

# **MS and PhD in Health Services Research**

**GUIDEBOOK**

**2013 – 2014**

**Boston University** School of Public Health  
Department of Health Policy & Management

[sph.bu.edu/hpm](http://sph.bu.edu/hpm)

# **MS and PhD PROGRAM IN HEALTH SERVICES RESEARCH**

## **BOSTON UNIVERSITY SCHOOL OF PUBLIC HEALTH**

Department of Health Policy & Management

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### **Boston University Policy Statement**

Boston University and the Boston University School of Public Health reserve the right to change the policies, curricula, or any other matter in this handbook without prior notice. Students will be notified of major changes as soon as practicable after they are decided.

## **Welcome to Boston University School of Public Health and the Department of Health Policy & Management!**

Dear HSR Student:

I am delighted to welcome you to the Boston University School of Public Health as a Health Services Research student. Let me take this opportunity to introduce you to the Department of Health Policy & Management, and the MS and PhD Programs in Health Services Research.

The Department has developed this guide because we believe this information will be useful as you begin the program. Please read it before settling on your first year courses, and review it regularly as you plan your work in the program.

Before you register, it is important that you communicate with your advisor and with me as soon as possible to plan your course selections for the degree and to learn to optimize the school's and university's resources. Our academic advisors look forward to getting to know you and being of help as you seek to achieve your professional goals. Faculty advisors can help you move towards identifying your thesis(MS)/dissertation(PhD) topic and committee, choose courses, seek research, conference presentation, and publication opportunities, and network and plan your career.

Our faculty actively participates in research, collaborating not only with researchers in the School of Public Health but also with a large number of investigators in the Boston University Medical Center, the U.S. Department of Veterans Affairs, and other institutions. Two VA Centers of Excellence are intimately connected to the department research activities—the Center for Organization, Leadership and Management Research (COLMR) and the Center for Health Quality, Outcomes, and Economic Research (CHQOER). These collaborations bring broad experience to the classroom in a wide range of health services research applications.

The Department has three degree programs, the MPH and the MS and PhD Programs in Health Services Research. Some students who obtain their MS go on to the PhD program, while others enter the PhD program after obtaining MPH degrees. The MS/PhD programs provide advanced professional training in health services research to prepare individuals for leadership in health services research and methodology. Thus, the department brings together a wide range of students with varied interests.

In addition to reading this *Guidebook*, you should become familiar with B.U. School of Public Health policies, procedures, and resources by reading the *BUSPH Bulletin* and *Student Handbook*.

Courses that currently satisfy the MS and PhD program requirements are listed in this Guidebook. These lists might change slightly from year to year, but you may satisfy requirements with courses under any list in effect while you are enrolled here.

Students also are expected to attend other seminars and meetings in the Department of Health Policy & Management, in affiliated research centers, and elsewhere. These include roughly bi-weekly meetings of MS and PhD students with the Program Director, the monthly departmental research seminar, and periodic training sessions in the Responsible Conduct of Research Program on the Boston University Medical Campus held twice a semester.

The Department of HP&M will use email as our primary means of communicating with you. Please be sure to sign up for a Boston University email account as soon as possible. If you wish, you may arrange to forward mail from this account to another that you routinely use.

Please consult with me, your advisor, or Rebecca Song (the department's Academic Program Manager), if you have questions about the program requirements or about other issues.

Best wishes for your success in the program!

Sincerely,

Jim Burgess  
Director, PhD/MS Program in Health Services Research

**Mission**

The mission of the Boston University School of Public Health is to improve the health of local, national and international populations, particularly the disadvantaged, underserved and vulnerable, through excellence and innovation in education, research and service.

**Strategic Themes**

Involved: Emphasize real-world involvement and meaningful partnerships

Interconnected: Emphasize interdisciplinary efforts and integrated programs

Global: Emphasize global health issues and perspectives



# Table of Contents

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Welcome from Program Director .....	iv
Quick Reference Guide.....	1
Important Dates .....	2
MS Graduation Calendar .....	3
<b>Section 1 Introduction to the MS and PhD programs in HSR.....</b>	<b>4</b>
<b>Section 2 MS Course Requirements .....</b>	<b>8</b>
<b>Section 3 Thesis for the MS program .....</b>	<b>11</b>
<b>Section 4 PhD Course Requirements .....</b>	<b>11</b>
<b>Section 5 Additional Policies of the PhD Program in HSR.....</b>	<b>17</b>
<b>Section 6 Qualifying Exam for PhD Students .....</b>	<b>21</b>
<b>Section 7 Dissertation for the PhD program in HSR.....</b>	<b>23</b>
<b>Section 8 Student Policies .....</b>	<b>27</b>
Compliance Requirements	
Academic Honesty	
Grading Standards, Probation, Dismissal	
Registration Requirements	
Program Time Limit	
Course Waivers and Transfer Credit	
Training as Researchers	
Thesis Abstract, Defense, and Submission	
The Official MS Student Record	
International Students	
<b>Section 9 Student Resources and Professional Development.....</b>	<b>34</b>
Writing Assistance Program	
Disability Services	
Student Health and Behavioral Medicine	
Communications	
Events	
Professional Development	
<b>Section 10 Faculty.....</b>	<b>37</b>

## APPENDICES

<b>Appendix A: Student Progress .....</b>	<b>39</b>
Student Progress Through MS in HSR	
Template for Student Self-Evaluation	
<b>Appendix B: Thesis/Dissertation Submission Forms .....</b>	<b>41</b>
Thesis/Dissertation Abstract Submission Form	
Thesis/Dissertation Transmittal Form	
Thesis/Dissertation Completion Record	
<b>Appendix C: FAQs .....</b>	<b>45</b>
<b>Appendix D: Doctoral Competencies .....</b>	<b>47</b>





## Quick Reference Guide

Please see the SPH Bulletin ([bu.edu/bulletins/sph](http://bu.edu/bulletins/sph)) and the SPH Student Handbook ([sph.bu.edu/studenthandbook](http://sph.bu.edu/studenthandbook)) for all resources available to SPH students.

Subject	Office & Contact Info
<p><b>Course Materials</b></p>	<p><b>Online:</b> Course information, assignments, and syllabi are often posted on a course webpage at <a href="http://learn.bu.edu">learn.bu.edu</a>. A BU email address and Kerberos password are required for access.</p> <p><b>Course Readers and textbooks</b> are available for purchase through Barnes &amp; Noble bookstore located at 660 Beacon Street, Kenmore Square, Boston University Charles River Campus.</p>
<p><b>Career Services:</b> Resume reviews; Networking; Job fairs; Career workshops</p>	<p><b>Office of Career Services:</b> <a href="http://sph.bu.edu/careers">sph.bu.edu/careers</a> Talbot 2 East Maria McCarthy, <a href="mailto:mamcc@bu.edu">mamcc@bu.edu</a>, 617-638-4602 Lisa Toby, <a href="mailto:ltoby@bu.edu">ltoby@bu.edu</a>, 617-638-4675</p>
<p><b>Financial Assistance</b></p>	<p><b>Office of Student Financial Services:</b> <a href="http://bumc.bu.edu/osfs">bumc.bu.edu/osfs</a> <a href="mailto:osfs-sph@bumc.bu.edu">osfs-sph@bumc.bu.edu</a> 617-638-5130; 617-638-5115; or 877-776-6243</p> <p><b>SPH Admissions, Financing Your Education:</b> <a href="http://sph.bu.edu/admissions/financingyoureducation">sph.bu.edu/admissions/financingyoureducation</a></p>
<p><b>Housing:</b> Seeking a roommate</p>	<p><b>Office of Housing Resources:</b> <a href="http://bumc.bu.edu/ohr">bumc.bu.edu/ohr</a></p>
<p><b>Library Resources:</b> Paper and online books and journals; Reserve materials; Computer labs; Research guides</p>	<p><b>Alumni Medical Library:</b> <a href="http://med-lib.bu.edu">med-lib.bu.edu</a> L Building, 12<sup>th</sup> Floor 617-638-4232</p> <p><b>Boston University Library Network:</b> <a href="http://bu.edu/library">bu.edu/library</a></p>
<p><b>Parking and Transportation:</b> Student T passes</p>	<p><b>Office of Parking and Transportation Services:</b> <a href="http://bumc.bu.edu/parking">bumc.bu.edu/parking</a> 710 Albany Street 617-638-4915</p>
<p><b>Registration Information:</b> Graduation applications; Course Rotation guide; Academic policies; Transcripts</p>	<p><b>Registrar's Office:</b> <a href="http://sph.bu.edu/registrar">sph.bu.edu/registrar</a> Talbot 2 Center Chris Paal, <a href="mailto:cpaal@bu.edu">cpaal@bu.edu</a>, 617-638-4963</p> <p>Degree students <b>register</b> online at <a href="http://bu.edu/studentlink">bu.edu/studentlink</a> <b>Unofficial transcripts</b> available at <a href="http://bu.edu/studentlink">bu.edu/studentlink</a>; <b>Official transcripts</b> available at <a href="http://bu.edu/reg">bu.edu/reg</a></p>
<p><b>Student Health Behavioral Medicine</b></p>	<p><b>Student Health Services:</b> <a href="http://bu.edu/shs">bu.edu/shs</a> or <a href="http://bu.edu/mentalhealth">bu.edu/mentalhealth</a> 881 Commonwealth Avenue 617-353-3575</p>
<p><b>Student Services:</b> Student organizations; Academic accommodations; Orientation; Commencement; Student events</p>	<p><b>Office of Student Services:</b> <a href="http://sph.bu.edu/studentinsider">sph.bu.edu/studentinsider</a> or <a href="http://sph.bu.edu/students">sph.bu.edu/students</a> Talbot 2 East Brendan Hoey <a href="mailto:brendan2@bu.edu">brendan2@bu.edu</a>, Andrea Tingue <a href="mailto:atingue@bu.edu">atingue@bu.edu</a>, or Mary Murphy-Phillips, <a href="mailto:mcmurph@bu.edu">mcmurph@bu.edu</a> 617-638-5062</p>

**IMPORTANT DATES THROUGHOUT THE ACADEMIC YEAR**

Boston University School of Public Health (BUSPH), like other schools & programs on the Medical Campus, maintains its own academic calendar distinct from the Charles River Campus. It is important that students always refer to the BUSPH registration packets, academic calendar, and websites for SPH-specific information. That said, SPH endeavors to align its schedule with the Charles River Campus schedule while still allowing for 15 class meetings for our four-credit courses.

**BUSPH Key Dates:**

<b>Fall Semester 2013</b>	
Last day to add classes online	Monday, September 2
Labor Day Holiday, Classes Suspended	Monday, September 2
Instruction begins	Tuesday, September 3
Last Day to ADD Standard Classes, assuming student has instructor signature on paper add/drop form	Before the second class meeting day
Last Day to DROP Standard Classes without a W grade	Monday, October 7
Last Day to Change from Credit to Audit Status in standard courses	Monday, October 7
Columbus Day Holiday, Classes Suspended	Monday, October 14
Substitute Monday Schedule of Classes	Tuesday, October 15
Graduation Applications available for January graduation	Monday, October 14
Last Day to DROP Standard Classes with a W grade	Friday, November 8
Classes Held at Boston University, including SPH	Friday, November 11
Fall Recess Begins	Wednesday, November 27
Instruction Resumes	Monday, December 2
Last Day to Officially Withdraw or take a Leave of Absence from Boston University for Fall 2013	Tuesday, December 3
Last Class or Final Exams begin	Monday, December 16
Last Class or Final Exams end	Friday, December 20

**Fall 2013 Withdrawal\* and Tuition Refund Schedule**

(<http://www.bu.edu/reg/dates/withdrawal-and-tuition-refund-schedule/refund-schedule-spring-2013-2/>)

Prior to first day of class (September 3)	100% refund of tuition and fees
September 3 – September 16	80% refund of tuition only
September 17 – September 23	60% refund of tuition only
September 24 – September 30	40% refund of tuition only
October 1 – October 7	20% refund of tuition only
As of October 8	0% refund

\*A withdrawal means dropping ALL classes at the University. Students must complete a withdrawal form (forms are available in the SPH Registrar’s Office).

Spring Semester 2014	
Registration Begins for Degree Candidates	Wednesday, October 30
Instruction Begins at BUSPH	Monday, January 13
Instruction Begins at CRC	Wednesday, January 15
Martin Luther King Holiday, no classes	Monday, January 20
Official Fall 2013 Graduation Date	Saturday, January 25
Payment Deadline for New Students	Friday, January 31
Deadline to Waive Student Health Insurance	TBA; end of January
President's Day Holiday, no classes	Monday, February 17
Substitute Monday Schedule of Classes	Wednesday, February 19
Last day to drop a standard class without a "W" grade (most SPH classes are non-standard)	TBA, February
Registration Begins for Summer 2014	TBA, early March
Spring Break	March 8 – March 16
Last day to drop a standard class with a "W" grade (most SPH classes are non-standard)	TBA; end of March
Registration Begins for Fall 2014	TBA; early April
Patriot's Day Holiday, no classes	Monday, April 21
Substitute Monday Schedule of Classes	Thursday, April 24
Official Spring 2014 Graduation Date	Saturday, May 17

For the Spring 2012 Withdrawal and Tuition Refund Schedule, check [bu.edu/reg/registration/wdwlreg.html](http://bu.edu/reg/registration/wdwlreg.html).

Master of Science and Doctoral Graduation Calendar			
MS and Doctoral Candidates (MS/PhD)	September 25, 2013 Award	January 25, 2014 Award	May 19, 2014 Award
<b>Graduation Application</b> (submitted to the BUSPH registrar)	July 1, 2013	October 31, 2013	February 14, 2014
<b>Thesis/Dissertation Abstract</b> (submitted to the BUSPH Registrar and Doctoral Program Director)	At least 30 days prior to the Thesis/Dissertation Defense	At least 30 days prior to the Thesis/Dissertation Defense	At least 30 days prior to the Thesis/Dissertation Defense
<b>Last Date to hold Thesis/Dissertation Defense</b>	August 16, 2013	November 26, 2013	April 14, 2014
<b>Deadline for Submission of Approved and Signed Dissertation</b> (2 copies due to Mugar Memorial Library)	September 11, 2013	December 16, 2013	May 2, 2014

### School of Public Health Policy on Religious and Government Holidays

The School, in scheduling classes on religious or government holidays, intends that students observing these holidays be given ample opportunity to make up work. Faculty members who wish to observe such holidays will arrange for another faculty member to meet with their classes or for canceled classes to be rescheduled.

### Emergency Cancellation Information

In the event of an emergency or class cancellation, notices will be posted to the BUSPH Student Insider (<http://sph.bu.edu/si>) and the BUSPH web site ([sph.bu.edu](http://sph.bu.edu)). Email messages will also be sent to faculty, staff and students in the event of closings. A message will also be posted to the BUSPH main telephone number: 617-638-4640.

**PLEASE NOTE:** Do not rely on information about closings for the Charles River Campus or Boston University. The Boston University Medical Campus has different closing policies from the Charles River Campus. Obtain information specific to SPH from the above resources. Instructors are required to reschedule cancelled classes. Students will be notified by the instructor of make-up dates for any cancelled classes.

**Section****1**

# Introduction to the MS and PhD Programs in Health Services Research

**OVERVIEW**

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***What Is Health Services Research?***

*Health services research is the multidisciplinary field of scientific investigation that studies how social factors, financing systems, organizational structures and processes, health technologies, and personal behaviors affect access to health care, the quality and cost of health care, and ultimately our health and well-being. Its research domains are individuals, families, organizations, institutions, communities, and populations.*

*(Defined by AcademyHealth, June 2000)*

The Health Services Research program at the Boston University School of Public Health focuses on developing independent research scientists and scholars with excellent methodological skills and strong substantive knowledge of health care settings and policies. The methodological skill emphasis encompasses qualitative and quantitative methods and an understanding of diverse interdisciplinary and transdisciplinary perspectives. The development of substantive knowledge is presented in the context of the multiple and diverse perspectives on the delivery of health services. The desired program outcome is for students to develop the necessary skills to conceive, design and execute innovative research projects of high quality within the peer review process. The practical context of the educational approach employed will enable students to produce research findings that address challenging problems in clinical and management settings and to translate and apply them in those settings.

\* \* \*

This program is committed to education in both quantitative and qualitative research methods and encourages students to develop facility in mixed methods research. This program has particular strengths in health services research on health care quality and outcomes, on health economics, on organizational behavior and transformation, and on how to improve the implementation and sustainability of desired changes in health care. Students in the PhD program specialize in either health economics or health outcomes and quality, there are no specializations in the MS program.

The conceptual framework nature of the BUSPH health services research program is based upon the theoretical knowledge and core competencies within which the program operates. In particular, the program focuses on developing the ability to apply or develop theoretical and conceptual models relevant to health services research. Doctoral students in the BUSPH program develop the ability to create transdisciplinary models that incorporate elements of frameworks from across fields, depending on the depth of their previous background and additional perspectives gained in the program. Conceptual frameworks available for study in this program include social sciences (e.g. economics, sociology, anthropology, psychology); the management sciences (e.g. organizational theory, operations research); epidemiology and clinical sciences; and law and political science. Doctoral students ordinarily take courses in most of these areas.

This program ties classroom education closely to practical experience in research. Our students are assisted, encouraged, and expected to begin developing their dissertation research projects early in their studies. Most students also work directly with a faculty mentor to gain hands-on experience in current health services research.

At BUSPH, the health services research program is enriched by a department faculty drawn from many of the above fields. Faculty are actively engaged in diverse areas of research, and the department is closely affiliated with two US Department of Veterans Affairs centers for health services research. Our diverse student body also enriches classroom discussions, as the MS and PhD students in health services research courses include physicians in research-focused clinical fellowships, various other clinicians, and students entering with Master's Degrees in public health, economics, management, psychology, and many other fields.

The aim of the PhD program is to educate independent research scientists and scholars with excellent methodological skills and substantive knowledge of health care policies and settings. Graduates will be prepared for excellence in academic faculty positions and research positions in industry and the public sector.

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## COMMUNICATIONS

All official communications from BUSPH will be sent to your BU email. Please activate a BU email account as soon as possible after you accept admission to the program. You may elect to have this email forwarded to an alternative email account. You should regularly check and clean out your BU email so the mailbox has sufficient space to accept messages.

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## ADVISING

The Health Services Research program at BUSPH offers students substantial advising support — from your Academic Advisor, the Program Director, and the department faculty member who eventually chairs your thesis/dissertation committee.

After considering your areas of interest, the Health Services Research Program Director, Jim Burgess, assigns each student a faculty member as an Academic Advisor.

### **Program Director**

Prof. Burgess remains available to discuss your goals and interests, your choice of courses and appropriate schedule, possible research assistant roles, plans for your dissertation, and any questions or concerns about the Health Services Research Program. He is glad to discuss any such issues with HSR students.

### **Academic Advisor**

For your successful progress, you should meet regularly with your Academic Advisor, to help plan your direction in the program. For both the MS and PhD Programs, the Academic Advisor not only consults on your choice of courses, but—more importantly—helps you begin as soon as possible to think about an appropriate thesis(MS)/dissertation(PhD) topic, choose a thesis/dissertation advisor, and form a thesis/dissertation committee.

Further, your Academic Advisor is a professional mentor, available to discuss how you can gain the skills and competencies you need to advance your goals and career. You may wish to discuss, for example, which professional meetings to attend and association(s) to join, how to submit your research findings for presentation at conferences and especially for publication, or whether and how to seek funding to support your dissertation research.

### **Thesis/Dissertation Advisor**

After you form a dissertation committee, your committee chair will become a primary conduit to help you consider such questions to further your professional development. (Other sections of this *Guidebook* address your work with your thesis/dissertation committee.)

## Planning

Boston University offers its students an enormous array of intellectual opportunities and resources on both the Medical and Charles River Campuses. In addition to successfully completing required courses and your chosen electives, you will need to plan carefully and make choices in your dissertation work and supplemental activities to enhance your career preparation. Among your most valuable resources at BUSPH are your advisors.

As you develop your course plan with Prof. Burgess and your Academic Advisor, this *Guidebook* and a number of tools included in it will be helpful. You are encouraged to use the Advising Worksheet in this Guidebook to help keep track of your progress towards meeting PhD program course requirements. It's also a requirement to note your progress and plans in the Student Annual Report (see Appendix A).

Prof. Burgess is the most knowledgeable resource, and is available to discuss any aspect of your academic plan, especially plans for coursework. Students must obtain his approval to take any elective course not specifically mentioned in this *Guidebook*.

Please see Section 3 of this Guidebook for additional policies on advisors.

## Problems

If you meet roadblocks executing your academic plan, return to your Academic Advisor or Prof. Burgess, the Health Services Research Program Director, for guidance. The Registrar's Office is also available to provide help with academic roadblocks. The Student Services Office can help students connect with many useful resources.

If you wish to request a change of Academic Advisor, please contact Prof. Burgess.

For information concerning policies on timely completion of course requirements, please refer to the following website from the Registrar's Office:

[sph.bu.edu/registrar/policies/completingrequirements](http://sph.bu.edu/registrar/policies/completingrequirements).

## ACADEMIC ASSISTANCE

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The University has numerous resources available to students, including the Educational Resource and Writing Centers on the Charles River Campus, and the Writing Assistance program at SPH for MS students. See the BUSPH Student Handbook ([sph.bu.edu/studenthandbook](http://sph.bu.edu/studenthandbook)) or your advisor for additional information on all resources available to students.

## COMPETENCIES FOR MS IN HEALTH SERVICES RESEARCH

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Upon completion of the program students will be able to:

- Evaluate current trends in health care spending, finance, utilization of services, changes in organization, health care status and incidence of disease.
- Choose appropriate solutions to issues in the measurement of health care outcomes and quality.
- Describe contributions (and limitations) of perspectives derived from the fields of sociology, political science, law, economics, epidemiology and medicine.
- Locate, obtain and apply appropriate publicly available data to solve health services research problems.

- Formulate testable hypotheses and choose the appropriate research methods to test that hypothesis.
- Apply methods and data analysis using both qualitative and quantitative techniques.
- Conduct a critical and analytical review of the health services literature.
- Identify design options that might compromise the efficiency of a study.
- Apply advanced statistical concepts including confidence intervals and hypothesis testing, sample size and power considerations, analysis of variance and multiple comparisons, correlation and regression, logistic regression, and survival analysis.
- Locate and utilize a broad range of databases and other resources for conducting health services and health policy research.
- Develop and conduct a peer review publishable research study in a topic area of interest.
- Communicate research findings to managers and policy makers.

### **COMPETENCIES FOR PHD IN HEALTH SERVICES RESEARCH**

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Upon completion of the program, students will be able to:

- Acquire knowledge of the context of health and health care systems, institutions, and actors, and environment.
- Apply or develop theoretical and conceptual models relevant to health services research
- Pose relevant and important research questions, evaluate them, and formulate solutions to health problems, practice, and policy
- Use or develop a conceptual model to specify study constructs for a health services research question and develop variables that reliably and validly measure these constructs
- Describe the strengths and weaknesses of study designs to appropriately address specific health services research questions
- Sample and collect primary health and health care data and/or assemble and manage existing data from public and private sources
- Execute and document procedures that ensure the reproducibility of the science, the responsible use of resources, and the ethical treatment of research subjects
- Demonstrate proficiency in the appropriate application of analytical techniques to evaluate health services research questions
- Work collaboratively in teams within disciplines, across disciplines, and/or with stakeholders
- Effectively communicate the process, findings, and implications of health services research through multiple modalities with stakeholders
- Effectively translate knowledge to policy and practice

See Appendix D for the full list of competencies students gain through the PhD program in Health Services Research.

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# Section 2

## MS Course Requirements

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### MASTER OF SCIENCE REQUIREMENTS

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The School of Public Health requires students pursuing a Master of Science in Health Services Research to:

- Complete at least 31 graduate-level credits, within 3 years of matriculation
- Complete at least 23 credits within the Boston University School of Public Health.
- Participation in two Boston University training programs is required for MS Clinical Fellows and strongly recommended for other MS students: training in the responsible conduct of research and training in the protection of human research subjects
- Complete a thesis that is the equivalent of one publishable paper within 5 years of matriculation.
- Successfully defend the thesis and receive final approval from the thesis committee.
- Earn a BUSPH grade point average (GPA) of 3.0 or higher.
- Complete the MS degree within five years.

### THESIS

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Students in the MS program are required to complete a thesis that provides a culminating experience and applies the principles and methods learned in the coursework to a health services research problem. The completed thesis must display proficiency with research and analytic skills. It must be presented in a format such that it could be submitted to a peer-reviewed journal in health services research or related fields. It may consist of a substantial meta-analysis of existing literature, an independent analytic work, or a substantial qualitative case analysis.

Students generally develop their thesis proposal and nominate their thesis committee while completing their course work. The first Health Services Research Methods course (PM811) provides an opportunity to develop a proposal, which ordinarily will become the topic for the thesis. Students may choose to develop a different topic if desired. The thesis committee for a student must approve the proposal for the thesis following submission of a preliminary proposal.

Please see "Thesis Guidelines" section of this Guidebook for more information on finding a topic, structure, timeline, and other issues.

Upon completion, the thesis advisor and at least one other reader must approve the thesis. Two readers in addition to the thesis advisor will be recommended for some committees, depending on the content areas of the thesis. The Director of the MS Program and the thesis advisor must approve the readers in advance; at least one committee member must be faculty in the Department of Health Policy & Management. The student must then present the thesis orally for review by members of the program faculty, with both the advisor and reader(s) present. No less than 30 days before that oral thesis defense, the student must complete a committee-approved abstract of 350 words or less, and send a final draft of the entire thesis to thesis committee members, with committee agreement that it is ready to defend.

MS students who have finished coursework but are still working on a thesis must register each spring and fall semester until the thesis is completed for PM980, Continuing Study, for access to advisors and other BUSPH and university resources. There are specific deadlines for when a thesis must be completed during each semester; a failure to meet those deadlines will mean delaying graduation until the following semester and, in fall or summer, will mean payment for Continuing Study in the following semester. Registration for PM980 with additional full-time certification ("Certified Full-time") coding by the SPH Registrar may facilitate deferring payment on student loans and obtaining financial aid. (Note that the cost of PM980 is equivalent to 2 credits, but the student is registered for zero credits, and no grade is generated.)

(Deadlines for abstract approval, oral defense, and library submission of the completed thesis are published annually by the BUSPH Registrar in the Graduation Calendar included at the front of this Guidebook. Appendix B provides links on logistics, issues including formatting the thesis and the required submission to the university library before graduation.)

## **ADDITIONAL THESIS GUIDELINES FOR CLINICAL FELLOWS**

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Clinical Fellows will work with a Health Policy and Management faculty advisor in conjunction with his/her advisor from the School of Medicine on the thesis and are also recommended to have at least two readers along with the primary thesis advisor. A Fellow intending to graduate in the spring must submit a proposal by the previous September 15th and obtain committee approval of the thesis proposal by December 15th. This ensures that Fellows stay on track to receive their degrees before completing their fellowships.

## **CONTINUING STUDY**

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MS students who have finished coursework and are working only on their thesis must register for PM980, Continuing Study, each fall and spring semester until the thesis is completed. Registration for PM980 with additional full-time certification ("Certified Full-time") coding by the SPH Registrar may facilitate deferring payment on student loans and obtaining financial aid. (Note that the cost of PM980 is equivalent to 2 credits, but the student is registered for zero credits, and no grade is generated.)

**COURSEWORK**

<i>Must earn a B or better in all six Required Courses</i>	<b>Semester Offered</b>
<p><b>SIX REQUIRED COURSES INCLUDE THESE FIVE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> BS704: Introduction to Biostatistics (3)</li> <li><input type="checkbox"/> EP713: Introduction to Epidemiology (3)</li> <li><input type="checkbox"/> PM811: Health Services Research Methods (4)</li> <li><input type="checkbox"/> PM814: Contemporary Theoretical &amp; Empirical Issues in Health Services (4)</li> <li><input type="checkbox"/> PM821: Advanced Health Services Research Methods (3)</li> </ul> <p><b>AND ONE "CONCEPTUAL FRAMEWORK" COURSE:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> PM824: Theory and Research on Organizations (4) <b>OR</b></li> <li><input type="checkbox"/> PM826: Health, Illness and the Use of Health Services (4) <b>OR</b></li> <li><input type="checkbox"/> PM833: Health Economics (4)* <b>OR</b></li> <li><input type="checkbox"/> PM842: Health Economics for Health Services Research (5)* <b>OR</b></li> <li><input type="checkbox"/> CAS EC581: Health Economics (4)* <b>OR</b></li> <li><input type="checkbox"/> GMS MA710: Medical Anthropology and Qualitative Research Methods and Design (3), plus a 1-credit Directed Study <b>OR</b></li> </ul> <p><b>* Note: Only one Health Economics course may be taken for the MS.</b></p>	Fall, Spring, Summer II
	Fall, Spring
	Fall, Spring
	Fall
	Summer I
	Fall every other year. (Odd years)
	Spring
	Fall
	Spring alternate years. (Odd years)
	Spring
Fall	
Plus elective courses as needed to complete the required minimum of 31 credits, from among the following courses:	
<ul style="list-style-type: none"> <li style="width: 33%;"><input type="checkbox"/> BS 723 (4)</li> <li style="width: 33%;"><input type="checkbox"/> PM 828 (4)</li> <li style="width: 33%;"><input type="checkbox"/> CAS EC 501 (4)</li> <li style="width: 33%;"><input type="checkbox"/> BS 775 (4)</li> <li style="width: 33%;"><input type="checkbox"/> PM 830 (4)</li> <li style="width: 33%;"><input type="checkbox"/> BS 805 (4)</li> <li style="width: 33%;"><input type="checkbox"/> PM 831 (2)</li> <li style="width: 33%;"><input type="checkbox"/> LW 751 (4)</li> <li style="width: 33%;"><input type="checkbox"/> PM 837 (4)</li> <li style="width: 33%;"><input type="checkbox"/> LW 799 (2)</li> <li style="width: 33%;"><input type="checkbox"/> PM 855 (4)</li> <li style="width: 33%;"><input type="checkbox"/> PM 824 (4)</li> <li style="width: 33%;"><input type="checkbox"/> SB 818 (4)</li> </ul> <p><i>Or choose electives from among the above "Conceptual Framework" courses that are not used to meet that requirement. Or others with Program Director's approval.</i></p>	
<b>Thesis Requirement:</b> Must have approval to begin thesis. Must register for PM980 every fall and spring semester that the thesis is not completed after coursework has been finished.	
<b>Please note – Calendar for Thesis Defense and Submission:</b>	
<ul style="list-style-type: none"> <li>* Approved <b>Thesis Abstract</b> must be submitted to BUSPH Registrar and Program Director at least 30 days before Thesis Defense</li> <li>* Thesis Defense: see semester deadlines, published annually for BUSPH</li> <li>* Library Submission of Approved Thesis: see BUSPH semester deadlines</li> </ul>	

**Section****3****Thesis for the  
MS in Health Services Research**

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**GENERAL DESCRIPTION**

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A Master's thesis is required of all MS students. Once a thesis committee is formed for a student, the student submits a preliminary proposal that may be approved after revisions, and then must be completed and approved by the committee for final credit. Generally, it takes a minimum of six months for this process to be completed, so students are advised to think ahead, using the guidance of this document in order to complete their degrees in a timely way.

**CONTENT**

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The completed thesis must display proficiency with application of research and analytic skills or may be a synthesis of literature. It must be presented in a format such that it could be submitted to a peer-reviewed journal in health services research or related fields. If it is a research synthesis, it should follow the format and structure of the AcademyHealth ([academyhealth.org/syntheses](http://academyhealth.org/syntheses)) or Robert Wood Johnson ([rwjf.org/publications/synthesis](http://rwjf.org/publications/synthesis)) Research Synthesis projects. If it is an independent analytic work or a substantial qualitative case analysis, it should follow the format and structure of a submission to a journal such as HSR ([hospitalconnect.com/hsr/InfoForAuthors/instauth.html](http://hospitalconnect.com/hsr/InfoForAuthors/instauth.html)) or as a Health Affairs feature article ([healthaffairs.org/1410\\_for\\_authors.php](http://healthaffairs.org/1410_for_authors.php)).

The two Health Services Research Methods courses (PM811 and PM821) provide an opportunity (and a format) for developing a proposal (in PM811), which ordinarily will become the topic for the thesis, and learning how to conduct a study (in PM821). Students may choose to develop a different topic after completion of the PM811 proposal, if desired by the student; however, careful attention to implications of timeline delays is desirable.

**MENTORING AND ADVISING**

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The thesis committee shall consist of one thesis advisor and at least one other reader. For Clinical Fellows, a Department of Health Policy and Management faculty advisor generally will work in conjunction with an advisor from the School of Medicine on the thesis committee. Students may want to add additional readers to assist with particular analytic design problems who may come from other departments in the School of Public Health, the School of Medicine, or outside the University. Three-person committees are generally the most effective choice. The student's academic advisor may or may not be an official member of the thesis committee, but should assist in connecting the student with the communities and resources necessary to develop the thesis proposal, form the committee, and complete the work. The Director of the MS program must approve the committee.

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## FINDING A TOPIC

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The thesis should work to answer a clearly defined research question in an area of interest to the student and to the wider health services research community. Ordinarily, the best way to discover topics of interest is to read the literature and search for questions that are raised but unanswered, or for questions where the evidence is mixed and further work with refined questions or methodologies can help.

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## SUGGESTED TIMELINE

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The thesis requires a minimum of six months of work from proposal submission to completion and, depending on the need for data collection or refinement, can take considerably longer. In addition, Clinical Fellows need to stay on a track to receive their degree before they complete their fellowship program.

For specific deadlines, see Graduation Calendar deadlines at the front of this *Guidebook*. In

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## PROPOSALS

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The structure of the proposal should be similar to that of a grant proposal. Practical experience with this process is provided in PM811. Elements of the proposal that must be included are: a literature review, research question(s), a conceptual framework, and a research plan. If quantitative or qualitative analytic methods are to be used, these also should be described. The conceptual framework is extremely important and should be thought about carefully. It includes a description of key concepts and themes, a contextual relationship to the problem being studied, and a linkage to the intellectual, cognitive, and social communities to which the research is intended to speak. Considerable flexibility on the implementation of this process tailored to the student's project and goals exists, students should consult with the Program Director and their Thesis Committee to ensure that expectations are met.

The preliminary proposal may require significant revisions after submission on methodological, data requirements and capabilities, and Institutional Review Board (IRB) concerns. Some research will be exempt from IRB approval, but other research will require full IRB approval. This process easily can take three months of work with careful involvement of the thesis committee. Such efforts are designed to make the research process itself go smoothly and it mirrors the grant submission process in which many students will become actively engaged upon program completion.

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## IF YOU HAVE QUESTIONS OR CONCERNS

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Ask sooner rather than later! Don't wait until you are in a severe time crunch or the problem has multiplied.

(For information on thesis submission procedures, formatting, and deadlines, see Section 4 and Appendices of this *Guidebook*, as well as the library submission requirements at [bu.edu/library/guides/theses](http://bu.edu/library/guides/theses), and the MS Graduation Calendar at the front of this *Guidebook*.)

**Section****4****PhD Course Requirements****OVERVIEW**

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The doctoral program in Health Services Research is designed to provide advanced training in research methods and the substantive fields of health outcomes and quality research or health economics, with students concentrating in one of these fields. Qualified students will hold a Master's or Bachelor's degree in a field related to health services research, such as social or behavioral sciences, epidemiology, management, biological sciences or the health professions. Students who complete the program will be prepared to assume leadership positions in academic and applied research settings and to pursue careers as independent investigators.

**PHD IN HEALTH SERVICES RESEARCH REQUIREMENTS**

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The School of Public Health requires students pursuing a PhD in Health Services Research to:

- Complete a minimum of 35 credits of coursework in the PhD program following an appropriate masters degree with extensive preparation in specified areas, nearly all students will require further work in one or more areas. Students without such preparation will be required to take additional coursework in those areas, up to a maximum of 69 required credits.
- Participate in two Boston University training programs: training in the responsible conduct of research and training in the protection of human research subjects
- Pass two comprehensive qualifying exams
- Complete a dissertation that is the equivalent of three publishable papers
- Successfully defend the dissertation and receive final approval from the dissertation committee and outside readers
- Earn a BUSPH grade point average (GPA) of 3.0 or higher.
- Earn at least a B or better in certain core courses (BS 704, EP 713, PM 811, PM 814, PM 824, PM 826, and PM 842) and a B- or better in all other coursework.
- Complete the PhD degree within seven years.

## COURSEWORK

**Must earn a B or better in all nine Required Courses and B- in all other coursework.**

### NINE REQUIRED COURSES:

<input type="checkbox"/> BS 704: Introduction to Biostatistics (3)	Fall, Spring, Summer II
<input type="checkbox"/> EP 713: Introduction to Epidemiology (3)	Fall, Spring, Summer II
<input type="checkbox"/> PM 811: Health Services Research Methods (4)	Fall, Spring
<input type="checkbox"/> PM 814: Contemporary Theoretical & Empirical Issues in Health Services (4)	Fall
<input type="checkbox"/> PM 821: Advanced Health Services Research Methods (3)	Summer I
<input type="checkbox"/> PM 824: Theory and Research on Organizations (4)	Alternate Falls
<input type="checkbox"/> PM 826: Health, Illness and the Use of Health Services (4)	Spring
<input type="checkbox"/> PM 842: Health Economics for Health Services Research (5)* ( <i>Outcomes Students only</i> )	Fall
<input type="checkbox"/> CAS EC 501: Microeconomic Theory ( <i>Health Economics students only</i> )	Fall
<input type="checkbox"/> LW 751 Public Health Law (4) <b>OR</b>	Fall
<input type="checkbox"/> LW 799 Research with Human Subjects: Fundamental Legal and Ethical Principles (2) ( <i>with approval from program director</i> )	Fall

### *Health Outcomes and Quality Students Track*

#### FIELD COURSE REQUIREMENT:

- PM 837 Evaluating Health Care Quality
- PM 855 Cost-Effectiveness Analysis and Decision Analysis
- PM 830 Developing Patient-Based Health Status and Outcome Measures

### *Health Economics Student Track*

#### FIELD COURSE REQUIREMENT:

- PM 855 Cost Effectiveness Analysis and Decision Analysis
- PM932 Health Economics Research Seminar (1 credit)
- Health Economics Theory and Methods\*
- Econometrics\*

*\*Specific courses should be selected in these conceptual areas after consultation with program director.*

*Plus elective courses as needed to complete the required minimum of credits deemed necessary by program director.*

**POSSIBLE ELECTIVES FOR OUTCOME STUDENTS:**

- SB 818       BS 775
- PM 828       BS 723
- GMS MA 710  *Any other advanced*
- PM 828      *biostatistics course with*
- PM 932      *approval.*

*\*Outcomes students much choose at least 3 electives on methodology.*

**POSSIBLE ELECTIVES FOR HEALTH ECONOMICS STUDENTS:**

- EC 551    EC 708    PM 828
- EC 552    BS 723    GMS MA 710
- EC 561    BS 775
- EC 572    SB 818
- EC 707    PM 932
- Any other advanced biostatistics course with approval.*

**Dissertation Requirement:** Must have approval to begin dissertation. Must register for PM980 every fall and spring semester that the dissertation is not completed after coursework has been finished.

**Please note – Calendar for Dissertation Defense and Submission:**

- \* Approved **Dissertation Abstract** must be submitted to BUSPH Registrar and Program Director at least 30 days before Thesis Defense
- \* Thesis Defense: see semester deadlines, published annually for BUSPH
- \* Library Submission of Approved Thesis: see BUSPH semester deadlines

## COURSE DESCRIPTIONS, SYLLABI, AND EVALUATIONS

To help in developing your course plan, you are welcome to talk not only with your advisor and the Program Director, but also with the faculty teaching the courses, or with fellow students about courses they have taken. In addition, the following tools are available to help your course selection:

- All SPH course descriptions are available here [bu.edu/phpbin/course-search](http://bu.edu/phpbin/course-search), a site which also lets you search for a course on a particular topic using a keyword. (Searching "all semesters" may be simplest.)
- Course descriptions are also available at on the Student Link, and in print in the BUSPH *Bulletin*. Paper copies are also available on the shelves outside the SPH Registrar's Office on Talbot 210 Central.
- The syllabus for a course may be valuable in helping you decide whether it meets your needs. The Department of Health Policy & Management aims to make course syllabi easily available. Past course syllabi for most HP&M courses are posted on the department Blackboard site, accessible with a Kerberos password. If you have difficulty obtaining a needed syllabus, you may contact department staff or the instructor.
- All students evaluate their BUSPH courses at the end of each semester. These course evaluations are available with a BU Kerberos ID via the *Student Insider* ([sph.bu.edu/studentinsider](http://sph.bu.edu/studentinsider)).



**Section****5****Additional Policies of the PhD Program in Health Services Research****THE HEALTH SERVICES RESEARCH DOCTORAL COMMITTEE**

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The Health Services Research Doctoral Committee (DC), chaired by the PhD Program Director and composed of department faculty, oversees the PhD program in health services research and implements the guidelines described below. The DC delegates authority to other persons for certain functions, such as the dissertation committee for a student's doctoral dissertation, but retains final authority in decisions concerning individual students. This authority includes approving or disapproving a student's PhD studies, approving members of a student's dissertation committee, outside readers for the dissertation, dissertation papers, and final dissertation, and dismissal of students from the PhD program. All dissertation letters that present the student's dissertation committee and dissertation plan are distributed to the DC once the student's committee approves them. The DC has three weeks from the date the letter is distributed to them to raise any concerns about the student's plan, otherwise, the dissertation letter is considered approved.

**ACADEMIC ADVISOR**

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Each student is assigned a pre-dissertation academic advisor. The academic advisor will be a member of the Department of Health Policy and Management faculty and will be appointed by the Program Director. A student may request a change in academic advisor by contacting the Program Director through the Program Manager and may request a particular academic advisor with that faculty member's written (or emailed) agreement. The advisor is available to discuss coursework, potential research topics, career paths, and other issues relevant to the student's success; however, the student bears all responsibility for meeting administrative and academic requirements and deadlines. At the time a student chooses a dissertation topic, a change in advisors may be appropriate to provide the student with the best available supervision for completing the dissertation. Until the dissertation committee is fully appointed and the dissertation plan is codified in the dissertation letter, the academic advisor for a student may not also simultaneously be the work supervisor for that student. Once the dissertation committee is appointed, the chair of the dissertation committee is the academic advisor for the student and may also serve as their work supervisor. (Please see Section 1 of this Guidebook for additional information on advisors.)

**READING OR DIRECTED STUDY/DIRECTED RESEARCH COURSES**

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Students may choose to augment course offerings for electives through reading or Directed Study (PM931)/Directed Research (PM932) courses at the discretion of faculty members in the Health Policy and Management Department or other departments of the University. In addition to the usual process for registering for these courses, approval of the Program Director and the DC is required in advance and must be applied for at least two months before coursework is scheduled to begin. Most students have very few electives in the PhD

program, and in general these courses are not recommended except for specific purposes managed by the Program Director. Some students, however, may use PM931 Directed Study courses to fill specific program requirements.

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## QUALIFYING PAPER

PhD students must complete a qualifying paper. The first Health Services Research Methods course (PM811) provides an opportunity to develop a topic and research plan for the qualifying paper and the Dissertation. Students may choose to develop a different topic than the one that is used to meet this course requirement. A qualifying paper will serve as the MS thesis if the student is obtaining an MS along the way toward earning the PhD (this is rare). A qualifying paper that is intended to fulfill the MS thesis should be completed in the second year. In writing a qualifying paper, students must be supervised by a faculty advisor, who ordinarily is the student's academic advisor and will likely become the student's dissertation advisor. The qualifying paper generally will serve as a chapter in the PhD dissertation, so careful consideration should be given to the topic and organization of the qualifying paper so that it contributes to the development of the dissertation. It is required that the qualifying paper be submitted for peer review journal publication relatively early in the dissertation process, and ideally is accepted for publication prior to the dissertation defense. Students will submit documentation of the peer review journal submission to the Academic Program Manager to fulfill this requirement. In addition, students in the second Health Services Research Methods course (PM 821) complete an interdisciplinary group research paper. This paper also ideally is submitted for peer review journal publication while in the PhD program, so that as a goal all students have a minimum of two accepted peer reviewed journal articles as a primary author by the time they graduate from the PhD Program.

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## PRESENTATION REQUIREMENT

All PhD students who have passed both qualifying examinations are required to make a 50 minute oral presentation concerning their dissertation in an MS/PhD student seminar meeting or another forum offered by the department such as research meetings in HPM department research centers, once per academic year (July 1 – June 30). The purpose of this presentation is for PhD students to obtain feedback on their dissertation work, gain experience in orally presenting their research, and to give DC members and other department faculty an update of their dissertation progress. Students who are defending their dissertation during the Spring semester can be excused from making this presentation. Students choose the topic of the presentation, with their advisor's approval. Examples of presentation topics include the qualifying paper, aspects of the design or results of the dissertation research, or the conceptual framework for the dissertation research. All students are strongly encouraged to attend the monthly department seminars and health services research MS/PhD student meetings, and to give additional presentations in other forums. Any additional presentations made by the student in seminars or at conferences must be documented in the PhD Student Annual Report. Although the annual presentation is required only of students who have passed the qualifying examinations, they are an extremely valuable experience for all PhD students and are open to them at any stage.

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## PHD STUDENT ANNUAL REPORT

The PhD Student Annual Report process is conducted annually, due July 1 each year. Any current PhD student who fails to submit the report by July 1 without prior permission for a

delay may be placed on Academic Probation by the Health Services Research Doctoral Committee or may be dismissed from the program. Under Academic Probation, a Learning Plan will be developed that may include additional obligations. (See Appendix A for template for Health Services Research PhD Student Annual Report.)

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### **WAIVER OF COURSE REQUIREMENTS:**

Previous graduate-level coursework, whether taken for credit or not, can be used to waive particular course requirements with the approval of the Program Director. However, waiver of a course requirement does not reduce the total number of credits required for graduation.

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### **STUDENTS WITH MASTER'S DEGREES (HEALTH OUTCOMES AND QUALITY):**

Students who have a relevant master's degree are required to complete a minimum of 35 credits of coursework in the PhD program. Students from appropriate master's programs are expected to have preparation in epidemiology, biostatistics, health services (including health economics, quality of care, and organizational behavior), and health law. Students without such preparation will be required to take additional coursework in these areas beyond 35 credits, up to a maximum of 69 credits. If such additional coursework is required, students will be notified of those specific additional course and credit requirements by the Program Director after acceptance and prior to matriculation. Students may take these additional courses at BUSPH or at other accredited graduate schools and transfer these courses into BUSPH; however, transfer course credit may not exceed 8 credits, and may not reduce credits taken at BUSPH for the doctoral degree below 35 credits. For a previously completed course to be accepted for transfer credit, it must be a graduate-level course in which the student has received a grade of B or better and which has not been applied to meet the requirements of another degree program either at Boston University or elsewhere. The previously completed course must be relevant to the PhD program as determined by the program director, who must approve all transfer credits. The judgment of the program director in this regard will be final.

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### **STUDENTS WITHOUT MASTER'S DEGREES (HEALTH OUTCOMES AND QUALITY):**

Students who have baccalaureate preparation alone are required to complete a minimum of 69 credits in the PhD program. Up to 8 credits can be accepted for transfer credits to meet this 69 credit requirement. For a previously completed course to be accepted for transfer credit, it must be a graduate-level course in which the student has received a grade of B or better and which has not been applied to meet the requirements of another degree program either at Boston University or elsewhere. The previously completed course must be relevant to the PhD program as determined by the program director, who must approve all transfer credits. The judgment of the program director in this regard will be final.

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### **STUDENTS IN THE HEALTH ECONOMICS FIELD OF SPECIALIZATION:**

Students in the Health Economics field of specialization are subject to the same credit requirements as described above. Students who have a relevant master's degree are required to complete a minimum of 35 credits (or more, depending on the nature of the relevant master's degree) and students who have baccalaureate preparation alone are required to complete a minimum of 69 credits in the PhD program. They have a minimum

of 5 required courses in the Boston University Economics Department (specifically, EC501 or EC701; EC581 or EC781; EC582 or EC782; EC707 and/or EC708; and one of EC538, EC552, EC561, EC572 or other graduate level economics courses as approved by the student's advisor and the program director). BUSPH counts credits from these courses as transfer credits applied to the BUSPH credit requirements. For this purpose alone, a maximum of 28 credits of graduate level Economics courses can be accepted for transfer, but these may not reduce credits taken at BUSPH for the doctoral degree below 35 credits. For a previously completed course to be accepted for transfer credit, it must be a graduate-level course in which the student has received a grade of B or better and which has not been applied to meet the requirements of another degree program either at Boston University or elsewhere. The previously completed course must be relevant to the PhD program as determined by the program director, who must approve all transfer credits. The judgment of the program director in this regard will be final.

## Section

# 6

## Qualifying Exam for PhD Students

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Two required examinations must be passed for the PhD in Health Services Research. Either exam may be taken first, though students should try to arrange their courses in order to take the Admission to Candidacy Exam first. This exam is broad in scope and covers the range of the theory and practice of health services research. The other, the Field Exam, is specific to the field (either Health Economics or Health Outcomes and Quality) in which the student is concentrating. The qualifying examination requirement is met once the student successfully completes both exams. The exams require a student to demonstrate proficiency in the concepts and methods of health services research and in the field of chosen concentration.

Students may take the Health Services Research admission to candidacy exam once they have completed the core course requirements. Students may take the field exam in their area of specialization once they have completed [at least] 12 **specified** post-core credits from the courses in their specialization.

### SCHEDULING

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The doctoral qualifying examinations normally are offered at least once a year, but attempts are made to have at least two students sit for an exam together, so circumstances can lead to more or fewer offerings than that in any calendar year. The Admission to Candidacy Exam is most commonly offered in summer and the Field Exams are most commonly offered in the late winter. No guarantee is made that exams will be offered on the schedule desired by students, though attempts will be made to grant reasonable requests.

Each student who intends to take an exam must notify the examination coordinator for that exam and the Academic Program Manager in writing no later than one month before the examination date.

### ADMISSION TO CANDIDACY EXAM

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The exam will contain 4-8 questions. Several of the questions will be specific to courses you have taken, and others will be integrative (covering material from 2 or more courses).

The key substantive areas for the questions are drawn from the core PhD courses: Health Services Research Methods (PM811 and PM821), Epidemiology (EP713), Biostatistics (BS704), Theory and Research on Organizations (PM824), Health, Illness, and Use of Health Services (PM826), and Health Economics (PM842). The Contemporary Theoretical & Empirical Issues in Health Services (PM814) and Health Law (LW751) courses are more overarching, so you will not be asked specific questions about these core courses.

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## FIELD EXAMS

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These exams typically have three questions, each covering a major conceptual area of the field of concentration and covering courses representing at least 12 credits of advanced study in the field:

- For Health Economics (required courses vary), the 3 areas are Health Economics Theory and Methods, Econometrics, and Cost Effectiveness Analysis and Decision Analysis (PM855).
- For Health Outcomes and Quality, the three areas are Cost Effectiveness Analysis and Decision Analysis (PM855), Patient-Based Measures of Health Status and Outcomes (PM830), and Evaluating Health Care Quality (PM837).

In each case, for each specific field exam, a topic area will be chosen and 6-12 articles on that topic related to the areas of emphasis will be distributed in advance to the students taking the exam.

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## CONSEQUENCES OF FAILURE

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Students who fail either qualifying exam on their initial attempt may take that exam again at a subsequent offering of the exam after waiting at least six months. In general, students may not take a qualifying examination a third time. However, a student who fails twice may petition the Doctoral Committee in writing to take that examination a third time. The petition must be addressed to the Program Director and must describe extraordinary circumstances that led directly to the two failures and the reasons for expecting that these circumstances will be overcome in a third attempt. If the Doctoral Committee grants the petition, it may be conditioned on the student taking and passing additional courses or other actions to prepare for the exam. Denial of the petition results in dismissal from the doctoral program. Under no circumstances may a student take a qualifying examination a fourth time.

# Section 7

## Dissertation for the PhD in Health Services Research

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### GENERAL DISSERTATION REQUIREMENTS

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A dissertation is required of all doctoral students. The completed dissertation must display proficiency with research and analytic skills and solve significant research questions. It must be presented in a format such that it could be broken up and submitted to one or more peer-reviewed journals in health services research or related fields. More detail on the content and process required to complete the dissertation is provided below in the detailed subsections. The first Health Services Research Methods course (PM811) provides an opportunity to develop a proposal, which ordinarily will become the topic for the dissertation. Students may choose to develop a different topic if desired.

The dissertation committee is formed around a dissertation letter that is developed first, which outlines the research questions and approach to solving them that the student will take. This dissertation letter and composition of the committee require approval by the PhD Program Director and the Health Services Research Doctoral Committee (DC). Then the student works with the dissertation committee to determine which portions of the dissertation require additional formal proposal writing.

Upon completion of the dissertation, the dissertation advisor and at least two other committee members must approve the dissertation. The Director of the PhD Program and the dissertation advisor must approve the dissertation committee and readers in advance. Two outside readers also are appointed to read the final version of the dissertation for methodological content. The student must then present the dissertation orally for review by members of the faculty, generally with the dissertation committee and readers present.

Doctoral students who have finished coursework and are working full time on their dissertation must register for PM980, Continuing Study, each fall and spring semester until the dissertation is completed. Registration in Continuing Study with additional full-time certification ("Certified Full-time") coding by the SPH Registrar may facilitate deferring payment on student loans and obtaining financial aid. (Note that the cost of PM980 is equivalent to 2 credits, but the student is registered for zero credits, and no grade is generated.)

***International students who are completing their dissertations:*** Regardless of when you participate in graduation ceremonies, you officially complete your studies when you submit the final version of your dissertation and Boston University certifies that you have successfully completed all degree requirements. Please note that all international students who will complete and submit their dissertation during the summer must be registered as continuing students during the summer semester to maintain lawful F-1 status. (Otherwise, international students must register in every fall and spring semester.)

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## FORMATION OF THE DISSERTATION COMMITTEE

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Upon successful completion of the qualifying examinations, students must form a dissertation committee. Students are, however, encouraged to start forming the committee during their first year in the program. The Program Director must approve the Chair of the dissertation committee. The student and the Chair are expected to work together to form an appropriate committee, subject to Doctoral Committee approval when the Dissertation Letter is submitted for their review. The committee shall have a minimum of three members, including at least one appropriate methodologist (statistician, biostatistician, econometrician, or qualitative methodologist) for the likely methodological focus of the dissertation. The Program Director and the DC will review the roles of the methodologists on an annual basis to ensure that all students have appropriate methodological input and to balance faculty committee resources.

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## DISSERTATION PROPOSAL LETTER

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Within six months of passing the qualifying examinations, but preferably earlier, the student must submit a letter to the Program Director briefly describing the proposed dissertation research and identifying the proposed members of the dissertation committee. Failure to submit this letter in a timely manner is grounds for academic probation. The letter must state the dissertation objective, the proposed study design and analytic methods, with particular focus on what kinds of methodologists will be required on the dissertation committee. The letter must address the feasibility of completing the dissertation research. It must list the chair and members of the student's dissertation committee and include a short rationale for the inclusion of each member. The letter must state that each member of the committee has agreed to serve on it (with signatures or other appropriate documentation through e-mail) and has approved the description of the proposed research. The Program Director then will circulate the letter to the DC for comment. Within three weeks after submission, the Program Director will either approve or disapprove the dissertation proposal letter and committee structure. Disapproval is accompanied by recommendations for improving the description of the proposed research or the composition of the dissertation committee.

Following approval of the dissertation letter, the student must begin to work with the dissertation committee to develop the dissertation timeline, plan, and discuss the need for and structure of a formal dissertation proposal. Since all PhD students do a full proposal as part of the PM811 Health Services Research Methods course, a fully structured formal dissertation proposal may or may not be required by the student's dissertation committee.

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## FORM OF THE DISSERTATION

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The dissertation itself will be required to have specific discussions of the conceptual framework or frameworks under which it is conducted. Conceptual frameworks provide the context to research and allow it to be connected into the multi-disciplinary nature of health services research in a productive way for the field. Students must develop and hone the conceptual framework carefully, in consultation with the dissertation committee and others. There are no specific requirements for the form of the dissertation itself, but it may have a structure with three papers, in forms appropriate to submit to academic research journals; however, other structures are possible with the consent of the dissertation committee and the DC as documented in the dissertation letter.



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## OUTSIDE READERS

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The Chair of the dissertation committee in consultation with the student will recruit two outside readers who are not on the student's dissertation committee. The outside readers must be approved by the DC in the dissertation letter or by the Program Director at a later point. They may be faculty members at Boston University whose research is relevant to the student's dissertation, or they may be researchers outside of Boston University. The outside readers will be given at least 30 days to review the dissertation between the draft submission date and the date of the dissertation defense. Their role is to ensure that the methods and results are scientifically sound. They must review the dissertation with the goal that, at a minimum, this has the quality of a manuscript or manuscripts acceptable for publication in an academic health services research journal (e.g. *Health Services Research*). They must not review the dissertation according to how they would have performed these studies.

The outside readers will give the dissertation one of the following three ratings:

- approve as is, or with minor suggested edits;
- approve, accompanied by substantive recommendations for editorial changes;
- disapprove, accompanied by reasons.

The readers must send their reviews of the dissertation to the student and dissertation chair. The student must discuss the comments from both additional readers with the dissertation committee chair to come to agreements about changes that must be made. Any unresolved disagreements among the student, the dissertation committee chair, and either or both of the additional readers must be brought to the program director and then to the DC if necessary by the dissertation committee chair for resolution.

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## DISSERTATION DEFENSE

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The dissertation defense is an oral presentation of the dissertation work, to which all interested persons are invited. The defense date can be scheduled during the same 30 day period that the outside readers are reviewing the dissertation and the outside readers are invited to the defense either in person or by telephone. In general, all dissertation committee members should be present (either in person or by phone). After the defense, the dissertation committee and the two additional readers vote to approve or disapprove the dissertation.

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## POST-DISSERTATION DEFENSE: PREPARATION OF DISSERTATION COPIES

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By the deadlines established by BUSPH (see Doctoral Graduation Calendar in this guidebook), the student shall submit two properly formatted, printed copies of the dissertation to Boston University's Mugar Memorial Library on the Charles River Campus. Signatures of dissertation committee members are required. Students should seek a review by the university's thesis and dissertation librarian will review an electronic version of the final text to ensure correct formatting before the dissertation is printed. Within three weeks after submission to the library, the student will provide at least one bound copy of the dissertation to the Program Director for display in the departmental library. Additional University requirements for the style, binding, distribution, and other aspects of the dissertation may be found in "Guide for the Writers of Theses and Dissertations" ([bu.edu/library/guides/theses](http://bu.edu/library/guides/theses)). There is a charge for library services for handling the dissertation.

No degree will be granted until copies of the dissertation have been delivered to the Library. Consequently, students must familiarize themselves fully with the requirements for

preparing and distributing the dissertation copies before the dissertation defense, so that these steps can be fulfilled expeditiously after the defense.

Links to additional rules on these final steps and on the forms to be filled out documenting their accomplishment follow in Appendix B.

## Section

## 8

## Boston University and BUSPH Student Policies

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In addition to the selected academic policies listed below, all MS and PhD students must adhere to all Boston University School of Public Health academic policies, available at [sph.bu.edu/registrar/policies](http://sph.bu.edu/registrar/policies); the University's Administrative Policies, available at [bu.edu/lifebook](http://bu.edu/lifebook); and the policies listed in the School of Public Health Student Handbook, available at [sph.bu.edu/studenthandbook](http://sph.bu.edu/studenthandbook).

### COMPLIANCE REQUIREMENTS FOR ALL BOSTON UNIVERSITY STUDENTS

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All students, including non-degree students, must comply with the Massachusetts Motor Vehicle Law, BU Alert telephone number, immunization (as applicable), and payment requirements in order to be in status with the university. You may check your compliance status at [bu.edu/studentlink](http://bu.edu/studentlink).

The SPH Registrar's Office is blocked from entering registration for any student who is not in compliance with university requirements and cannot manually override this block and register students. If you need assistance with compliance information, please talk with a staff member in the SPH Registrar's Office.

If you have any questions regarding the purpose of the compliance requirements, go to: [bu.edu/reg/information/complianceinformation](http://bu.edu/reg/information/complianceinformation).

#### **Massachusetts Motor Vehicle Law**

The Massachusetts Motor Vehicle Law requires that all out-of-state students, including those who do not bring cars to Massachusetts, sign an acknowledgement that they have been informed of the law.

The Massachusetts Motor Vehicle Law requires out-of-state students bringing vehicles into the Commonwealth of Massachusetts to file a nonresident driver statement with the local police department in the city in which their university is located: "It is unlawful for a resident student to fail to file a nonresident driver statement with the police department located in the same city or town as the school or college attended, in accordance with Section 3 of Chapter 90 of the Massachusetts General Laws. Failure to file such statement is punishable by a fine not to exceed \$200."

Boston University, in turn, is required by the Commonwealth to keep a record and provide proof to the state that students have been apprised of the law. Eligible students must formally acknowledge they have been notified of the law by clicking on the acknowledge button at [bu.edu/link/shortcut/massmotorlaw](http://bu.edu/link/shortcut/massmotorlaw). Students who fail to do so will not be in compliance and will be unable to register for upcoming semesters.

Instructions for complying with the law:

- All out-state-students, including those who do not bring cars to Massachusetts, are required to read the statement on [bu.edu/link/shortcut/massmotorlaw](http://bu.edu/link/shortcut/massmotorlaw) and click on "I acknowledge."
- In addition, STUDENTS BRINGING VEHICLES into Massachusetts are required to download and complete the Nonresident Driver Statement from the Massachusetts Registry of Motor Vehicles website at [mass.gov/rmv/forms/20098.pdf](http://mass.gov/rmv/forms/20098.pdf).
- Mail form to:  
Office of the University Registrar  
881 Commonwealth Avenue  
Boston, MA 02215
- The Registrar's Office will mail a copy of the student's form to the Boston Police Department. The Registrar's Office will then mail a state-approved decal to the student's local address. This decal must be prominently displayed in the uppermost center portion of the windshield of the student's vehicle.

### **BU Alert Telephone Number**

A BU alert number is the cell phone to which the University can send a text message in the event of an emergency on campus. If you do not have a cell phone, a voice message can be sent to the telephone number of your choice.

### **Immunization Requirements**

In the spirit of public health, we ask all students to be sure their immunizations are up to date, although part time students will not be asked to verify their immunization status.

International students must meet mandatory state immunization requirements at the time of registration.

For more information about immunization requirements, go to the Student Health Services website, [bu.edu/shs/required](http://bu.edu/shs/required).

### **Tuition Payment**

All students must pay their bill by published tuition payment deadlines.

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## BOSTON UNIVERSITY INFORMATION REGARDING ACADEMIC HONESTY

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Academic honesty is essential for students to attain the competencies the University and School expect of graduates, and any action by a student that subverts these goals seriously undermines the integrity of the educational programs at the School. Students at the Boston University School of Public Health are expected to adhere to the highest standards of academic honesty.

Academic misconduct is any intentional act or omission by a student which represents his or her academic achievements, or attempts to misrepresent these achievements. While not an exhaustive list, the following acts constitute academic misconduct:

- Cheating on examinations: The use or attempted use of any unauthorized books, notes or other materials in order to enhance the student's performance in the examination, copying or attempting to copy from another student's examination, permitting another student to copy from an examination or otherwise assisting another student during an examination, or any other violation of the examination's stated or commonly understood ground rules.
- Plagiarism: Any representation of the work of another as his or her own constitutes plagiarism. This includes copying or substantially restating the work of another person without the use of quotation marks or other indication that the words of another have been copied, the use of any written or oral work from which the student has obtained ideas or data without acknowledging that person's contribution.
- Submitting the same work in more than one course without the consent of all the instructors.
- Misrepresentation or falsification of data.
- Allowing another student to represent your work as his or her own.
- Violating the rules of an examination or assignment.

Charges of academic misconduct will be brought to the attention of the Associate Dean for Education, who will review all such cases and decide upon the appropriate action. A student who is found guilty of academic misconduct may be subject to disciplinary action, up to and including dismissal from the School.

The full academic misconduct policy is available at: [bu.edu/bulletins/sph/item09.html](http://bu.edu/bulletins/sph/item09.html)

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## GRADING STANDARDS, PROBATION, AND DISMISSAL

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### Grading Standards

All SPH degree candidates must earn a minimum 3.0 GPA each semester to be in good academic standing. All SPH degree candidates must have a minimum 3.0 GPA at SPH to graduate. Master of Science in Health Services Research students must earn a B or better in BS704, EP713, PM811, PM814, PM821, and their Conceptual Framework Course (normally chosen from among PM826, PM833, PM842, CAS EC581 or SED CT750). Doctor of Philosophy in Health Services Research students must earn at least a B or better in certain core courses (BS 704, EP 713, PM 811, PM 814, PM 824, PM 826, and PM 842).

Please see the BUSPH Grading Policy at [sph.bu.edu/registrar/policies](http://sph.bu.edu/registrar/policies) for information on grade changes and incomplete grades.

### **Academic Review**

At the end of each semester, the grades of all SPH degree candidates will be reviewed against the criteria for Satisfactory Academic Progress by the SAP Committee. Students deemed at risk for failing to make SAP will be notified in writing, with a copy also sent to the academic advisor and student record. Such correspondence is not part of the permanent academic record unless the student is subsequently dismissed from SPH for academic reasons.

If deemed necessary by the Committee, a student deemed at risk of not making SAP will work with his or her academic advisor and the MS/PhD Program Director to devise a learning plan prior to registration for each upcoming semester. The learning plan should describe a semester-by-semester educational plan to make degree progress while improving the student's GPA. The plan must be signed by the student, his or her academic advisor, and the MS/PhD Program Director and be submitted to the SPH registrar once a student is deemed at risk, they must exhibit SAP each semester. SAP is defined as steady upward progress toward a 3.0 GPA, completing all courses with required minimum grades, and adhering to the learning plan, as established, unless all parties agree to changes. Any student who continues to fail to make progress in subsequent semesters will be placed on warning. This information is forwarded to financial aid. Any student on warning who again fails to make SAP in the following semester will be placed on academic probation. OSFS may determine that these students are no longer eligible for federal financial aid. The SAP Committee will take appropriate academic action for students on academic probation, including suspension or dismissal. Should a student be suspended, he or she may not make progress toward degree requirements during the period of academic suspension. SPH will not accept transfer credit for courses taken by a suspended SPH student at another school within Boston University or another academic institution during the student's period of suspension.

### **Dismissal**

A student who is on probation for not making adequate progress will be dismissed from the program if he/she does not demonstrate substantial progress during the specified probationary period, or does not meet the requirement(s) of probation by the deadline specified by the MS/PhD Program Director. Dismissal may also occur as a result of committing an act of academic dishonesty, as defined in the School's policy on Academic Dishonesty.

## **REGISTRATION REQUIREMENTS**

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All students at Boston University School of Public Health, regardless of citizenship or immigration status, must register each fall and spring semester during their program until they officially graduate.

### **Continuing Study**

International students holding F-1 or J-1 non-immigrant status and who are in residence at Boston University must meet the requirements of their visa, in particular full-time enrollment. Full-time enrollment is achieved by registration for 12 or more credits of academic coursework, or by registration in Continuing Study with additional full-time certification ("Certified Full-time") coding by the SPH Registrar. International students must check in at the Boston University International Students and Scholars Office (ISSO) when they first arrive at Boston University and then complete "Semester Verification" in each

subsequent semester to ensure that they remain in lawful status. International students who are not full-time by virtue of academic course load (12 credits or more) or who are not certified full time by enrolling in continuing study will be considered in violation of their immigration status. Students who violate their status are subject to the penalties prescribed in relevant immigration laws.

Students who are permanent residents or United States citizens must meet the requirements of their program and must register for either coursework or Continuing Study each fall and spring semester.

### **Leaves of Absence**

A student may request a leave of absence of up to two semesters by writing a letter to the MS/PhD Program Director and the BUSPH Registrar. Longer leaves of absence may be approved under compelling circumstances. International students must have approval of ISSO to take a leave of absence and must work with ISSO when they are ready to return to their studies.

Students on leave of absence are not entitled to be advised officially by their faculty advisors during a leave of absence, nor do they have library privileges. It has been possible for students on leave to maintain their ACS accounts.

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## PROGRAM TIME LIMIT

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The Boston University School of Public Health requires all MS students to complete their degree requirements within 5 years of matriculation and the PhD program within 7 years of matriculation. Most students, including part-time students, should be able to finish in less time. Any extensions of the overall time limit must be requested in writing to the MS/PhD Program Director with documentation of the extraordinary circumstances creating the delay and a date by which the requirements will be met. Requests for the MS program will be handled by the Program Director, while requests for the PhD program will be handled by the Doctoral Committee. A student who does not meet the time limits established by the program may be dismissed from the program without a degree.

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## COURSE WAIVERS AND TRANSFER CREDIT

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Some SPH students enter their degree program having completed previous coursework that might help them meet degree requirements. Students with prior graduate-level course experience may be eligible to transfer a maximum of 8 graduate level credits toward their degree. The course must be degree-related and cannot have been used for another degree program. Other students may have the opportunity to explore coursework at other approved universities, including courses through the Boston Academic Consortium. Students must seek pre-approval before registering for courses for which they seek transfer credit. The course waiver and transfer credit policy is available at [sph.bu.edu/registrar/policies](http://sph.bu.edu/registrar/policies). In addition to other required procedures, all transfer and waiver requests for HS Research MS students must be approved by the Program Director, Prof. James Burgess, [jfburgess@bu.edu](mailto:jfburgess@bu.edu).

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## TRAINING AS RESEARCHERS

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MS Clinical Fellows and all PhD students are required to complete two Boston University training programs: training in the responsible conduct of research, which consists of four training sessions; and training in the protection of human research subjects. Other Master of Science students in Health Services Research are strongly encouraged to complete this training. These training programs should be completed as early as possible, preferably during the first year of study.

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## INTERNATIONAL STUDENTS

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### International Students and Scholars Office (ISSO)

The ISSO provides professional expertise on immigration and employment issues to students, faculty, and staff at Boston University.

ISSO Office Hours

Monday, Tuesday, Thursday, and Friday: 9:00AM - 5:00PM

Wednesday: 12:00PM - 5:00PM\*

*\*The ISSO office is closed every Wednesday morning until 12:00PM.*

### Contact Information:

888 Commonwealth Avenue, 2<sup>nd</sup> Floor

Boston, MA 02215

Phone: (617) 353-3565

Fax: (617) 358-1170

Email: [isso@bu.edu](mailto:isso@bu.edu)



The School of Public Health's ISSO liaison is Elizabeth Mirarchi ([mirarchi@bu.edu](mailto:mirarchi@bu.edu)).

Students who have any questions regarding their required registration or necessary documents for travel or study should contact the ISSO. If students must visit the office in person, they may take the BU BUS. 888 Commonwealth Avenue is located opposite the C6 – Buick Street and Commonwealth Avenue stop on the BU Shuttle Outbound to the Charles River Campus.

### **Maintaining Visa Status**

To remain lawfully in the United States during their studies, international students must obey the laws regulating F-1 and J-1 visa status. These regulations include, but are not limited to, registering for a fulltime course of study (whether by taking 12 or more credits or via registering for Continuing Study during all fall and spring semesters), limiting travel outside the U.S. to no more than 5 months at a time, and maintaining a current and valid I-20. For a complete discussion of these requirements, please visit the ISSO website at the following URLs:

Students on an F-1 visa: [bu.edu/isso/students/current/f1](http://bu.edu/isso/students/current/f1).

Students on a J-1 visa: [bu.edu/isso/students/current/j1](http://bu.edu/isso/students/current/j1).

### **International Students Completing the Thesis**

Regardless of when they participate in graduation ceremonies, international students officially complete their MS studies when they submit the final version of their thesis and when Boston University certifies that they have successfully completed all degree requirements. Please note that all international students who will complete and submit their thesis during the summer must be registered as continuing students during the summer semester to maintain lawful F-1 status. Otherwise, international students must register in every fall and spring semester.

# Section 9

## Student Resources & Professional Development

### WRITING ASSISTANCE PROGRAM

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Peer writing assistance is available free of charge for students who wish to improve their public health writing within the context of courses. Writing assistance is provided for all courses that have a writing component and is designed for all levels of writers. Students can receive writing assistance by self-referral or instructor referral. Students bring 2 printed copies of the latest draft of the writing assignment and 2 printed copies of the assignment description to the appointment. Students may have up to two writing appointments per assignment but no more than 14 appointments per semester. Contact the Tutor Coordinator at [sph tutor@bu.edu](mailto:sph tutor@bu.edu) for more information or to schedule an appointment. Writing assistance is not provided for MS theses or PhD dissertations.

### DISABILITY SERVICES

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Students requiring disability services or accommodations are encouraged to meet with Mary Murphy-Phillips, Director of Student and Educational Services, who is the BUSPH liaison to the Boston University Office of Disability Services. Mary may be reached at 617-638-5059, in her office on Talbot 2 Center, or via email at [mcmurph@bu.edu](mailto:mcmurph@bu.edu). Students may also refer to the School of Public Health Student Handbook ([sph.bu.edu/studenthandbook](http://sph.bu.edu/studenthandbook)) and to the Office of Disability Services website [bu.edu/disability](http://bu.edu/disability) for more information.

### STUDENT HEALTH AND BEHAVIORAL MEDICINE

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BUSPH students have several options for health and medical care, as outlined in the School of Public Health Student Handbook ([sph.bu.edu/studenthandbook](http://sph.bu.edu/studenthandbook)). Students should always refer to their insurance brochure and policy for coverage options, benefits and any restrictions.

**IN AN EMERGENCY, GO TO THE CLOSEST HOSPITAL EMERGENCY ROOM**

### COMMUNICATIONS

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There are several ways to stay in touch with faculty and other students and to be informed about events and opportunities at BUSPH.

- **The SPH website:** [sph.bu.edu](http://sph.bu.edu)
- **Student Insider:** BUSPH's online student newsletter: [sph.bu.edu/studentinsider](http://sph.bu.edu/studentinsider). You'll also receive emails announcing information on the Student Insider from Please be sure to add [sphstdnt@bu.edu](mailto:sphstdnt@bu.edu) to your safe senders list.
- **The Student Handbook:** [sph.bu.edu/studenthandbook](http://sph.bu.edu/studenthandbook) and also available in Student Services, Talbot 219 East
- **BUSPH Bulletin:** Available in Registrar's Office, Talbot 210 Center
- **Yammer:** [www.yammer.com](http://www.yammer.com). Invites can be requested through Kara Peterson.

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## EVENTS

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Each month, BUSPH hosts several events designed to get students involved in the community and socialize with your fellow students. These opportunities include:

- **5 pm Socials:** Free food held in Chequer's in the L-building basement 3-4 times per semester.
- **Student Meetings with the Dean:** Open discussions and free food for students to discuss issues they find important with the Dean of BUSPH, Robert Meenan.
- **Watch for other events on the Student Insider!**

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## PUBLIC HEALTH FORUM

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BUSPH Public Health Forum is a monthly presentation at which students, faculty, and colleagues gather to examine contemporary problems or issues in the public health world. Speakers include public health practitioners and policy experts from around the globe and faculty from schools of public health. The goal of the Forum is to promote awareness and dialogue about matters critical to the public's health. The Forum is generally held on a Wednesday, from 12 -1 PM, monthly during the academic year, in room L-112. Topics for the Forum will be posted throughout the school and medical campus as well as on the SPH web. If you have any questions about the Public Health Forum, please contact Kara Peterson at [kara@bu.edu](mailto:kara@bu.edu). Past topics include: Fraud in Medical Research; Strategies for Addressing Health Disparities in Boston; and Male Circumcision: Our Best Available HIV Vaccine.

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## PROFESSIONAL DEVELOPMENT

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### **HSR Student Meetings, HP&M Department Seminars and Other Regular Meetings/ Seminar Series**

Health Services Research students are expected to regularly attend the program's student meetings, are strongly encouraged to attend the Department Seminars, and are expected to explore the other seminar/ meeting series, identifying at least one series to attend as frequently as possible. Some series present current health services research and others offer an opportunity to see researchers formulating research proposals and grant applications, collegially offering recommendations to improve them, responding to funders' reviews, and revising proposals, as well as discussing early and final research results and their implications. If you have questions about which of these groups are most useful for you, please discuss with your advisor or Prof. Burgess.

- ✓ HS Research Student Meetings, 5:00-5:55 pm, generally two meetings each month rotating among Monday, Tuesday, and Thursday
- ✓ Boston University training sessions on the Responsible Conduct of Research are required for clinical fellows, PhD students and encouraged for other MS students in Health Services Research.
- ✓ HP&M Faculty Research Seminars, these have been held on 2<sup>nd</sup> Thurs. of each month, 12-1 pm.
- ✓ Research Review Committee, Center for Organization, Leadership & Mgmt Research, Jamaica Plain VA, Bldg. 9, Rm. 203 (Main COLMR Conf. Rm), Fridays, 12:15-1:30pm

- ✓ Analysis Guild, COLMR, same location, occasional Fridays
- ✓ Journal Club, COLMR, same location, occasional Fridays, 10am
- ✓ Research Meetings, CHQOER, Bedford VA, Bldg 70, Solarium, Wed. 8:30am
- ✓ Qualitative Research Colloquium, Sargent College, BU, 635 Comm. Ave., occasional
- ✓ Health & Disability Research Institute Seminars, Talbot 519 W, alternate Weds., noon
- ✓ Health Economics Spring Seminars, rotating (BU Econ. Dept, Harvard, etc), Wed. 4:00-5:30

*Students are encouraged to join listservs that announce these series.*

Please regularly read the *Student Insider* ([sph.bu.edu/studentinsider](http://sph.bu.edu/studentinsider)) and check that calendar for BUSPH and HP&M events. (HSR events generally will be posted there as well as announced to you by email.)

## PROFESSIONAL ASSOCIATIONS

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In addition to skills gained through classes, the several recommended research meeting series, and Health Services Research Program student meetings, students benefit greatly from joining professional associations. These associations offer students opportunities to meet people working in public health, learn about job opportunities, understand trends in the field, and polish communication and presentation skills at annual meetings. Students are strongly encouraged to become active in any of the following organizations, and are welcome to discuss your interest in other associations with the Health Services Research Program Director and other faculty. These organizations generally welcome student members at a reduced cost.

- **AcademyHealth** – [academyhealth.org](http://academyhealth.org), the association for health services researchers – with a BUSPH [student chapter](#) (see Student Services website).
- **American Public Health Association (APHA)** - [apha.org](http://apha.org), with sections on [Medical Care](#), [Community Health Planning & Policy Development](#), [Health Administration](#), among others, and many [Caucuses](#) and [Special Primary Interest Groups](#). ([Student memberships](#) are available.) BUSPH encourages students to attend the APHA annual conference; stipends are available for students whose papers are accepted for presentation. Deadline each August; contact Off. of Student Services (617-638-5059).
- **Massachusetts Public Health Association (MPHA)**- [mphaweb.org](http://mphaweb.org)
- **Healthcare Information and Management Systems Society** – [himss.org](http://himss.org) ([Student memberships](#) are available.)
- **International Health Economics Association** - [healtheconomics.org](http://healtheconomics.org)
- **Society for Medical Decision Making** - [smdm.org](http://smdm.org)
- **American Health Quality Association** – [ahqa.org](http://ahqa.org)

# Section 10

## Faculty

Department of Health Policy & Management faculty are committed to their role of teacher and mentor inside and beyond the classroom. Their research brings depth and a real-life context to the classroom.

Bios of HP&M faculty, and links to publications, can be found under the Faculty & Staff tab on the department website, [sph.bu.edu/hpm](http://sph.bu.edu/hpm).

### Teaching and Advising Faculty for the MS and PhD Programs in Health Services Research, Department of Health Policy & Management

Name	Office Location	Phone	Email
Rosenbloom, David, Chair-Ad Interim	Talbot 348W	(617) 638-0113	<a href="mailto:drosenbloom@bu.edu">drosenbloom@bu.edu</a>
Berlowitz, Dan	Talbot 2 W Bedford VA	617 638-5715 781 687-2962	<a href="mailto:dberlow@bu.edu">dberlow@bu.edu</a>
Bokhour, Barbara	Talbot 253 W Bedford VA	781 687-2862	<a href="mailto:bokhour@bu.edu">bokhour@bu.edu</a>
Borzecki, Ann	Bedford VA	781 687-2870	<a href="mailto:Amb@bu.edu">Amb@bu.edu</a>
Burgess, Jim	Talbot 257 W Boston VA	617 414-1424 857 364-5683	<a href="mailto:jfburges@bu.edu">jfburges@bu.edu</a> or <a href="mailto:jfburgess@gmail.com">jfburgess@gmail.com</a>
Carey, Kathleen	Talbot 262 W Bedford VA	781 687-2140 617 414-1353	<a href="mailto:kcarey@bu.edu">kcarey@bu.edu</a>
Charns, Marty	Talbot 265 W Boston VA	617 278-4433 617 414-1431	<a href="mailto:mcharns@bu.edu">mcharns@bu.edu</a>
Christiansen, Cindy	Talbot 340 W Bedford VA	781 687-2915 617 414-1396	<a href="mailto:cindylc@bu.edu">cindylc@bu.edu</a>
Clark, Jack	Talbot 250 W	617 414-1426	<a href="mailto:jaclark@bu.edu">jaclark@bu.edu</a>
Drainoni, Mari-Lynn	Talbot 342 W Bedford VA	781 687-2897 617 414-1417	<a href="mailto:drainoni@bu.edu">drainoni@bu.edu</a>
Eisen, Susan	Bedford VA	781-687-2858	<a href="mailto:seisen@bu.edu">seisen@bu.edu</a>
Elwy, Rani	Talbot 265 W Bedford VA	781 687-2861 617 414-1412	<a href="mailto:relwy@bu.edu">relwy@bu.edu</a>
Frakt, Austin	Boston VA	857 364-6064	<a href="mailto:frakt@bu.edu">frakt@bu.edu</a>
Gifford, Allen	Talbot 348 W Bedford VA	781 687-3038 617 414-1361	<a href="mailto:agifford@bu.edu">agifford@bu.edu</a>
Gupte, Gouri	Talbot 253 W	617 414-1426	<a href="mailto:gourig@bu.edu">gourig@bu.edu</a>
Hartmann, Christine	Bedford VA	781 687-2738	<a href="mailto:cwhrtmnn@bu.edu">cwhrtmnn@bu.edu</a>
Jette, Alan	Talbot 537 W	617 638-1985	<a href="mailto:ajette@bu.edu">ajette@bu.edu</a>
Hendricks, Ann	Boston VA	857 364-6015	<a href="mailto:ann.hendricks@med.va.gov">ann.hendricks@med.va.gov</a>
Kazis, Lewis	Talbot 345 W	617 414-1417	<a href="mailto:lek@bu.edu">lek@bu.edu</a>

	Bedford VA	781 687-2860	
Meterko, Mark	JP VA	857 364-4608	<a href="mailto:Mark.Meterko@va.gov">Mark.Meterko@va.gov</a>
Miller, Donald	Bedford VA	781-687-2865	<a href="mailto:drmiller@bu.edu">drmiller@bu.edu</a>
Parker, Victoria	Talbot 264 W	617 414-1394	<a href="mailto:vaparker@bu.edu">vaparker@bu.edu</a>
Pizer, Steven	Boston VA	857-364-6061	<a href="mailto:pizer@bu.edu">pizer@bu.edu</a>
Prashker, Mark	Talbot 502 E	617-638-5289	<a href="mailto:Prashker@bu.edu">Prashker@bu.edu</a>
Ren, Steve	Bedford VA	781 687-2957	<a href="mailto:Xsren@bu.edu">Xsren@bu.edu</a>
Rosen, Amy	Talbot 2 W Bedford VA	781 687-2960 617 414-1426	<a href="mailto:Akrosen@bu.edu">Akrosen@bu.edu</a>
Stefos, Ted	Bedford VA	781 687-2440	<a href="mailto:stefos@comcast.net">stefos@comcast.net</a>
Tobias, Carol	Health/ Disability Working Group – Talbot 246 W	617 638-1932	<a href="mailto:tcarol@bu.edu">tcarol@bu.edu</a>
VanDeusen Lukas, Carol	Talbot 261 W Boston VA	857 364-5685 617 414-1388	<a href="mailto:cvlukas@bu.edu">cvlukas@bu.edu</a>

“W” addresses are in Department of HP&M offices on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of Talbot Building, West Wing.



## Student Progress

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### The Health Service Research Annual Student Report

The HSR Student Report process is conducted annually, due July 1 each year. While required for PhD students, this is optional but encouraged for MS students in Health Services Research. (**Please note** that the following text is the PhD version of the questionnaire. Thus, all requirements in the process described refer only to PhD students.)

**Process:**

- 1) PhD students are required to follow this process. MS students are strongly encouraged to follow this process.
- 2) Using the self-evaluation template provided on the next page, report completed work over the last year and intended completion plan for work in the coming year(s), by July 1 to the Program Director. The narrative report should address where you are in the program and the timeline process of completion. We encourage you to think broadly in the context of the balance of how working through this program fits into your life as a whole, though you may record in the report only the professional development aspects of this reflection.
- 3) Prior to submitting this report to the Program Director, you should meet with your advisor to discuss this plan and report. The faculty advisor may write a separate evaluation that is appended to this report as desired. The progress will be reviewed by the Department Doctoral Committee at its summer meeting.
- 4) Students in employment situations sponsored by the department also are required to meet with their employment supervisors and discuss their plans for the future year. Note on the report that such a meeting has occurred. A written report on its substance is not required, except for Pre-Doctoral Fellows where a reappointment letter is required documenting what the plan is. These letters should be prepared by the Program Director in conjunction with the student employment supervisor. These letters will be completed no later than August 1.
- 5) Reports may be submitted in any medium that is convenient. Students may cut and paste from other documents, provide printouts from other records, or use any medium that makes the preparation of this report easy. The Program Director will review the reports and then meet with individual students as either the student or the Program Director deems necessary. (Meetings will be scheduled with most of the PhD students).
- 6) Student evaluation of the Program Director and the program also will be collected on a form that can be submitted separately and anonymously via whichever medium the student chooses to guarantee that anonymity if desired (including faxing it to the department or leaving it in the Program Director's mailbox); it can be emailed to the Program Director with the self-evaluation if anonymity is not desired.

**Template for Student Self-Evaluation:**

- 1) Student name
- 2) Year entered the program and degree/concentration
- 3) Number of course credits required for the degree program
- 4) Course credits and courses taken so far. (If a pre-doctoral fellow, include a separate list of courses taken but not credited.)
- 5) Outstanding Incompletes and plans for completion
- 6) Courses planned during 2011-2012 and 2012-2013 academic years, including semester if known/applicable
- 7) Academic advisor, with date of meeting to discuss year-end progress
- 8) Department employment supervisor, if applicable, and date of meeting to discuss current employment plans
- 9) Membership of dissertation committee, if known
- 10) Status of dissertation letter defining the committee and scope of project. (Masters students do not need a formal thesis letter, but do need to have a committee and a plan.)
- 11) Status of dissertation proposal (complete plan to accomplish the dissertation)
- 12) Status of IRB approval, if required, for dissertation work
- 13) Status of general admission to candidacy exam (covers all core courses for doctoral students only)
- 14) Status of concentration field exam (Health Quality and Outcomes/Health Economics, for doctoral students only)
- 15) Describe research projects (including PM821 group class projects) in which you are involved and likely research outputs, including publications
- 16) Describe service (e.g. officer for student chapter of AcademyHealth or work in outside organizations) and memberships (e.g. AcademyHealth)
- 17) Describe professional meetings attended and poster or oral presentations made outside of Boston University
- 18) List presentations made at Boston University (outside of class assignments) and any plans for such presentations in the coming year (e.g. at MS/PhD meetings)
- 19) List peer reviewed publications
- 20) Status of grant proposals or plans to submit grant proposals to support your own work (e.g. AHRQ R36 or other mechanisms)
- 21) Status of teaching activities (e.g., guest lectures, classes, teaching assistant)
- 22) Status of qualifying paper, including actual or prospective title (PhD students only)
- 23) Status of dissertation, including actual or prospective title
- 24) Narrative discussion of current status of professional growth, career plans, and general experience of the program as it fits into your life. (Extent of personal aspects included is by choice, but you should think about all aspects of how this program and degree fit into your life and plans, as you write this narrative). Carefully consider milestones/ accomplishments, as well as disappointments/failure



Appendix  
**B**

## Thesis/Dissertation Submission Forms

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- Thesis/Dissertation Abstract Submission Form
- Thesis/Dissertation Transmittal Approval Form
- Thesis/Dissertation Completion Record

## Thesis/Dissertation Abstract Submission Form

This form must be submitted to the **Office of the Registrar, 715 Albany Street, Talbot Building, Room T210C**, and Rebecca Song, the Academic Program Manager (on behalf of the Health Services Research **Doctoral Program Director**), Talbot Room 338W, accompanied by one copy of the dissertation abstract (maximum of 350 words) and the Graduation Application, at least **30 days** in advance of the defense of the thesis/dissertation. The proper heading of the dissertation abstract must be printed at the top of the abstract. **Prior to submission, the abstract must have been read and approved by your thesis/dissertation committee.** Please type or print clearly.

Name	BUID
Department	Date of Defense
	Degree

Thesis/Dissertation  
Title \_\_\_\_\_

I plan to graduate on \_\_\_\_\_. I have completed a graduation application.

### Dissertation Committee

First Reader:

Name	Department/Affiliation
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Second Reader:

Name	Department/Affiliation
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Third Reader:

Name	Department/Affiliation
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Fourth Reader:

Name	Department/Affiliation
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Additional Readers:

Name	Department/Affiliation
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Name	Department/Affiliation
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### Approval and Signatures

The undersigned verify that the enclosed dissertation abstract has been approved for publication and submission to the Office of the Registrar and the Doctoral Program Director. Any subsequent revisions to this abstract will require the immediate resubmission of these documents to the Office of the Registrar and the Doctoral Program Director.

\_\_\_\_\_  
Signature of Candidate

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Committee Chair/First Reader

\_\_\_\_\_  
Date

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## Thesis/Dissertation Transmittal Approval Form

This form must be submitted to the **Office of the Registrar, 715 Albany Street, Talbot Building, Room T210C** at the time the Registrar completes the final dissertation transmittal paperwork. **Failure to submit this document by the deadline set by the School of Public Health will immediately disqualify the degree candidate from graduation and will require that the candidate submit a new graduation application to the Office of the Registrar.**

Please type or print clearly.

Name	BUID
Department	Date of Defense
Degree	
Thesis/Dissertation Title	

### Approval and Signatures

The undersigned verify that the enclosed dissertation has been approved for publication and submission to the Mugar Memorial Library. **Upon submission of these documents, no further revisions may be made to the dissertation.**

Signature of Candidate	Date
Signature of Committee Chair/First Reader	Date

## HP&amp;M Dept. Thesis/Dissertation Completion Record

**Candidate Name:** \_\_\_\_\_**Committee Chair: (print/type)** \_\_\_\_\_**Additional Committee Members: (print/type)** \_\_\_\_\_

\_\_\_\_\_

**Outside Readers: (print/type)** \_\_\_\_\_

\_\_\_\_\_

**Approved abstract to BUSPH and to HSR Program – Date:** \_\_\_\_\_**Date defense draft given to committee:** \_\_\_\_\_ **Defense – date held:** \_\_\_\_\_**Defense – Result (X - to be filled out and signed by Committee Chair):**

• Satisfactory and complete \_\_\_\_\_

• Satisfactory, with minimal additional work required \_\_\_\_\_

\_\_\_\_\_

Expected date of final copy completion: \_\_\_\_\_

• Unsatisfactory \_\_\_\_\_

**COMMITTEE CHAIR SIGNATURE** \_\_\_\_\_**Program Director. signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_**Approved Title: (print/type)** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Registrar notified of successful defense by Program Director - Date:** \_\_\_\_\_**Committee chair signature when revisions completed and accepted:**\_\_\_\_\_ **Date:** \_\_\_\_\_**Final printed copies to library, in format already approved:** **Date:** \_\_\_\_\_**Electronic copy to HP&M Department:** **Date:** \_\_\_\_\_**Bound copy to HP&M Department:** **Date:** \_\_\_\_\_



## Frequently Asked Questions

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### **Q. When should I talk with my advisor?**

- A. **The MS/PhD Program Director, Prof. Jim Burgess, after talking with you about your interests,** will assign you an advisor. After we write or email to let you know the name of your advisor, please contact him/her before registering, to discuss your course options and educational plans.

We expect that each student—new or continuing, full-time or part-time—will discuss course planning with the advisor by phone, email, or in person, before registering each semester. You are also welcome to consult about your academic plans with Prof. Burgess.

Advisors ask each student to begin to sketch out a full course of study, including which courses to take to satisfy each requirement and when to take them. This will be an evolving document.

### **Q. Where do I get information to help develop my course plan?**

- A. Please start by using this *Guidebook* for information on requirements and course scheduling, and by talking with your advisor. You are also free to consult with Prof. Burgess and other HP&M faculty. Other information sources, noted above, include syllabi and course evaluations—important supplements to HPM course descriptions available at [sph.bu.edu/hpm/courses](http://sph.bu.edu/hpm/courses).

Before registration, the online Web Registration course planning function is helpful. Its “graph” tool can help avoid scheduling conflicts. (To learn about Web Reg and course planning, please see [sph.bu.edu/registrar/registration](http://sph.bu.edu/registrar/registration).) To be aware of deadlines for changing courses and the like, and to minimize problems such as being closed out of desired courses, please read the Student Insider regularly, and please review—carefully and early—the Registration Packet provided by the SPH Registrar’s Office before registration opens for each semester.

### **Q. Is there a directory of faculty contact information?**

- A. Please refer to Section 6 of this Guidebook. Also, a faculty directory is on the department web page. It includes email, telephone numbers, and office numbers. All faculty make extensive use of email and voicemail so they are available even when you (or they) aren’t on campus.

### **Q. Where can I find descriptions of each course?**

- A. For HPM courses, they are at [sph.bu.edu/hpm/courses](http://sph.bu.edu/hpm/courses). For all BUSPH courses, see [sph.bu.edu/allcourses](http://sph.bu.edu/allcourses).

### **Q. Where can I find information about the details of the characteristics of each course?**

- A. Talk to your advisor, other faculty, and fellow-students. All Boston University School of Public Health course evaluations are available online in the Student Insider.

**Q. Where can I find course syllabi?**

- A. To help you select courses, most recent HP&M course syllabi are posted on the Department Blackboard site. You will need a Kerberos password to access the site. Syllabi are also available from Department staff and the instructor on request.

**Q. To plan out my schedule, how can I find out when courses are taught?**

- A. This guidebook indicates the expected semester for each course in the MS program, and offers sample schedules. Each year, a few HP&M courses are moved, added, or cancelled, but most remain in the same slot, semester after semester. For other departments, please also see the BUSPH Registrar's Course Rotation Guide.

In addition, you can use the online Web Registration course planning function. Its "graph" tool can help you avoid scheduling conflicts. To learn about Web Reg and course planning, please see [sph.bu.edu/registrar/registration](http://sph.bu.edu/registrar/registration)

**Q. Does my thesis work have to go through Institutional Review Board (IRB) review, and what are the requirements for research ethics review?**

- A. Consult with your thesis advisor as to whether your thesis work can be included as a subproject of an existing IRB approved research project or whether you need to make your own separate IRB submission. All clinical fellows (and doctoral students) are required, and other MS students strongly encouraged, to complete Responsible Conduct of Research training ([bu.edu/research/policies/ethicsprograms/index.html](http://bu.edu/research/policies/ethicsprograms/index.html)) as offered by Boston University. Material from past sessions is often archived there and is presented in a format tailored to doctoral students.

**Q. In addition to courses, what other activities involve the MS and PhD students?**

- A. Several sorts of activities engage our students, including these:
- Students in the MS and PhD program are expected to attend a variety of regularly-scheduled seminars and meetings in the Department of Health Policy & Management, in the School of Public Health, in one of the affiliated Veterans Affairs or HP&M Department Research Centers, or on the Boston University Medical Campus. (See page on Professional Development, above.) These include regular meetings of PhD and MS students with the Program Director (which offer an opportunity to present and discuss thesis/dissertation research in progress), the departmental research seminars, and quarterly training sessions in the Responsible Conduct of Research Program on the Medical Campus. Students are also encouraged to attend other relevant Boston University seminars.
  - Participation is strongly encouraged in the BUSPH student chapter of AcademyHealth, the health services research professional association.
  - Some students are employed as research assistants with affiliated faculty.



## Doctoral Competencies

Label	Competency	Domain*	Examples
<b>Foundational knowledge</b>	Acquire knowledge of the context of health and health care systems, institutions, actors, and environment	<ul style="list-style-type: none"> <li>• Health and biology</li> <li>• Cost &amp; financing of health care</li> <li>• Organization of health care</li> <li>• Health policy</li> <li>• Access and use</li> <li>• Quality of care</li> <li>• Social determinants of health</li> </ul>	<ul style="list-style-type: none"> <li>• Health disparities</li> <li>• Health informatics</li> <li>• Outcomes and effectiveness</li> <li>• Resource allocation</li> <li>• Health behavior</li> <li>• Cross-cultural and global perspectives</li> </ul>
<b>Theoretical knowledge</b>	Apply or develop theoretical and conceptual models relevant to health services research	<p><i>[Variable depending on the discipline or interdisciplinary area of specialization]</i></p> <ul style="list-style-type: none"> <li>• Theory construction</li> <li>• Economics</li> <li>• Epidemiology</li> <li>• Psychology</li> </ul>	<ul style="list-style-type: none"> <li>• Sociology</li> <li>• Management</li> <li>• Political Science</li> <li>• Anthropology</li> <li>• Operations research</li> <li>• Demography</li> </ul>
<b>Relevant and important HSR question development</b>	Pose relevant and important research questions, evaluate them, and formulate solutions to health problems, practice and policy	<ul style="list-style-type: none"> <li>• Scientific method and theory</li> <li>• Proposal / grant development</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of evidence</li> <li>• Gap analysis</li> <li>• Stakeholder analysis</li> </ul>
<b>Conceptual models and operational methods</b>	Use or develop a conceptual model to specify study constructs for a health services research question and develop variables that reliably and validly measure these constructs	<ul style="list-style-type: none"> <li>• Scientific method and theory</li> <li>• Measurement and variables</li> <li>• Conceptual and analytic (empirical) models</li> </ul>	<ul style="list-style-type: none"> <li>• Causal models</li> <li>• Qualitative research</li> <li>• Quantitative research</li> </ul>
<b>Study designs</b>	Describe the strengths and weaknesses of study designs to appropriately address specific health services research questions	<ul style="list-style-type: none"> <li>• Study designs</li> <li>• Observational vs. experimental designs</li> <li>• Survey research</li> <li>• Qualitative research designs</li> <li>• Quantitative research designs</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed method designs</li> <li>• Intervention research</li> <li>• Community based participatory research</li> <li>• Evaluation research</li> <li>• Quality improvement</li> </ul>

<p><b>Data collection and management methods</b></p>	<p>Sample and collect primary health and health care data and/or assemble and manage existing data from public and private sources</p>	<ul style="list-style-type: none"> <li>• Survey research</li> <li>• Qualitative research</li> <li>• Operations research</li> <li>• Data acquisition</li> <li>• Data mining</li> </ul>	<ul style="list-style-type: none"> <li>• File creation and database management</li> <li>• Quality control</li> <li>• Sampling</li> <li>• Health informatics</li> </ul>
<p><b>Research conduct management</b></p>	<p>Execute and document procedures that ensure the reproducibility of the science, the responsible use of resources, the ethical treatment of research subjects</p>	<ul style="list-style-type: none"> <li>• Responsible conduct of research</li> <li>• Ethics</li> <li>• Authorship</li> <li>• Conflict of interest</li> <li>• Research integrity</li> <li>• Human subjects/IRBs</li> <li>• HIPAA</li> <li>• Contracts, MOUs, DUAs</li> <li>• Quantitative research</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative research</li> <li>• Data acquisition</li> <li>• Quality control &amp; DMBs</li> <li>• Research study management</li> <li>• Organizations as subjects</li> <li>• Health care law and risk management</li> <li>• Budget development and management</li> </ul>
<p><b>Data analysis</b></p>	<p>Demonstrate proficiency in the appropriate application of analytical techniques to evaluate HSR questions</p>	<ul style="list-style-type: none"> <li>• Economic evaluation</li> <li>• CEA/CBA</li> <li>• Statistics, biostatistics and econometric methods</li> <li>• Estimation and prediction methods</li> <li>• Operations research and decision sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of complex samples</li> <li>• Advanced qualitative analytic methods</li> <li>• Advanced quantitative analytic methods</li> <li>• Meta-analysis</li> </ul>
<p><b>Professional development</b></p>	<p>Work collaboratively in teams within disciplines, across disciplines, and/or with stakeholders</p>	<ul style="list-style-type: none"> <li>• Teamwork</li> <li>• Leadership</li> <li>• Team management</li> <li>• Conflict resolution</li> <li>• Knowledge management</li> <li>• Project management</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiation</li> <li>• Teaching</li> <li>• Mentoring</li> <li>• Cross-cultural and global perspectives</li> <li>• Lifelong learning</li> </ul>
<p><b>Communication</b></p>	<p>Effectively communicate the process, findings, and implications of health services research through multiple modalities with stakeholders</p>	<ul style="list-style-type: none"> <li>• Proposal development</li> <li>• Dissemination</li> <li>• Communication skills</li> <li>• Marketing and persuasion techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Writing skills</li> <li>• Writing for scientific journals</li> <li>• Cultural sensitivity</li> <li>• Cross-cultural and global perspectives</li> </ul>
<p><b>Knowledge transfer</b></p>	<p>Knowledge translation to policy and practice</p>	<ul style="list-style-type: none"> <li>• Evidence based practice</li> <li>• Evidence based policy</li> <li>• Human factors research</li> </ul>	<ul style="list-style-type: none"> <li>• Health marketing</li> <li>• Implementation science</li> <li>• Translational research</li> </ul>

\* Domains in this context are defined as **sub-categories falling under a broad competency category**. Domains included represent those most frequently mentioned by HSR programs. This list is not intended to be exhaustive.