products
L	<p>Student:</p> <p>Negotiates a realistic timeline for completing their dissertation work that fits with their work/study/life situation and is agreed to in writing with their chair. For student working full-time, negotiates a realistic plan for that semester based on current work situation.</p> <p>Does <i>not</i> renegotiate their timeline with their chair in a timely manner if that plan requires revision.</p>	<p>Student:</p> <p>Does <i>not</i> initiate regular communications with their chair (at least monthly).</p> <p>Regularly does <i>not</i> respond to requests from their chair within 48 hours but does within a couple of weeks. Exceptions to this can be made if an emergency or other situation where this timeframe for response is not realistic and the chair knows about it (e.g., full-time job and responding to a pandemic, outbreak, or other crisis).</p> <p>Regularly does <i>not</i> bring potential solutions to chair when problem solving.</p> <p>Does not organize meetings effectively</p>	<p>Products:</p> <p>Are often <i>not</i> well written, well-conceived and are often delivered <i>late</i>.</p> <p>Take considerable rework to integrate the knowledge that was to be acquired during the doctoral coursework and guidance given by the chair and committee.</p> <p>Incompletely incorporate additional knowledge they need for their dissertation project.</p>
F	<p>Student has <i>not</i> negotiated a realistic timeline for completing their dissertation work that fits with their work/study/life situation. For student working full-time, does <i>not</i> negotiate a realistic plan for that semester based on current work situation.</p>	<p>Student:</p> <p>Does <i>not</i> initiate regular communications with their chair (at least monthly).</p> <p><i>Fails</i> to respond to requests from their chair at all (i.e., requests simply go unanswered).</p>	<p>Products:</p> <p>Have not made agreed-upon progress on the dissertation as negotiated or re-negotiated with their faculty chair.</p> <p>Are <i>poorly</i> written, ill-conceived, and are delivered late, if at all.</p>

Grade	Plan/Timeline	Communication and Organization	Products
		<p><i>Fails</i> to engage in proactive problem solving, expecting the chair to do the work.</p> <p>Does not organize meetings effectively</p>	<p>Reflect <i>poor</i> integration of the doctoral coursework and guidance given by the chair and committee.</p> <p>Do not incorporate additional knowledge they need for their dissertation project.</p> <p>Do <i>not</i> demonstrate the ability to carry out independent research or an adequate ability to translate coursework into research that would be suitable for a doctoral degree.</p>

How to grade: Students meet most of the items in 2 of the 3 sections/columns for that letter grade.

If performance for one or more of the boxes is likely to be an L or F, chair should have clear conversation with the student, and document in writing, required improvements and student should devise a performance improvement plan approved by the chair.



ACADEMIC PROGRESS POLICIES AND PROCEDURES

Policy on Repeating Course Enrollments

Although rare, there are instances where a student in HPM does not successfully complete a required course on the first attempt. If this occurs, the following procedures will apply:

Step 1. The student will meet with the instructor of the required course to determine whether it is appropriate and feasible for the student to repeat the same course. If the instructor determines the course is repeatable without any special modifications (e.g., alternative assignments or assessments that are not consistent with those required of other students in the course), and repeating the course does not create a significant hardship for the student (e.g., conflict with another required course) or instructor, then the student will re-enroll in the course in a subsequent semester. If the student believes repeating the course would create a hardship for any reason, the case will proceed to step four below.

Step 2. If the course is repeatable but requires modification of any assignments or assessments (for example, because assignments or assessments are re-used and the student has access to the answers; prompts for writing assignments are re-used and the student has previously written a paper on the same topic), and the instructor is willing to make such modifications, the student and the instructor will agree to alternative assignments and/or assessments. The terms of the agreement should be documented and signed by both the instructor and the student. An e-mail exchange in which both parties agree is sufficient. This documentation should be provided to the academic coordinator so that it can be included in the student's dossier. The student will re-enroll in the course in a subsequent semester and complete the course as modified in the agreement.

Step 3. If the course is not repeatable as determined by the instructor, but there is an approved substitute available that does not conflict with other required courses in the student's schedule, the student will enroll in the approved substitute and notify the program director. The HPM academic coordinator maintains a list of approved substitutes. The instructor may approve a substitute course that is not on the list with agreement from the program director; however, the HPM course exemption process maintained by student services must be followed.

Step 4. If the instructor and the student cannot come to agreement for any reason, the case will be reported to the program director and referred to the HPM Academic Appeals and Reinstatement Committee ("the Committee") for resolution. The committee will solicit information from the student, the instructor, the program director, academic coordinator, student services and others as needed. This information may include, but is not limited to, the availability of any approved or potential substitute courses. The decision of the HPM Academic Appeals and Reinstatement Committee is final, and the student, instructor and program director will proceed as instructed by the committee. The program director and student, in collaboration with academic coordinator are responsible for implementing the resolution.

Reinstatement and Readmission Procedure for Graduate Students

Students who receive nine credit hours of L (low pass), or who fail one course (F) are academically ineligible to continue in the program. If they want to continue, they must petition for reinstatement.

Reinstatement Procedures

If a student's performance in the program leads to academic ineligibility to continue, the following policy applies:

If a student is interested in reinstatement, they may petition the department for reinstatement by submitting the '[Request for Reinstatement to Graduate School Form](#)' to the HPM department chair. The department chair, or delegate, 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 an associate department chair and one additional member of the faculty. In situations where any of these individuals would have a conflict of interest, the committee chair will consult with the department chair to assign another faculty member(s) to the committee.

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

The committee makes a recommendation to the department chair to endorse or decline to endorse the student's request for reinstatement, and the department chair forwards their decision to the Graduate School. Final approval rests with the Graduate School.

Students should also refer to The Graduate School Handbook for the [grade appeals process](#).

Readmission Procedures

Students are expected to continue with the doctoral program without interruption. If a break from the 3-year sequence occurs for any reason, we cannot guarantee that a return to the program can be accommodated. Anytime a student is not enrolled during the fall and/or spring term, readmission is required. In that event, the student must reapply to seek readmission. Readmission is contingent on approval from the program director and the Graduate School. The appropriate form must be completed by the student and submitted to the academic coordinator.

Readmission application forms can be found on the [UNC Graduate School form site](#).



CONDUCT REQUIREMENTS

Ethics and Honor Code

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.

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. The policy document provides specific information for students who believe that they have been discriminated against or harassed based on 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 & Compliance 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
Email: equalopportunity@unc.edu

Any administrator or supervisor, including a department chair, associate dean, or other administrator, who receives a student's complaint about prohibited harassment or discrimination must notify the Equal Opportunity/ADA Office within five (5) calendar days of receiving the complaint. If a student raises a claim of prohibited harassment or discrimination during an academic appeal, an investigation of the student's claim must be performed under the direction of the Equal Opportunity/ADA Office. The school or department must await the results of the harassment or discrimination investigation before deciding the student's academic appeal.

Institutional Review Board (IRB) and Research Involving Human Subjects

The University's [Office of Human Research Ethics](#) is responsible for protecting human subjects and oversees the School of Public Health's Institutional Review Board (IRB). The School's IRB must review *all* research involving human subjects (including dissertations and class research projects). As described previously, students must submit to the IRB, even if they believe that their research may be exempt as defined for certain human subjects 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.

Conflict of Interest

Additionally, all UNC Gillings School of Global Public Health faculty, staff and students involved in research must complete Conflict of Interest (COI) training. COI is a set of situations in which financial or personal considerations, circumstances, or relationships may compromise, may involve the potential for compromising, or may have the appearance of compromising an individual's objectivity in the pursuit of their research, teaching, or administrative duties. The bias that such conflicts may impart can affect many decisions – including the collection, analysis, interpretation of data, the sharing of research results, the choice of research protocols, the use of statistical methods and the mentoring and judgment of student work.

The training will inform the individual of the University's policies on conflict of interests, individual disclosure responsibilities and the federal regulations on financial conflict of interests. Training must be reviewed and completed at least every four years. **As part of HPM 945 in summer semester of year 1**, each student is required to take this [training](#).

The Gillings School [COI Committee](#) will assist in identifying, managing, reducing, or eliminating COI related to your dissertation work.

HIPAA

The Health Insurance Portability and Accountability Act (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, the 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 Institutional Review Board (IRB). *Researchers whose work involves clinical trials, patient surveys, retrospective chart reviews, patient database mergers or other information from medical records should therefore know the HIPAA regulations.* [Online training](#) is available.

As part of HPM 945 in summer semester of year 1, each student should obtain training in the University's approved [ethics training course](#). After completing the online course, the student will be listed in the UNC Human Research Ethics Training Database. Should an actual certificate of training be required, this can automatically be generated from this database. The database can be accessed from the same OHRE URL listed above.

The length of time needed to complete 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., one to two months). If dissertation research will involve personal health information (PHI), then a student may also be required to complete [HIPAA training](#).

Therefore, plan so that the research is not delayed. In general, the process is:

1. Complete the proposal.
2. Submit completed IRB application online. This should be submitted either immediately after successfully defending the proposal, or after it is in relatively final form. Note: If significant modifications are made to the proposal, then IRB approval of the modification is required.

The IRB for the School of Public Health is the Non-Biomedical IRB (Committee E). For questions about the IRB process or how to complete aspects of the application, please contact the IRB office at 919-966-3113 or by [email](#). This [website](#) allows you to check the status of your review using your UNC ONYEN.



FORMS

Required Forms

Several forms must be completed and submitted to the Graduate School during the doctoral program. All required forms are available from the academic coordinator.

Students should check with the academic coordinator to ensure that the appropriate forms are filed on their behalf and at the appropriate times. **Students are responsible for initiating and ensuring follow through for all relevant forms. ALL FORMS SHOULD BE SUBMITTED TO THE HPM ACADEMIC COORDINATOR, Kim Sieler (krsieler@email.unc.edu, CB# 7411, Gillings School of Global Public Health, HPM, UNC-Chapel Hill, 27599). STUDENTS SHOULD NOT SUBMIT FORMS DIRECTLY TO THE GRADUATE SCHOOL.**

Report	Filed after	Responsible party
1 <i>Preliminary Doctoral Written Examination</i>	Taking written comprehensive exams	Program Director
2 <i>Doctoral Committee Composition</i> <i>Note: When applicable, students are responsible for submitting forms to have non-UNC faculty appointed to the HPM Academic Coordinator to serve on their committees.</i>	Assembling a dissertation committee	Student, with Program Director approval
3 <i>Approved Dissertation Project</i>	Defending the dissertation proposal (first oral examination)	Student, with chair approval
4 <i>Oral Examination</i>	Defending the dissertation proposal (first oral examination)	Committee Chair
5 <i>IRB Approval</i>	Getting IRB approval	Student
6 <i>Application for Graduation</i>	Completing all requirements (except dissertation defense), about 3 months before graduation	Student
7 <i>Final Oral Examination</i>	Defending the final dissertation	Committee Chair

1. *Report of Preliminary Doctoral Written Examination (Part I: Doctoral Exam Report Form)*

Filed after taking written comprehensive exams: This form reports the results of the written comprehensive exam and is filed regardless of whether the outcome of the examination is a pass or fail. The director of the DrPH program is responsible for filing this form for DrPH students and does so through the academic coordinator.

2. *Report of Doctoral Committee Composition*
(Part I: *Report of Doctoral Committee Composition & Report of Approved Dissertation Project*) **Filed after assembling a dissertation committee:** The doctoral dissertation committee must be approved by the director of the DrPH program, the chair of the dissertation committee, and the Graduate School. Often this form is completed at the same time as the oral defense of the dissertation proposal. The student is responsible for filing this form with the HPM academic coordinator. **NOTE: non-UNC employees are required to complete a [non-disclosure form](#).** It should also be submitted to the HPM academic coordinator.
3. *Report of Approved Dissertation Project*
(Part II: *Report of Doctoral Committee Composition & Report of Approved Dissertation Project*) **Filed after defending the dissertation proposal (first oral examination):** The dissertation committee signs this form indicating approval of the proposed dissertation project. The working title of the dissertation is filed with the Graduate School. The student is responsible for filing this form with the HPM academic coordinator or must ensure that the chair submits the completed form to the HPM academic coordinator.
4. *Report of Oral Examination*
(Part II: *Doctoral Exam Report Form*) **Filed after defending the dissertation proposal (first oral examination):** 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*
Filed after defending the dissertation proposal: See section on IRB.
6. *Application for Graduation*
Filed after completing all requirements (except dissertation defense), about three 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 applying for graduation on a specific date. **A student will not be eligible for graduation until a copy of the approved dissertation, properly formatted, is received by the Graduate School. (Note: students need to submit their dissertation directly to the graduate school, not to the HPM academic coordinator).**
7. *Report of the Final Oral Examination*
(Both Part III and Part IV: *Doctoral Exam Report Form*) **Filed after defending the final dissertation:** The final oral examination takes place at the time of the dissertation defense. The dissertation committee chair is responsible for filing this form.

Additional Forms

Change of Advisor Request

This form is filed whenever the student requests a change in a dissertation committee member.



GRADUATION

Submission of Final Dissertation to Graduate School

Students must submit a completed copy of their dissertation to the graduate school by the submission deadline (which will vary depending on when the student is planning on graduating). There is a [dissertation guide](#) that has a check list, formatting information, and information on the submission process on the Graduate School site. It is very important that the student precisely follow all formatting instructions to avoid delays in the Graduate School acceptance of the final dissertation.

Appendix A: Degree Specific Competencies

Department: HPM
Degree: DrPH (2021-23)

Competencies	Course Number and Name	Course Number and Name	Course Number and Name	Course Number and Name	Other Learning Experience
Data and Analysis					
1. Explain qualitative, quantitative, mixed methods and policy analysis research and evaluation methods to address health issues at multiple (individual, group, organization, community, and population) levels	HPM 953 Essentials of Practice-based Research (P)	HPM 963 Program Evaluation for Health Leaders (R)	HPM 945 Dissertation Planning and Prep (R)	HPM 956 Fundamentals of Research and Analysis (R) HPM 951 Literature Review & Appraisal (R)	Dissertation
2. Design a qualitative, quantitative, mixed methods, policy analysis or evaluation project to address a public health issue.	HPM 956 Fundamentals of Research and Analysis (P)	HPM 945 Dissertation Planning and Prep (R)	HPM 759 Health Policy Analysis & Advocacy for Health Leaders (R)	HPM 963 Program Evaluation for Health Leaders (R) HPM 967 Quality Improvement (R)	Dissertation
3. Explain the use and limitations of surveillance systems and national surveys in assessing, monitoring, and evaluating policies and programs and to address a population's health	HPM 967 Quality Improvement (P)				
Leadership, Management and Governance					
4. Propose strategies for health improvement and elimination of health inequities by organizing stakeholders, including researchers, practitioners, community leaders and other partners	HPM 969 Program Planning and Design (P)				Dissertation

Competencies	Course Number and Name	Course Number and Name	Course Number and Name	Course Number and Name	Other Learning Experience
5. Communicate public health science to diverse stakeholders, including individuals at all levels of health literacy, for purposes of influencing behavior and policies	HPM 962 Marketing and PR for Health Leadership (P)	HPM 860 Population Perspectives for Health/ The Research Process (R)	HPM 963 Program Evaluation for Health Leaders (R)		
6. Integrate knowledge, approaches, methods, values and potential contributions from multiple professions and systems in addressing public health programs	HPM 966 Systems thinking & Collective Impact (P)	HPM 860/950 Population Perspectives for Health/ The Research Process (R)			Dissertation
7. Create a strategic plan	HPM 959 Strategic Planning for Public and Nonprofit Organizations (P)				
8. Facilitate shared decision making through negotiation and consensus building methods	HPM 957 Crisis Leadership (P)	HPM 759 Health Policy Analysis & Advocacy for Health Leaders (R)	HPM 820 Organizational Leadership Theory and Practice (R)	HPM 968 Managing the Healthcare Workforce	3 hour module when on campus
9. Create organizational change strategies	HPM 968 Managing the Healthcare Workforce	HPM 820 Organizational Leadership Theory and Practice (R)	HPM 940 Leadership in Health Informatics (R)		
10. Propose strategies to promote inclusion and equity within public health programs, policies and systems	HPM 965 Cultural Humility for 21 st Century Health Leaders(P)	HPM 950/860 Population Perspectives for Health (R)			
11. Assess one's own strengths and weaknesses in leadership capacities including cultural proficiency	HPM 965 Cultural Humility for 21 st Century Health Leaders (P)	HPM 820 Organizational Leadership Theory and Practice (P)			

Competencies	Course Number and Name	Course Number and Name	Course Number and Name	Course Number and Name	Other Learning Experience
12. Propose human, fiscal, and other resources to achieve a strategic goal	HPM 959 Strategic Planning for Public and Nonprofit Organizations (P)	HPM 968 Managing the Healthcare Workforce (P)	HPM 958 Financial Leadership (P)		
13. Cultivate new resources and revenue streams to achieve a strategic goal	HPM 958 Financial Leadership (P)	HPM 959 Strategic Planning for Public and Nonprofit Organizations (R)			
Policy and Programs					
14. Design a system-level intervention to address a public health issue	HPM 969 Program Planning and Design (P)				Dissertation
15. Integrate knowledge of cultural values and practices in the design of public health policies and programs	HPM 969 Program Planning and Design (P)				Dissertation
16. Integrate scientific information, legal and regulatory approaches, ethical frameworks, and varied stakeholder interests in policy development and analysis	HPM 759 Health Policy Analysis & Advocacy for Health Leaders (P)	HPM 810 Leadership in Public Health Law and Ethics (R)			
17. Propose interprofessional team approaches to improving public health	HPM 966 Systems Thinking & Collective Impact (P)	HPM 968 Managing the Healthcare Workforce (R)	HPM 957 Crisis Leadership (R)		
Education and Workforce Development					
18. Assess an audience's knowledge and learning needs	HPM 970 Training & pedagogy for health leaders (P)	HPM 759 Health Policy Analysis & Advocacy for Health Leaders (R)			
19. Deliver training or educational experiences that promote learning in academic, organizational, and community settings	HPM 970 Training & pedagogy for health leaders (P)				

Competencies	Course Number and Name	Course Number and Name	Course Number and Name	Course Number and Name	Other Learning Experience
20. Use best practice modalities in pedagogical practice	HPM 970 Training & pedagogy for health leaders (P)				
Unique UNC DrPH Program Competencies					
21. Integrate ethics and professionalism into organizational and community settings	HPM 810 Leadership in Public Health Law and Ethics (P)	HPM 820 Organizational Leadership Theory and Practice (R)			
22. Apply systems thinking approaches to learn about and inform collaborative action targeting complex public health problems	HPM 966 Systems Thinking & Collective Impact (P)				
23. Apply the principles of implementation research and practice to successfully integrate evidence-based public health practices into community settings.	HPM 964 Implementation Science (P)				
24. Use quality improvement techniques to evaluate and improve health systems, programs and practices	HPM 967 Quality Improvement (P)	HPM 963 Program Evaluation for Health Leaders (R)			
25. Develop policy advocacy strategies at the legislative, administrative, or judicial levels to influence health policies	HPM 759 Health Policy Analysis & Advocacy for Health Leaders (P)				
26. Assess informatics needs in organizations and community-based settings to improve population health	HPM 940 Leadership in Health Informatics (P)				
27. Assess WHO health systems building blocks in an international context and identify system elements from different countries that could be used to improve access, quality, or health outcomes in home/work country	HPM 823 Global Health (P)				

Competencies	Course Number and Name	Course Number and Name	Course Number and Name	Course Number and Name	Other Learning Experience
28. Formulate strategies to reduce implicit bias, structural bias, social inequities and racism that undermine health and create challenges to achieving health equity at organizational, community, and societal levels.	HPM 965 Cultural Humility for 21 st Century Health Leaders (P)				

P=Primary, R=Reinforcing.

APPENDIX B: Academic Schedule and Course Sequence: 2022-2024 (Cohort 18)

YEAR 1: CLASSES ON TUESDAYS FROM 4:00 TO 7:00 PM EASTERN TIME

FALL 2022

HPM 810: Leadership in Public Health Law and Ethics (2 credit hours)
HPM 820: Organizational Leadership Theory and Practice (2 credit hours)
HPM 860: Population Perspectives for Health/Research Process (2 credit hours)
HPM 970: Training and Pedagogy for Health Leaders (1 credit hour)

Registration	(Academic Coordinator will notify)
Campus Visit	August 7 – 12, 2022
First Day of Classes (online)	August 16, 2022
Last Day of Classes (online)	December 6, 2022

SPRING 2023

HPM 966: Systems Thinking & Collective Impact (1 credit hour)
HPM 951: Literature Review and Appraisal (2 credit hours)
HPM 953: Essentials of Practice-based Research (2 credit hours)
HPM 965: Cultural Humility for the 21st Century Health Leaders (1 credit hour)

Registration	(Academic Coordinator will notify)
Campus Visit (tentative)	January 2-6, 2023
First Day of Classes (online)	January 10, 2023
Last Day of Classes (online)	May 9, 2023

SUMMER 2023

HPM 945: Dissertation Preparation and Planning I (2 credit hours)
HPM 969: Program Planning and Design (1 credit hour)
HPM 823: Global Health Systems (1 credit hour)
HPM 963: Program Evaluation (2 credit hours)

Registration	(academic coordinator will notify)
Campus or International visit (tentative)	May 14-19, 2023
First Day of Classes (online)	May 23, 2023
Last Day of Classes (online)	August 1, 2023

YEAR 2: CLASSES ON WEDNESDAYS FROM 4:00 TO 7:00 PM EASTERN TIME

FALL 2023

HPM 956: Fundamentals of Research Methods and Analysis (3 credit hours)
HPM 958: Financial Leadership (3 credit hours)
HPM 964: Implementation Science (1 credit hour)

Registration	(academic coordinator will notify)
Campus Visit (tentative)	To be determined (TBD)*

First Day of Classes	TBD
Last Day of Classes (online)	TBD

SPRING 2024

- HPM 759: Health Policy Development and Advocacy for Health Leaders (2 credit hours)
- HPM 967: Quality Improvement (1 credit hour)
- HPM 957: Crisis Leadership (1 credit hours)
- HPM 959: Strategic Planning for Public and Nonprofit Organizations (2 credit hours)

Registration	(academic coordinator will notify)
Campus Visit	TBD
First Day of Classes	TBD
Last Day of Classes (online)	TBD

SUMMER 2024

- HPM 962: Marketing and PR for Health Leaders (2 credit hours)
- HPM 940: Leadership in Health Informatics (1 credit hour)
- HPM 968: Managing the Healthcare Workforce (1 credit hour)

Registration	(academic coordinator will notify)
Campus or International Visit	TBD
First Day of Classes	TBD
Last Day of Classes (online)	TBD

FALL 2024 – SUMMER 2025

Students must register for HPM 994 for each fall and spring semester until they defend their proposal. Students need at least two semesters of HPM 994 to graduate. Students do not need to register for HPM 994 in the summer unless they plan on defending their proposal or final dissertation in the summer session.

- HPM 994: Doctoral Dissertation (3 credit hours)
- Elective course #1 (optional)
- Elective course #2 (optional)

Registration	(academic coordinator will notify)
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*Dates for onsite meeting, as well as the start and ending dates for the online classes in 2022-23 subject to change, based on University calendars. Check with program director before making travel plans.

APPENDIX C: Academic Schedule and Course Sequence: 2022-2023 (Cohort 17)

YEAR 2: CLASSES ON WEDNESDAYS FROM 4:00 TO 7:00 PM EASTERN TIME

FALL 2022

HPM 956: Fundamentals of Research Methods and Analysis (3 credit hours)
HPM 958: Financial Leadership (3 credit hours)
HPM 964: Implementation Science (1 credit hour)

Registration	(Academic Coordinator will notify)
Campus Visit	August 8-12, 2022
First Day of Classes (online)	August 17, 2022
Last Day of Classes (online)	December 7, 2022

SPRING 2023

HPM 759: Health Policy Analysis and Advocacy for Health Leaders (2 credit hours)
HPM 967: Quality Improvement (1 credit hour)
HPM 959: Strategic Planning for Public and Nonprofit Organizations (2 credit hours)
HPM 957: Crisis Leadership (1 credit hours)

Registration	(Academic Coordinator will notify)
Campus Visit (tentative)	January 2-6, 2023
First Day of Classes (online)	January 11, 2023
Last Day of Classes (online)	May 10, 2023

SUMMER 2023

HPM 962: Marketing and PR for Health Leaders (2 credit hours)
HPM 940: Leadership in Health Informatics (1 credit hour)
HPM 968: Managing the Healthcare Workforce (1 credit hour)

Registration	(Academic Coordinator will notify)
Campus or International visit (tentative)	May 14 - 19, 2023
First Day of Classes (online)	May 24, 2023
Last Day of Classes (online)	August 3, 2023

FALL 2023 – SUMMER 2024

HPM 994: Doctoral Dissertation (3 credit hours)
Students must register for HPM 994 for each fall and spring semester until they defend their proposal. Students need at least two semesters of HPM 994 to graduate. Students do not need to register for HPM 994 in the summer unless they plan on defending their proposal or final dissertation in the summer session.

Elective course #1 (optional)
Elective course #2 (optional)

APPENDIX D: Degree Requirements Checklist (Cohorts 17, 18)

Content Area	Course Number	Course Title	Credit Hours
Prerequisite			
	SPHG 600/FLO*	Foundation Learning Objectives	n/a
Fall, Year 1 (7 credits)			
Ldship/PH	HPM 970	Training and Pedagogy for Health Leaders	1
Ldship/PH	HPM 810	Leadership in Public Health Law and Ethics	2
Leadership	HPM 820	Organizational Leadership Theory and Practice	2
Public Health	HPM 860	Population Perspectives for Health/Research Process	2
Dissertation Identification of dissertation topic (general description)			
Spring, Year 1 (6 credits)			
Research	HPM 951	Literature Reviews & Appraisal	2
Rsch/PH	HPM 953	Essentials of Practice-based Research	2
Ldship/PH	HPM 965	Cultural Humility for 21st Century Health Leaders	1
Public Health	HPM 966	Systems Thinking and Collective Impact	1
Dissertation Dissertation topic finalized, first draft of literature review completed			
Summer, Year 1 (6 credits)			
Ldship/PH	HPM 823	Global Health	1
Research	HPM 945	Dissertation Preparation and Planning	2
Rsch/PH	HPM 963	Program Evaluation for Health Leaders	2
Public Health	HPM 969	Program Planning and Design	1
Dissertation Draft Chapter 1 (Background and significance), revised Chapter 2 (Literature review)			
Fall, Year 2 (7 credits)			
Research	HPM 956	Fundamentals of Research Methods and Analysis	3
Leadership	HPM 958	Financial Leadership	3
Public Health	HPM 964	Implementation Science	1
Dissertation Draft Chapter 3 (Methods)			
Spring, Year 2 (6 credits)			
Ldship/PH	HPM 759	Health Policy Analysis and Advocacy for Health Leaders	2
Leadership	HPM 957	Crisis Leadership	1
Leadership	HPM 959	Strategic Planning for Public and Non-Profit Organizations	2
Public Health	HPM 967	Quality Improvement	1

Content Area	Course Number	Course Title	Credit Hours
<i>Dissertation</i>	<i>Dissertation proposal defense, including research question, background and significance, literature review, methods, timeline</i>		
Summer, Year 2 (4 credits)			
Ldship/PH	HPM 940	Leadership in Health Informatics	1
Leadership	HPM 962	Marketing and PR	2
Leadership	HPM 968	Managing the Healthcare Workforce	1
COMPREHENSIVE EXAM – August			
<i>Dissertation</i>	<i>Continue work on dissertation</i>		
Year 3 & 4 (variable credits if courses in addition to dissertation, otherwise 3 credits)			
(Fall) Research	HPM 994	Doctoral Dissertation	3
(Spring) Research	HPM 994	Doctoral Dissertation	3
(Summer) Research	HPM 994	Only register if defending dissertation	3
(Fall of Year 4) Research	HPM 994	Must register if still working on dissertation	3
(Spring of Year 4) Research	HPM 994	Must register if still working on dissertation	3
<i>Dissertation</i>	<i>Fall Year 3: Data collection completed and perhaps analysis</i>		
	<i>Spring/Summer: Analysis, Results, Recommendations and Plan for Change</i>		
	<i>Spring/Summer/Fall: Dissertation Defense</i>		
	Total Credit Hours 42-51		42+
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		
	Practicum Project and Practicum Reflection Paper Completed		
	Leadership Reflection Paper Completed		

*Students who do not have a degree from an accredited school/program of public health will take the one 3-credit Foundational Learning Objective (FLO) course. Students can seek a waiver based on their work history, if they can show they have work experience that meets all the foundational learning objectives.