



**UNC**  
GILLINGS SCHOOL OF  
GLOBAL PUBLIC HEALTH

**Department of Health Policy and Management**  
**EXECUTIVE MASTER'S PROGRAM**  
**MHA Degree**

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

**EMP STUDENT HANDBOOK**  
Fall 2019

## TABLE OF CONTENTS

### **CONTACT INFORMATION**

Faculty	4
Staff & Administrative Offices	5
Important Sites	6
Adverse Weather & Emergency Hotline: (919) 843-1234	6

### **ABOUT THE EXECUTIVE MASTER'S PROGRAM**

History	7
MHA Degree	7

### **GENERAL INFORMATION**

Accreditation	8
Administrative Authority	8
Admission	8
Registration	8
Web Registration Procedures	9
Proof of Enrollment	9
Bio/Demo Information	9

### **PLAN OF STUDY**

MHA Curriculum Plan	10
Capstone	11
Advising	11
Practicum	11
Simulations	11
Competency Model and Definitions	12

### **KEY UNIVERSITY POLICIES**

Distance Learning Course Attendance	14
Diversity & Inclusion	16

Honor Code	16
Policy on Harassment and Discrimination	17
<b>ACADEMIC GUIDELINES</b>	18
Transfer of Credit	18
Exemptions & Substitutions	19
Grades & Academic Eligibility	20
Reinstatement	21
Time Limit & Leave of Absence	21
Readmission	22
Graduation	22
MHA Program Worksheet	23
<b>HPM GUIDELINES</b>	24
Student Concerns and Complaints	24
<b>FINANCIAL INFORMATION</b>	25
Tuition Payment Options	25
Residence Status for Tuition Purposes	25
Veterans Education Benefits	25
<b>GRADUATE FORMS LINK</b>	26
<b>OTHER POLICIES</b>	26
Reading/Independent Study Courses (Guidelines For Setting Up)	26

## FACULTY

Phone	Name	Email	Room
843-3055/ 962-5360	Basch, Ethan	<a href="mailto:ebasch@email.unc.edu">ebasch@email.unc.edu</a>	POB/Carr Mill
843-4117	Bennett, Antonia	<a href="mailto:avbenn@email.unc.edu">avbenn@email.unc.edu</a>	1106-A
445-0774	Birken, Sarah	<a href="mailto:birken@unc.edu">birken@unc.edu</a>	1106-F
843-4621	Damon, Alyssa	<a href="mailto:damon@unc.edu">damon@unc.edu</a>	1106-B
696-7095	Devlin, Leah	<a href="mailto:Leah_devlin@unc.edu">Leah_devlin@unc.edu</a>	104-C Rosenau
843-2494	Dilworth-Anderson, Peggye	<a href="mailto:dilworth@email.unc.edu">dilworth@email.unc.edu</a>	1102-D
966-3891	Domino, Marisa E.	<a href="mailto:domino@unc.edu">domino@unc.edu</a>	1105-B
966-7375	Frerichs, Leah	<a href="mailto:leahf@email.unc.edu">leahf@email.unc.edu</a>	1102-C
966-7355	Fried, Bruce J.	<a href="mailto:Bruce_Fried@unc.edu">Bruce_Fried@unc.edu</a>	1104-G
966-4228	Gentry, William B	<a href="mailto:wqentry@email.unc.edu">wqentry@email.unc.edu</a>	115 Rosenau
966-8930/ 966-0993	Greene, Sandra B.	<a href="mailto:sandrab_greene@unc.edu">sandrab_greene@unc.edu</a>	1101-E
966-7361	Harris, Dean M.	<a href="mailto:Dean_Harris@unc.edu">Dean_Harris@unc.edu</a>	1104-A
843-9932	Hassmiller Lich, Kristen	<a href="mailto:hassmill@email.unc.edu">hassmill@email.unc.edu</a>	1105-E
966-7101/ 807-1532	Holmes, Mark	<a href="mailto:Mark_holmes@unc.edu">Mark_holmes@unc.edu</a>	1104-B/Sheps
966-7373	Kent, Erin	<a href="mailto:eeKent@email.unc.edu">eeKent@email.unc.edu</a>	1102-B
612-922-0037	Leatherman, Sheila	<a href="mailto:sleatherman@unc.edu">sleatherman@unc.edu</a>	N/A
537-3955	Lee, Jessica	<a href="mailto:Jessica_lee@unc.edu">Jessica_lee@unc.edu</a>	228 Brauer Hall
843-8793	Lewis, Valerie	<a href="mailto:lewisv@email.unc.edu">lewisv@email.unc.edu</a>	1103-C
966-7196	Morrissey, Joseph	<a href="mailto:Joe_morrissey@unc.edu">Joe_morrissey@unc.edu</a>	Sheps
843-8269	Oberlander, Jonathan	<a href="mailto:Jonathan_Oberlander@med.unc.edu">Jonathan_Oberlander@med.unc.edu</a>	346 MacNider
966-8125	Orton, Steve	<a href="mailto:sorton@email.unc.edu">sorton@email.unc.edu</a>	111 Rosenau
843-2728/ 966-1457	Pink, George	<a href="mailto:gpink@email.unc.edu">gpink@email.unc.edu</a>	1105-D
843-8619	Reiter, Kristin	<a href="mailto:reiter@email.unc.edu">reiter@email.unc.edu</a>	1104-H
966-7388	Rozier, R Gary	<a href="mailto:gary_rozier@unc.edu">gary_rozier@unc.edu</a>	1106-K
445-0764	Samuel, Cleo	<a href="mailto:casamuel@email.unc.edu">casamuel@email.unc.edu</a>	1105-F
966-1938	Shea, Chris M	<a href="mailto:chris_shea@unc.edu">chris_shea@unc.edu</a>	1104-F
966-4525	Silberman, Pam C.	<a href="mailto:pam_silberman@unc.edu">pam_silberman@unc.edu</a>	1102-A
966-7380	Simms, Jeffrey	<a href="mailto:jsimms@email.unc.edu">jsimms@email.unc.edu</a>	114 Rosenau
843-1219	Slifkin, Becky	<a href="mailto:becky_slifkin@unc.edu">becky_slifkin@unc.edu</a>	1101-C
966-7377	Sloate, Steve	<a href="mailto:sloate@email.unc.edu">sloate@email.unc.edu</a>	1104-D
445-9370/966-8778	Song, Paula	<a href="mailto:psong@email.unc.edu">psong@email.unc.edu</a>	1105-A
843-2590	Stearns, Sally	<a href="mailto:sally_stearns@unc.edu">sally_stearns@unc.edu</a>	1104-C
966-6296	Stover, Angela	<a href="mailto:stoveram@email.unc.edu">stoveram@email.unc.edu</a>	1103-D
843-2576	Studer, Melanie	<a href="mailto:Melanie_studer@unc.edu">Melanie_studer@unc.edu</a>	1106-C
445-0886	Sylvia, Sean	<a href="mailto:Sean_sylvia@unc.edu">Sean_sylvia@unc.edu</a>	1101-D
843-1222	Thomas, Marci	<a href="mailto:marci@unc.edu">marci@unc.edu</a>	1106-H
962-2433	Trogdon, Justin	<a href="mailto:trogdonj@email.unc.edu">trogdonj@email.unc.edu</a>	1101-B
962-2974	Umble, Karl	<a href="mailto:umble@email.unc.edu">umble@email.unc.edu</a>	113 Rosenau
966-7385	Weinberger, Morris	<a href="mailto:mweinber@email.unc.edu">mweinber@email.unc.edu</a>	1101-A
966-7374	Wheeler, Stephanie	<a href="mailto:Stephanie_wheeler@unc.edu">Stephanie_wheeler@unc.edu</a>	1104-E
445-9374	White, Alex	<a href="mailto:Alex_white@unc.edu">Alex_white@unc.edu</a>	1106-J

## STAFF

Phone	Name	Email	Room
966-5074	Barrett, Paul	<a href="mailto:pbarrett@email.unc.edu">pbarrett@email.unc.edu</a>	1107-D
843-7244	Beach, Nancy	<a href="mailto:nbeach@email.unc.edu">nbeach@email.unc.edu</a>	1107-E
966-7394	Capps, Karen	<a href="mailto:Karen_capps@unc.edu">Karen_capps@unc.edu</a>	212 Rosenau
966-9122	Forman, Stephanie	<a href="mailto:Sforman1@email.unc.edu">Sforman1@email.unc.edu</a>	1101-H
966-7392	Gault, Terri	<a href="mailto:terrigault@unc.edu">terrigault@unc.edu</a>	1107-A
966-3121	Hooker, Valerie	<a href="mailto:vhooker@email.unc.edu">vhooker@email.unc.edu</a>	1104-I
966-7391	Jones, Lynnette	<a href="mailto:ljones3@email.unc.edu">ljones3@email.unc.edu</a>	119-B Rosenau
966-7368	Jones, Stacie	<a href="mailto:Stacie_jones@unc.edu">Stacie_jones@unc.edu</a>	1107-B
966-7393	Lathia, Tina	<a href="mailto:Tina_lathia@unc.edu">Tina_lathia@unc.edu</a>	1107-C
966-2064	Miller, Meredith	<a href="mailto:mechmi@email.unc.edu">mechmi@email.unc.edu</a>	1106-D
966-7390	Padgett, Cathy	<a href="mailto:Cathy_padgett@unc.edu">Cathy_padgett@unc.edu</a>	118 Rosenau

<b>966-4784</b>	Padilla, Neda	<a href="mailto:Neda.padilla@unc.edu">Neda.padilla@unc.edu</a>	1103-E
<b>966-7364</b>	Sieler, Kim	<a href="mailto:krsieler@email.unc.edu">krsieler@email.unc.edu</a>	120-A Rosenau
<b>966-4609</b>	Siler, Jackie	<a href="mailto:jsiler@email.unc.edu">jsiler@email.unc.edu</a>	119-A Rosenau

### ADMINISTRATIVE OFFICES

<b>CHAIR'S OFFICE</b>		
	Morris Weinberger, Chair	966-7385
	Stephanie Forman, Assistant to the Chair	966-9122
<b>BUSINESS OFFICE</b>		
	Terri Gault, Business & Administrative Manager	966-7392
	Stacie Jones, Human Resources Manager & Account Technician	966-7368
<b>PhD DOCTORAL PROGRAM</b>		
	Marisa Domino, Director	966-3891
<b>DrPH DOCTORAL PROGRAM</b>		
	Pam Silberman, Director	966-4525
<b>MASTER'S PROGRAM</b>		
	Paula Song, Director	966-8778
<b>EXECUTIVE PROGRAMS</b>		
	Bill Gentry, EMP Director, and Director, Community Preparedness & Disaster Management	966-4228
	Kim Sieler, Academic Coordinator - Executive Programs & PhD	966-7364
<b>UNDERGRADUATE PROGRAM</b>		
	Melanie Studer, Director	843-2576
<b>STUDENT SERVICES</b>		
	Lynnette Jones, Academic Coordinator – BSPH, Residential Master's & MPH Concentration	966-7391
<b>PROFESSIONAL DEVELOPMENT</b>		
	Jeffrey Simms, Director	966-7380
	Cathy Padgett, Career Services Coordinator	966-7390
<b>SYSTEMS SPECIALISTS</b>		
	Paul Barrett – IT Manager	966-5074
	Nancy Beach – Distance Learning Support Specialist	843-7244

IMPORTANT SITES	LOCATION	PHONE	WEB SITE
<b>SERVICES</b>			
Chapel Hill Transit		www.ci.chapel-hill.nc.us/transit	
Accessibility Resources & Service	450 Ridge Road	(919) 962-8300	http://accessibility.unc.edu/
ONYEN	022 Undergraduate	(919) 962-4357	https://onyen.unc.edu/
HeelMail	Library	(919) 962-4357	http://help.unc.edu/help/heelmail-frequently-asked-questions/
Graduate School - forms	200 Bynum Hall	(919) 966-2611	http://gradschool.unc.edu/academics/resources/forms.html
Graduate School - Handbook		http://handbook.unc.edu/pdf/handbook.pdf	
Health Sciences Library	Columbia Street	(919) 966-0800	http://www.hsl.unc.edu
International Student & Scholar Services	Fed Ex Global Education Center	(919) 962-5661	http://oiss.unc.edu
UNC Funding Opportunities	301 Pittsboro Street		
HPM Web Site	200 Bynum Hall	(919) 966-2611	http://gradschool.unc.edu/funding/
	135 Dauer Drive	(919) 966-7350	http://sph.unc.edu/hpm/health-policy-and-management-home/
NC Resident Status	SASB North	962-6324	http://registrar.unc.edu/academic-services/residency/
Registration	SASB North	962-3954	http://registrar.unc.edu/registration/
Scholarships & Student Aid	300 Pettigrew	962-8396	http://studentaid.unc.edu/
My UNC Tuition Rates		http://my.unc.edu/ http://www.unc.edu/finance/fd/c/sa/docs/14_15_tuition_fees.pdf	
UNC One Card (ID)	Daniels Student Stores	962-8024	http://www.onecard.unc.edu
Finance Division (Cashier's)	SASB North	962-1368 (info)	http://www.unc.edu/finance/cashiers/cashiers.htm
(Note: credit card payments incur a 2.75% or minimum \$3.00 non-refundable transaction fee)			

### Adverse Weather & Emergency Hotline: (919) 843-1234

For possible adverse weather conditions, please visit: <http://www.alertcarolina.unc.edu/go/doc/1395/1319331/>  
The University also offers an Adverse Weather and Emergency Hotline during time of adverse weather. If adverse weather conditions occur, call this number for a recorded message regarding adverse weather or the University's status. This message will indicate if there is indeed such a condition, and what under what status the University is operating. If the University's status is closed, EMP will not hold classes. ***Please keep this number handy for easy access.***

## **ABOUT THE EXECUTIVE MASTER'S PROGRAM**

### **History**

To answer a special request of the North Carolina Division of Health Services, the Department of Health Policy and Management, with support from the Dean's Office of the School of Public Health, started the off-campus portion of the Executive Master's Program in 1969. At the completion of "Raleigh I" in 1972, the School, having completed its charge, discontinued the program. Recognizing the critical lack of part-time graduate programs for the many health professionals working across the state of North Carolina who were unable to leave their families, jobs, and communities to move to Chapel Hill, HPM reinstated the program in 1973, and expanded to offer the curriculum at remote sites in Eastern and Western North Carolina.

In 1980, the W.K. Kellogg Foundation provided funding for the Department of Health Policy and Management to develop a master's degree program in health management that was designed to provide part-time graduate study to working health professionals in the southeastern United States. The first class for this regional program matriculated in May 1981. This program changed its name in 1992 to the National Executive Master's Program to more accurately describe both the focus and the students enrolled in the program.

The Executive Master's Program (EMP) has served public health and health services managers for 50 years. As the only school of public health in the state of North Carolina, UNC-SPH has tried to offer programs and services that address the needs of the public health community throughout the state. HPM's EMP are key outreach activities that help implement one of the School's most important missions. This program has enrolled 65 cohorts since 1969 and graduated over 900 students.

### **MHA Degree**

The Executive Master's Program, in the Department of Health Policy and Management, offers the Master of Healthcare Administration (MHA). The EMP MHA and residential MHA programs are identical in purpose and basic requirements; however, at this point in time (academic year 2012-2013), the curricula are not identical as the residential MHA curriculum is being redesigned in the model of the newly restructured EMP curriculum.

The curriculum for the MHA degree is designed to ensure that students:

- understand the historical evolution, current status and emerging trends in the organization, financing and purpose of health programs;
- develop a good comprehension of theories and methodologies of goal setting, decision-making, planning, programming, managing, and evaluation of health systems;
- gain appropriate skills for functioning effectively in interpersonal, organizational and interorganizational contacts;
- develop the self-confidence necessary for effective management through experience with a wide range of health organizations and services.

## GENERAL INFORMATION

### Accreditation

MHA program: Commission on Accreditation of Healthcare Management Education ([CAHME](#)) and ([CEPH](#)).

### Administrative Authority

The Executive Master's Program is part of the Graduate School of the University of North Carolina at Chapel Hill. Consequently, *EMP students are subject to the Graduate School guidelines, deadlines, and policies.*

### Admission

Admission to the Executive Master's Program is both term and program-specific (as stated in the letter of admission). Per policy of the Graduate School, admission can be deferred (moved to a later term) only once. If an EMP student fails to defer admission and does not register for the term admitted, her/his admission is cancelled and a new application is required if s/he wishes to enroll in the program for a later term. If an EMP student wishes to enroll in the department's residential master's program, the student must make application and be considered for admission to that program, along with any other applicants to that program. If admitted, the director of the residential master's program will evaluate any coursework completed in the EMP program for possible transfer to the residential master's program. Students considering this change are cautioned that, at this point in time (academic year 2012-2013), the residential MHA is being redesigned in the model of the EMP MHA, and a switch to the residential program would mean meeting the current residential MHA requirements of 60 credit hours.

### Registration

Registration for the term admitted is required. Continued enrollment in the program beyond the first semester requires successful completion of the first semester of study. If a student withdraws during the first semester of study, or fails to successfully complete the first semester of study, the student must apply again for admission consideration in order to return to the program.

In order to complete the program in a timely manner, students are expected to remain continuously enrolled according to the prescribed plan of study. We expect that before applying for admission, a student will have evaluated his or her ability to make the time commitment required, and will have determined it possible to remain continuously enrolled in order to complete the program in the prescribed two years. However, we recognize that unexpected life events occasionally require a break from studies, in which case a student may request a temporary leave of absence from the program.

New students will be registered for their first semester courses. Continuing students are required to register themselves by the deadlines advertised by the Academic Coordinator for Executive Programs and via the Web (<http://registrar.unc.edu/guide/registration-tasks/>), regardless of when the EMP class actually begins. For each semester there is an "open" registration period (well before the semester opens), and this is the registration deadline the EMP adheres to.

When you register during the open registration period, which is the Program's requirement, you may do so without first paying tuition; you will subsequently have access to view your tuition bill online, and must be paid by the indicated deadline or registration will be cancelled. If you do not register during the



early registration period, you will be required to pay tuition first, then make a request to the University Cashier's office to remove the financial HOLD from your account, and finally, contact the Academic Coordinator for Executive Programs with your PID number and required classes for which you would like to be registered. As you can see, this process is fairly complex and time-consuming. Therefore, it is in your best interest to meet the "open/early" registration deadlines. In extraordinary circumstances, late registration may be necessary, but requires significant justification and approval by both the Program Director and the Graduate School. Late registration also incurs a significant late fee.

### **Accessing Web Registration**

1. Go to <http://my.unc.edu>.
2. Click on Log In ConnectCarolina & InfoPorte
3. Enter your [ONYEN](#) and password to sign in.

For step-by-step registration assistance, you can view the Registration Video Series at:  
<http://registrar.unc.edu/registration/registration-video-series/>

### **Proof of Enrollment**

For instructions on how to obtain an enrollment certification, please visit the Office of the University Registrar website: <http://registrar.unc.edu/academic-services/transcripts-certifications/>.

### **Bio/Demo Information**

It is the student's responsibility to keep the University informed of all address/phone number and email changes. Please make any changes in your Student Center under "Personal Information."

The policy for a name change can be found at: <http://registrar.unc.edu/academic-services/policies-procedures/university-policy-memorandums/upm-22-name-change-policy/>.

## **PLAN OF STUDY**

A total of 14 required courses (MHA) will be taken in the EMP Distance Learning format, plus two Base Camps (at .5 credits each) and two Leadership Practicums (at 1.5 credits each: .5 credits each term).

The normal course load, to include a .5 credit BaseCamp each Fall term & a .5 credit Leadership Practicum each term is:

- 9 credit hours Fall Term 1
- 9 credit hours Fall Term 2
- 8.5 credit hours Spring Term 1
- 8.5 credit hours Spring Term 2
- 6.5 credit hours Summer Term 1
- 7.5 credit hours Summer Term 2

The required courses are distributed as follows:

	<b>MHA</b>	
	HPM 671 Statistical Methods for HPM SPHG 600 Introduction to Public Health	
<b>HPM Core</b>	HPM 605 through 610 Leadership Practicum (Journaling 1-6) HPM 705 and 706 BaseCamp, 1 and 2 HPM 710 Health Law HPM 726 Health Care Strategy and Marketing HPM 728 Leadership and Workforce Management Strategies in Healthcare Organizations HPM 734/735 Advanced Concepts and Applications for Health Leadership HPM 743 Health Care Reimbursement HPM 746 Financial and Managerial Accounting HPM 748 Economics of Healthcare HPM 753 Health Care in the United States: Structure and Policy HPM 776 Healthcare Information and Quality Tools	
<b>Degree Program Core</b>	HPM 747 Advanced Financial Management of HC HPM 777 Healthcare Information and Quality Applications HPM 779 Operations Research for Healthcare Systems.	

## CURRICULUM PLAN

<b>MHA Curriculum Plan: 14 courses + BaseCamps and Leadership Practica</b>			
<b>Year</b>	<b>Fall Session [Aug – Dec]</b>	<b>Spring Session [Dec – May]</b>	<b>Summer Session [May – Aug]</b>
<b>1</b>	<ul style="list-style-type: none"> <li>• HPM 705 – BaseCamp I (.5)</li> <li>• HPM 753 – Health Care in the United States: Structure and Policy (4)</li> <li>• HPM 671 – Healthcare Statistics (3)</li> <li>• HPM 605 – Leadership Practicum (.5)</li> <li>• HPM 743 Health Care Reimbursement (1)</li> </ul>	<ul style="list-style-type: none"> <li>• HPM 746 – Financial and Managerial Accounting (4)</li> <li>• HPM 728 – Leadership and Workforce Management Strategies in Healthcare Organizations (4)</li> <li>• HPM 606 – Leadership Practicum (.5)</li> </ul>	<ul style="list-style-type: none"> <li>• SPHG 600 – Introduction to Public Health (3)</li> <li>• HPM 607 – Leadership Practicum (.5)</li> <li>• HPM 748 – Economics of Healthcare (3)</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• HPM 706– BaseCamp II (.5)</li> <li>• HPM 726 – Health Care Strategy and Marketing (4)</li> <li>• HPM 747 – Advanced Financial Management of HC (4)</li> <li>• HPM 608– Leadership Practicum (.5)</li> </ul>	<ul style="list-style-type: none"> <li>• HPM 779 – Operations Research for Healthcare Systems (4)</li> <li>• HPM 776 – Health Information and Quality Tools (2)</li> <li>• HPM 777 – Health Information and Quality Applications (2)</li> <li>• HPM 609 – Leadership Practicum (.5)</li> </ul>	<ul style="list-style-type: none"> <li>• HPM 710 – Health Law (3)</li> <li>• HPM 734 – Capstone Prep (1)</li> <li>• HPM 735 – Capstone (3)</li> <li>• HPM 610 – Leadership Practicum (.5)</li> </ul>

## **Capstone Requirement**

MHA students work in teams on a major capstone project, typically done in coordination with a healthcare organization. These management-focused projects range from business-line extensions, to business plans for entrepreneurial ventures. The culminating experiences provide students an opportunity to synthesize, integrate and apply knowledge and skills learned in coursework and other learning experiences and require students to demonstrate attainment of program competencies.

## **Advising**

The Academic Coordinator will serve as your advisor, and if necessary, the Executive Program Director will serve as a Faculty Mentor to all executive students. The executive program is designed in a cohort model where the curriculum is set for the students 2 year degree. All courses are core courses and must be taken and passed.

*A student must receive permission from the program director to alter their required cohort course plan.*

## **Practicum**

The student will complete a planned, supervised, and evaluated reflective practice experience in the form of a program-long (two-year) continuing leadership practicum journal. The student will identify and reflect on the knowledge and skills learned and how these can be, and have been, applied by the student in her/his professional setting. The practicum is designed to meet the practice experience requirement for CAHME and CEPH accreditation, and meets the intent of this requirement without asking employed, professional students to take a leave of absence to complete a separate field internship. The practicum is required of all EMP students, with no waiver or substitution.

Each journaling course comprises two requirements:

*Book Review:* Reading and posting assignments related to the semester's assigned leadership book, specifically reflecting on the content of the book, as well as its applicability to her/his professional work.

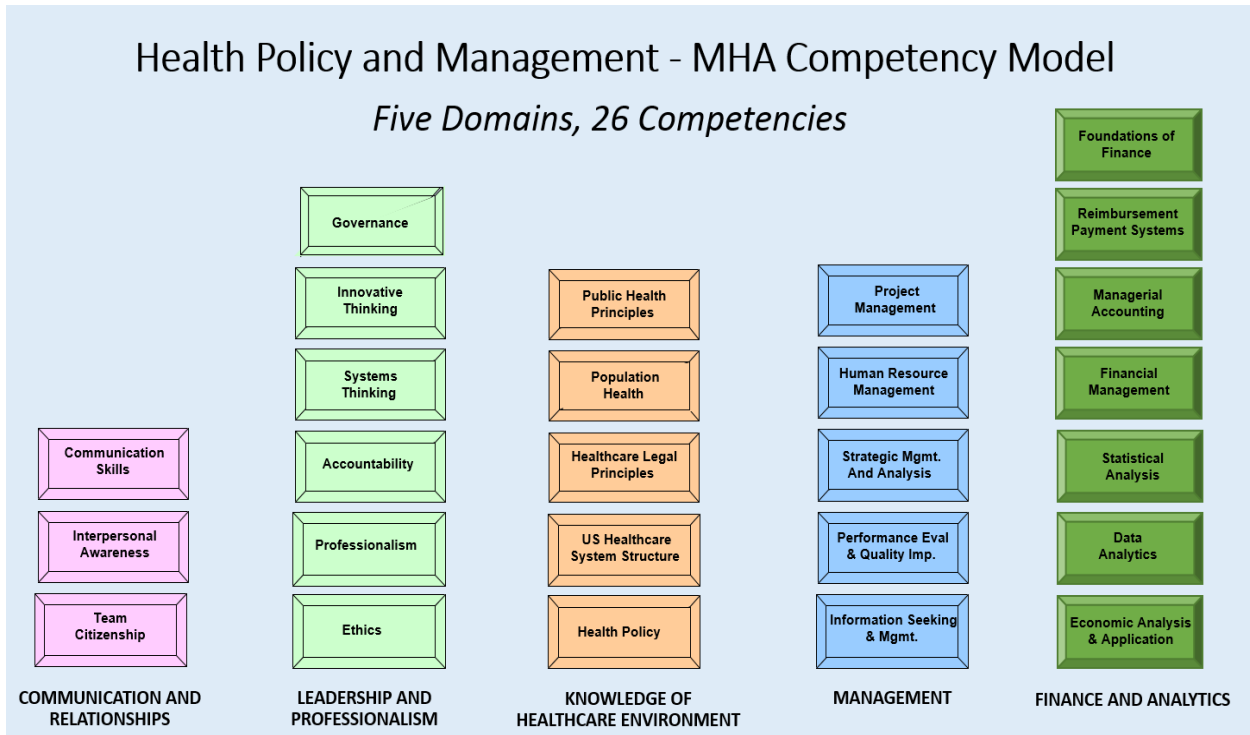
*Course Applications:* Posting a reflection on the application of the insights and skills related to each of the other two courses that term to the student's work situation

## **Simulations**

The Health Policy and Management Executive Masters Program has introduced an innovative learning and evaluative process for courses used in the program: end-of-term simulations. These end-of-term simulations are based upon a virtual state and county that involve realistic scenarios for students to work through over the course of the simulation. Each simulation will encompass "tools" that the student will have learned in their previous semester courses.

## Health Policy and Management Competency Model and Definitions

The HPM - MHA Competency Model comprises 5 domains—Communication and Relationships, Leadership and Professionalism, Knowledge of the Healthcare Environment, Management, and Finance and Analytics—and 26 competencies identified as relevant for graduates in health policy and management: The HPM Competency Model was developed in 2009, and revised in 2018 based upon key stakeholder input and review of existing models from AUPHA, HCHL, and CEPH. Each HPM competency is targeted for development at one of three levels: Level I: **Recognition** (“knows”); Level II: **Proficiency** (“demonstrates”); and Level III: **Mastery** (“does”).



### Competency Definitions:

**Accountability** - Hold self and others accountable to standards of performance.

**Communication Skills** - Demonstrate effective oral and written communication skills.

**Data Analytics** - Apply quantitative and modeling techniques to the analysis of data in order to make informed business decisions for healthcare organizations,

**Economic Analysis and Application** - Apply economic theory, concepts and decision making to understand how stakeholder incentives affect behavior, costs, and other outcomes.

**Ethics** - Recognize the role of ethics in organizations and professional communities.

**Financial Accounting** - Interpret basic financial accounting information

**Financial Management** - Conduct financial analyses to make capital acquisition and allocation decisions.

**Governance** - Analyze models of governance structures, roles, and responsibilities as they apply to different organizational types.

**Healthcare Legal Principles** - Analyze health-related legal principles and their impact on health administration and policy.

**Health Policy** - Discuss multiple dimensions of the policy-making process.

**Human Resource Management** - Apply methods and techniques related to management of health care organizations, employees, and professional staff.

**Innovative Thinking** - Develop creative solutions to complex problems or adapt previous solutions in new ways.

**Interpersonal Awareness** - Develop an accurate view of one's strengths and limitations, including the impact one has on others.

**Managerial Accounting** - Apply management accounting concepts to measure costs, plan, assess performance and recommend managerial actions.

**Organizational Dynamics** - Develop organizational structures and processes to achieve desired outcomes.

**Performance Evaluation and Quality Improvement** - Apply concepts of process and quality improvement to the administration of health care organizations.

**Population Health Management** - Apply tools and strategies to manage the health of a populations.

**Professionalism** - Exhibit attitudes and behaviors consistent with a professional environment.

**Project Management** - Propose a plan to manage a project involving resources, scope and impact.

**Public Health Principles** - Understand the role of social determinants, environment, and individual behaviors on the health of populations.

**Reimbursement** - Differentiate payment methods used to reimburse health service providers.

**Statistical Analysis** - Apply basic statistical methods relevant to public health and health care.

**Strategic Management and Analysis** - Develop competitive and collaborative strategic alternatives that continually improve the long-term success and viability of the organization.

**Systems Thinking** - Assess the potential impacts and consequences of decisions across a variety of system stakeholders.

**Team Citizenship** - Engage effectively as an accountable team member.

**U.S. Healthcare System Structure and Financing** - Examine past, current, and emerging issues related to the organization, financing, and management of health delivery in the US.

## KEY UNIVERSITY POLICIES

Highlighted here are a number of frequently referred to regulations, policies and procedures of the Executive Master's Program, as established by the program faculty and by the actions of the Administrative Board of the Graduate School. Students should become familiar with the material pertaining to their degree program, and, together with their advisor, make certain that their course of study complies with the pertinent requirements. Refer to the *Graduate School Handbook* for additional information regarding these, as well as other, requirements.

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

For international students, we are providing a link to the New International Students Guide that may offer additional, specific information to complement other resources:  
<https://sph.unc.edu/files/2013/08/International-Guide-May-2016.pdf>

### **Distance Learning Course Attendance**

By definition, all students in the Executive Master's Program are "working health professionals," and as such it is understood that all must take time off from work to attend class. By policy adopted in 1988, the Executive Master's Program requires attendance by students at all classroom modules and distance learning courses, in their entirety. Faculty may not negotiate exceptions for individual students since doing so could create disparity in treatment and an ethical dilemma for faculty. For instance, how can the instructor require attendance from some, if not all students, and on what basis is one person's job judged to be more important than another's? Your understanding of, and compliance with, this policy is appreciated.

If a student has registered for a distance learning course and subsequently—but prior to the first day of class—becomes aware of a work-related conflict which would necessitate absence from class, we suggest that the student consider canceling registration and plan to take the course in a following semester/year. NOTE: There are significant consequences to this action if the course is the only course registered for and/or it's the first semester of enrollment in the program. Therefore, prior discussion with EMP faculty/staff is essential. In the case of unforeseen illness of a student, spouse, or immediate family member, the Executive Master's Program Office and the course instructor must be notified.

### **HPM EMP Policy on Missing Campus Required Time**

We view the on-campus session as a very important part of both the learning experience and the bonding experience for students among themselves and with the University. Moreover our accrediting body requires that we provide direct contact with you. We therefore use a "blended" model that has increasingly become the standard for distance education programs.

Keep in mind, it is not fair to students who do attend to allow others students not to attend for very flimsy excuses. I have asked faculty to help maintain our attendance policy, and they have asked for more

specific guidance so they can fairly assess the worthiness of an excused absence. With this in mind, here are more specific guidelines for attendance policy on campus.

Students can be excused from on-campus course time if:

1. Medical emergencies prevent attendance (for example)

- Giving birth
- Hospitalization
- Military or Disaster deployment

2. Sickness or death in a family places a hardship on the family if student attends. (for example)

- Death in the family the week before class
- Hospitalization of immediate family member in the week before class

3. Unavoidable course conflicts with other EMP courses. (due to students getting out of sequence with their courses)

Students who miss the on-campus session for all other reasons will be non-excused absences (for example)

1. No shows

2. Business conflicts

- Conferences
- Accreditation
- Big meetings
- Deadlines on projects

3. Non-essential family conflicts

- Vacation

In cases of excused absences from on-campus sessions, faculty may subtract a small number of points from a “participation” grade, but the student will still receive a final grade. Unless the student wants to complete an “extra” assignment so their grade will not drop after participation is subtracted from their final score. These students should be given an IN (incomplete) if they cannot turn in the make-up assignment by the time class meets on campus.

**In the case of non-excused absences at the beginning of the course, faculty may, at their discretion, allow students to enroll in the class if the student completes 8 hours worth of work that covers material in the beginning of the seminar. Typically faculty do not have time to make special assignments, so starting a course without attending the on-campus session is rarely allowed and the student should wait to enroll in the next offering of the course.**

In cases of non-excused absences at the end of course, faculty will assign a grade of “IN” (incomplete) until students complete an assignment entailing at least 8 hours of student effort covering material they may have missed or they poorly understand. Furthermore, the Maximum students may earn if they are absent without excuse (as defined above) is a P (Passing) since students are missing about 20% of direct contact time with faculty. Typically they will not be eligible for an H (high pass) if their absence is unexcused (as defined above).

Students who miss part or all of an on-campus session because of unavoidable scheduling conflicts with other EMP courses may also be required to complete an assignment at the discretion of the faculty equivalent to the time they missed.

NOTE: The Capstone course is the required substitute for BOTH the master’s thesis and the master’s comprehensive exam, and unless students can participate fully regardless of reason, they should wait and take the course at the next offering.

### **Diversity & Inclusion**

<https://sph.unc.edu/resource-pages/diversity/>

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity and does not discriminate against applicants, students, or employees on the basis of age, gender, race, color, national origin, religion, creed, disability, veteran’s status, or sexual orientation. Any complaints alleging failure of this institution to follow this policy should be brought to the attention of the appropriate officer of the university, as indicated in the policy.

### **Honor Code**

[\(http://instrument.unc.edu/\)](http://instrument.unc.edu/)

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

Students of the University have accepted responsibility for their conduct and discipline in academic and non-academic affairs. The University Honor System was created by students, faculty, and administrators and is maintained, fostered, and administered largely by students. It’s up to all students to keep the system working well.

Our Honor Code states that “it shall be the responsibility of every student ... 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 is the consensus of the student body that academic cheating cannot be tolerated at UNC-CH. In 1978, the students voted to make suspension the normal sanction for cheating. Unless unusual mitigating circumstances exist, a student who is found guilty of cheating on a test or of plagiarizing a paper, for example, will be suspended. The decision reflects the strength of the Honor Code.



The Campus Code requires that every student "...conduct oneself so as not to impair significantly the welfare or the educational opportunities of others in the University community." The Campus Code covers violations such as hazing, damaging property, the selling or possession of illicit drugs, and the physical abuse of another individual.

The Honor and Campus Codes apply to *ALL* students, including graduate and professional students. Students with questions or those who are interested in becoming involved in the Graduate Judicial System should stop by the Student Attorney General's office (Room 207 of the Carolina Union) or the Office of the Dean of Students (01 Steele Building).

#### Student Responsibilities Under the Honor Code

To conduct all academic work within the letter and spirit of the Honor code, which prohibits the giving or receiving of unauthorized aid in all academic processes.

To consult with faculty and other sources to clarify the meaning of plagiarism; to learn the recognized techniques of proper attribution of sources used in the preparation of written work; and to identify allowable resource materials or aids to be used during examinations or in completion of any graded work.

To sign a pledge on all graded academic work certifying that no unauthorized assistance has been received or given in the completion of the work.

To comply with faculty regulations designed to reduce the possibility of cheating -- such as removing unauthorized material or aids from the room and protecting one's own examination paper from view to others.

To maintain the confidentiality of examinations by divulging no information concerning an examination, directly or indirectly, to another student yet to write that same examination.

To report any instance in which reasonable grounds exist to believe that a student has given or received unauthorized aid in graded work. Such report should be made to the Office of the Students Attorney General or the Office of the Dean of Students.

To cooperate with the Office of the Student Attorney General and the defense counsel in the investigation and the trial of any incident of alleged violation, including the giving of testimony when called upon. Nothing herein shall be construed to contravene a student's rights enumerated in Sec. V.A. 2.b of the Instrument.

(Extracted from *The Instrument of Student Judicial Governance*, Section I.A.6.a)

Academic work is a joint enterprise involving faculty and students. Both have a fundamental investment in the enterprise and both must share responsibility for ensuring its integrity. Therefore, in relation to the honor Code, specific faculty responsibilities parallel the students' responsibilities.

#### **Policy on Prohibited Discrimination, Harassment and Related Misconduct**

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

The University of North Carolina at Chapel Hill is committed to providing an inclusive and welcoming environment for all students, faculty and staff. As part of this commitment, the University has adopted a more comprehensive policy addressing discrimination and harassment

[http://sexualassaultanddiscriminationpolicy.unc.edu/files/2014/05/UNCCH\\_Policy\\_PDH\\_RM\\_Including\\_Sexual\\_Violence\\_Interpersonal\\_Violence\\_and\\_Stalking3.pdf](http://sexualassaultanddiscriminationpolicy.unc.edu/files/2014/05/UNCCH_Policy_PDH_RM_Including_Sexual_Violence_Interpersonal_Violence_and_Stalking3.pdf)

## **Academic Guidelines**

### **Transfer of Credit**

Up to three hours of graduate credit (MHA) may be transferred from other accredited institutions, or from UNC-CH prior to admission to the program, toward meeting the degree requirements in the EMP. Please contact the Assistant Registrar for Executive Programs to discuss options for transferring courses.

### **Criteria:**

1. The coursework must be relevant to the student's major in health administration and fit within the required course plan as judged by his/her advisor and the departmental chairman.
2. The course must be a graduate level course from a fully accredited institution and may not be an extension course, correspondence course, or professional school course (MD, DDS, etc) which is not cross-listed as a graduate course.

### **Procedure:**

1. Submit a course syllabus to your advisor/program director for review.
2. If course meets approval of the offering department, student will be notified in writing of same; however, final approval of course for transfer is given by the Graduate School, only after successful completion of the course.

Courses that have been used to earn a degree in another program may not be transferred in for credit in the Executive MHA degree program. Only excess credits can be used to transfer in courses. For example, if a student previously enrolled in a graduate program that required a total of 46 earned credit hours to receive the degree and the student earned those 46 credit hours only, no course could be transferred in. Content of these courses can be exempted (see below), though the total credit hours for either program would still be required. However, if said student earned a total of 49 credit hours in the graduate program, pending approval of the Faculty Policy Committee, one 3-credit hour course could be used to transfer in.

3. After completion of course, submit official transcript (showing grade earned of "P" or better), and letter of request that credits be applied to degree requirements, to the Assistant Registrar for Executive Programs.
4. The Academic Coordinator for Executive Programs will submit paperwork to Graduate School, and student will be notified, in writing, by the Graduate School when transfer of credit has been finalized.
5. Student should keep copy of Graduate School approval.

## **Exemptions & Substitutions**

### **Exemptions**

A student may request exemption from a required course on the basis of similar prior coursework completed previously at UNC or elsewhere. If an exemption is granted, the exemption is specific to the course, NOT to the relevant course credits, which means that the student must take an additional course in lieu of the exempted course. The procedure for requesting exemption is as follows:

If course is a department core course:

- 1) Submit a course syllabus to your advisor for review;
- 2) Submit official transcript to Academic Coordinator for Executive Programs, along with completed exemption form for exemption.
- 3) Student will be notified if additional information is required, or when a decision has been made.

### **Substitutions**

The procedure for requesting substitution (for credit) of a course taken previously for a required course EMP course is the same as above, with the additional requirement that the students must have earned a grade of "B" or better in the course.

Exemptions may be granted on the basis of prior academic or work; however, substitutions may be approved only for prior graduate coursework taken within the past five years. (See policy on Transfer of Prior Courses for additional information.)

## **Grades**

Graduate programs within the Graduate School of the University of North Carolina at Chapel use the following grading system. There is no numerical equivalent to the grades used. Consequently, no GPA is calculated.

### **Graduate Permanent Grades**

**H** High Pass

**P** Pass

**L** Low Pass

**F** Fail

### **Special Grading Symbols**

**F\*** Fail-Administratively Assigned; equivalent to F

**NG** No grade assigned

### **Temporary Grades**

**AB** Absent from final examination

**IN** Work incomplete

### **Accessing Grades**

Student access to grades:

1. Login at <https://connectcarolina.unc.edu>
2. Locate the '**Other Academic...**' dropdown box on the left.
3. Select the option labeled '**grades**'.
4. Click the >> button next to the drop down box.

For information on how to request an *official* transcript, please visit the Office of the University Registrar website: <http://registrar.unc.edu/academic-services/transcripts-certifications/>

### **Academic Eligibility**

A graduate student becomes academically ineligible to continue if he or she receives a grade of F, F\*, or nine or more hours of L. No mark falling below the standard represented by the grade of L is counted for graduate credit.

NOTE: A grade of “IN” will automatically convert to an “F\*” one year following the end of classes according to the University Calendar semester (not the Executive Master’s Schedule) in which the course was taken if a permanent grade has not been earned and reported.

### **Reinstatement**

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

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

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

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

The form is located at: <http://gradschool.unc.edu/forms/>.

### **Time to complete degree/Extension of time**

By following the prescribed course of study, the Executive Master’s Program may be completed within two years. We strongly encourage *continuous enrollment* according to the prescribed plan of study in order to complete the program within this timeframe. However, the Graduate School requires a graduate student working toward a master's degree to complete all requirements for the degree no more than five calendar years from the date of first registration. When special circumstances warrant, extension of time may be granted upon petition by the student to the director of the Executive Master’s Program, and ultimately to the Dean of the Graduate School. The form for requesting an extension of time can be found at: <http://gradschool.unc.edu/forms/>.

### **Leave of Absence**

Within the five-year limit, a graduate student in good academic standing may request a leave of absence from graduate study for a definite, stated period of time during which the student does not plan to make academic progress. In advance of the leave period, the graduate student shall present to the director of the Executive Master’s Program, and ultimately to the dean of the Graduate School (if approved by program director), a written request that explains why he or she wishes to take a leave. This request must be accompanied by written approval from the student's department chair or director of graduate studies. If the Graduate School approves the leave of absence, the time of that leave shall not count against the total time allowed for the degree. Readmission to the Graduate School after an approved leave of absence requires completion of an “Application for Readmission” form and is generally granted without problem. Ordinarily, a leave of absence may not be renewed. Leave of absence forms are available at <http://gradschool.unc.edu/forms/>

### **Readmission**

Any deviation from the prescribed plan of study that results in a break in enrollment will result in the student having to apply for readmission to the Graduate School before enrollment can resume. To resume studies, an application for readmission, along with an application for North Carolina residency status (if applicable), MUST be submitted to the department for consideration *no less than one week in advance* of the Graduate School deadlines indicated below. If readmission is approved, the department will forward to the Graduate School for consideration by their deadline indicated below. Forms are available at <http://gradschool.unc.edu/forms/>.

<b>TERM</b>	<b>EMP DEADLINE</b>	<b>GRADUATE SCHOOL DEADLINE</b>
Fall	June 23	July 1
Spring	November 23	December 1
Summer Session I	March 23	April 1
Summer Session II	April 23	June 1

### **Applying for Graduation**

All students must apply for graduation through their ConnectCarolina account. From the drop-down list in your Student Center, select “Apply for Graduation” on the Academics tab and follow the directions to confirm all program and personal information.

**If you do not see the “Apply for Graduation” link, you are not currently eligible to apply. If you believe this is in error, contact your graduate program.**

Applying for graduation instructions, as well as application deadlines, can be found on the Office of the University Registrar website (<http://registrar.unc.edu/academic-services/graduation/> )

Applications for graduation serve one semester only; a new application is required if degree requirements are completed in a later semester.

The Executive Master’s Program class schedule does not always conform to the traditional University Academic Calendar. However, regardless of the actual begin/end dates of EMP classes, we are required to adhere to the University calendar regarding registration, grade submission, application for graduation, etc.

You may use the worksheets below to monitor your progress towards completing your degree requirements:

## 2019 MHA PROGRAM WORKSHEET

MHA Degree Requirement Worksheet		Name:		
Course Number	Course Title	Semester Completed	Credits	Pertinent notes: all substitutions and exemptions.
<b>SPH CORE</b>				
HPM 671	Statistical Methods for HPM		3	
SPHG 600	Introduction to Public Health		3	
<b>DEPT CORE</b>				
HPM 705	Base Camp Workshop I		0.5	
HPM 706	Base Camp Workshop II		0.5	
HPM 605	Journaling I		0.5	
HPM 606	Journaling II		0.5	
HPM 607	Journaling III		0.5	
HPM 608	Journaling IV		0.5	
HPM 609	Journaling V		0.5	
HPM 610	Journaling VI		0.5	
HPM 710	Health Law		3	
HPM 726	Healthcare Strategy and Marketing		4	
HPM 728	Leadership & Workforce Management		4	
HPM 734	Approaches to Business Plan Development		1	
HPM 735	Advanced Concepts and Applications in Health Policy and Management		3	
HPM 743	Health Care Reimbursement		1	
HPM 746	Financial and Managerial Accounting		4	
HPM 748	Health Care Policy and Economics		3	
HPM 753	Health Care in the United States: Structure and Policy		4	
HPM 776	Health Care Information & Quality Tools		2	
<b>MHA CORE</b>				
HPM 747	Health Care Finance & Analytics		4	
HPM 777	Health Care Information & Quality Apps		2	
HPM 779	Operations Research for Healthcare Systems		4	
<b>Elective Courses:</b>				
			49	
<b>TOTAL CREDIT HOURS FOR GRADUATION</b>			<b>49</b>	

## Guidelines for HPM Student Concerns and Complaints

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

<http://policies.unc.edu/> .

In addition to compliance with University policies, HPM follows guidelines from the Gillings School of Global Public Health (GSGPH) when addressing student concerns. These can be found at

<http://sph.unc.edu/files/2014/04/Addressing-Student-Concerns1.pdf>

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

### **Process**

1. Contact and discuss with the course instructor or the individual with whom you have a concern. If the issue is unresolved, proceed to Step 2.
2. Discuss your concern with the director of the program in which you are enrolled. Contacts for each degree program are as follows:

Program	Director/Co-Directors	Email	Telephone
BSPH	Melanie Studer	<a href="mailto:Melanie_studer@unc.edu">Melanie_studer@unc.edu</a>	919-843-2576
Residential Master's	Paula Song	<a href="mailto:psong@email.unc.edu">psong@email.unc.edu</a>	919-966-8788
Executive Master's	Bill Gentry	<a href="mailto:wgentry@email.unc.edu">wgentry@email.unc.edu</a>	919-966-4228
PhD	Marisa Domino	<a href="mailto:domino@unc.edu">domino@unc.edu</a>	919-966-3891
DrPH	Pam Silberman	<a href="mailto:pam_silberman@unc.edu">pam_silberman@unc.edu</a>	919-966-4525

If the issue continues to be unresolved, proceed to Step 3.

3. Discuss your concern with the Department Chair, Dr. Morris Weinberger, [mweinber@email.unc.edu](mailto:mweinber@email.unc.edu), 919-966-7385. Depending upon the nature of the issue, at this point the Chair may convene a committee of faculty members to review the concern, interview the involved parties, and determine an appropriate course of action.
5. At any point in the process it may be determined that a University policy takes precedence and will be followed.
6. As stated in the GSGPH guidelines, if you are not comfortable interacting with the Instructor, Program Director, or Department Chair, at any time in the process, the Assistant Dean for Student Affairs, Charletta Sims Evans, [sph-osa@unc.edu](mailto:sph-osa@unc.edu), 919-966-2499, will meet with you.
7. If all preceding steps do not result satisfactorily, then continue to follow the GSGPH guidelines, steps 5 and 6. Appeal to the UNC Graduate School is also an option.



## **Timeliness**

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

## **Confidentiality**

Concerns or issues are handled in a confidential manner in compliance with University FERPA, (<http://registrar.unc.edu/academic-services/uncferpa/>) and/or HIPAA regulations, (<http://research.unc.edu/offices/research-compliance-program/privacy/hipaa/hipaa-basics/>). The “Student Grievance Policy and Procedures, University of North Carolina at Chapel Hill” is found at <https://unc.policystat.com/policy/4469271/latest/>

## **Tuition Payment**

You can access your tuition bill through ConnectCarolina.

Payment options can be found at: <https://cashier.unc.edu/payment-options/>

For important dates and deadlines regarding tuition billing, please visit: <https://cashier.unc.edu/tuition-fees/important-dates/>

If you did not register during the early registration period, you must submit payment for tuition before you can register for classes.

## **Residence Status for Tuition Purposes**

In order to be considered for in-state residency status for tuition purposes any student, admitted to and enrolled in a graduate degree program administered by The Graduate School, with a nonresident status is required to submit a residency application in order to be considered for re-classification for in-state tuition benefits.

Once granted in-state status for tuition purposes, this status will remain in effect unless the student fails to enroll for longer than a 12-month period. Should the student’s residency status change to nonresident, they will need to re-apply in order to be considered for re-classification for in-state tuition benefits. Additional information as well as an online Application for North Carolina Residency for Tuition Purposes can be found at <http://gradschool.unc.edu/student/residency/>.

## **Veterans Education Benefits**

Veterans who expect to use veterans educational benefits may visit our website at:

<http://registrar.unc.edu/academic-services/veteran-affairs/>

For additional questions, you may contact [Jan Benjamin](#), the University Veterans Certifying Official by email [jan.benjamin@unc.edu](mailto:jan.benjamin@unc.edu) or by phone (919) 962-9864.

**All Graduate School FORMS can be found on their website at:**

<http://gradschool.unc.edu/academics/resources/forms.html>

- Transfer of Credit Form
- Extension of Time
- Leave of Absence
- Reinstatement
- Readmission

## GUIDELINES FOR SETTING UP AN INDEPENDENT STUDY COURSE

1. Discuss the possibility of an independent study course with your potential independent study instructor.
2. Student drafts study proposal outline plans for:
  - a) Topic to investigate
  - b) Time frame and schedule
  - c) Evaluation method (exam, paper, or both)
  - d) Type and frequency of student/faculty contact.

NOTE: Including contact hours, students should expect to spend on the average about 110 -135 total hours in the course (for a 3 hour course or 37-45 hours for a 1 hour course).

3. Faculty and Student must agree on an independent study plan in writing, copies kept by faculty and student.
4. As a guideline for minimum assignments, students should expect the following:
  - a) Students should identify (with help from faculty) at least one or two books to read for background information on the independent study topic.
  - b) Students should maintain a bibliography of articles read; a bibliography of 30-50 peer reviewed papers, at a minimum, is a good target for the independent study.
  - c) Student and Faculty should agree on mechanism to synthesize topic covered. The most frequently used mechanism is a paper (10-15 pages) covering the topic. Many faculty and students find that a literature review is a good way to synthesize knowledge gained. The paper can be used

to evaluate the student's performance (2c above). (NOTE: We recommend Health Sciences Literature Review Made Easy: The Matrix Method by Judith Garrarad as a guide for the literature review.)

<http://www.amazon.com/Health-Sciences-Literature-Review-Made/dp/0763740047>

3. Faculty will normally grant only one extension beyond the end of the term (by giving an incomplete grade.) A grade will be assigned at the end of the extension period even if work has not been completed. Students should expect a P grade unless the faculty judges that the performance of the student is clearly outstanding (for example, writing a paper of publishable quality.)



UNC

GILLINGS SCHOOL OF  
GLOBAL PUBLIC HEALTH

