Boston University School of Public Health
Doctor of Public Health Program

DrPH Program Guidelines
2015-2016
www.bu.edu/drph
Doctor of Public Health Program Contacts

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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.
Dear DrPH Students,

Welcome to Boston University School of Public Health (BUSPH). You are joining an accomplished group of more than 50 individuals who have decided to pursue doctoral studies in order to enhance their leadership, management, research and policy skills to improve the health of populations in need. You were chosen for this practice-oriented doctoral program based on both your academic ability and your diverse experiences in public health. Each of you will bring a unique energy and enthusiasm to the classroom that will enhance the learning experience not only for your fellow classmates but also for your teaching faculty.

You have received a letter in the mail welcoming you to the program and informing you of your advisor assignment. Please plan to meet with your advisor in the coming weeks. Your advisor is available and prepared to help you think about how you can make the most of your BUSPH career. I also encourage you to take advantage of your teaching faculty and the practice mentor program described in this guidebook as valuable resources to you over the course of your study.

The DrPH Student Guidebook was developed to help you navigate your program of doctoral studies. Please review the guidebook carefully as it provides key information about the program’s policies, procedures and resources.

The next several semesters will be extremely busy ones, but I encourage you to take advantage of the cultural, historic and artistic attractions that make Boston a unique and beautiful city. There’s also this baseball team that plays here that people seem somewhat fond of.

I am delighted that you have decided to join our program. The faculty and staff here at BUSPH are committed to making this the best practice-focused DrPH program in the world. A key element in achieving that goal is your successful matriculation and completion of the program. Please do not hesitate to call on us if we can be of help to you.

Sincerely,

Eugene Declercq, Ph.D.
Assistant Dean for DrPH Education
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
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**Quick Reference Guide**

Please see the SPH Bulletin ([www.bu.edu/bulletins/sph](http://www.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.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Office &amp; Contact Info</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Materials</strong></td>
<td><strong>Online</strong>: 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 to access these websites. <strong>Course Readers and textbooks</strong> are available for purchase through Barnes &amp; Noble bookstore located at 660 Beacon Street, Kenmore Square, Boston University Charles River Campus.</td>
</tr>
<tr>
<td><strong>Career Services</strong></td>
<td><strong>Office of Career Services</strong>: <a href="http://www.bu.edu/sph/careers/">www.bu.edu/sph/careers/</a> Talbot 2 East Lisa Toby, <a href="mailto:ltoy@bu.edu">ltoy@bu.edu</a>, 617-638-4675 Maria McCarthy, <a href="mailto:mamcc@bu.edu">mamcc@bu.edu</a>, 617-638-4602</td>
</tr>
<tr>
<td><strong>Financial Assistance</strong></td>
<td><strong>Office of Student Financial Services</strong>: <a href="http://bumc.bu.edu/osfs">bumc.bu.edu/osfs</a> <a href="mailto:osfs-sph@bu.edu">osfs-sph@bu.edu</a> 617-638-5130  <strong>SPH Admissions, Financing Your Education</strong>: <a href="http://www.bu.edu/sph/admissions/financing-your-education/">www.bu.edu/sph/admissions/financing-your-education/</a></td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td><strong>Office of Housing Resources</strong>: <a href="http://www.bumc.bu.edu/ohr/">www.bumc.bu.edu/ohr/</a></td>
</tr>
<tr>
<td><strong>Library Resources</strong>:</td>
<td><strong>Alumni Medical Library</strong>: <a href="http://medlib.bu.edu">medlib.bu.edu</a>  L Building, 12th Floor 617-638-4232  <strong>Boston University Library Network</strong>: <a href="http://www.bu.edu/library">www.bu.edu/library</a></td>
</tr>
<tr>
<td><strong>Parking and Transportation</strong></td>
<td><strong>Office of Parking and Transportation Services</strong>: <a href="http://bumc.bu.edu/parking">bumc.bu.edu/parking</a>  710 Albany Street; 617-638-4915</td>
</tr>
<tr>
<td><strong>Registration Information</strong></td>
<td><strong>Registrar’s Office</strong>: <a href="http://www.bu.edu/sph/students/resources/courses-and-academic-resources/registrars-office/">www.bu.edu/sph/students/resources/courses-and-academic-resources/registrars-office/</a>  Chris Paal, <a href="mailto:cpaal@bu.edu">cpaal@bu.edu</a>, 617-638-4963 or Andrea Tingue, <a href="mailto:atingue@bu.edu">atingue@bu.edu</a>, at 617-638-5057  <strong>Degree students register</strong> online at <a href="http://bu.edu/studentlink">bu.edu/studentlink</a>  <strong>Unofficial transcripts</strong> available at <a href="http://bu.edu/studentlink">bu.edu/studentlink</a>; <strong>Official transcripts</strong> available at <a href="http://bu.edu/reg">bu.edu/reg</a></td>
</tr>
<tr>
<td><strong>Student Health Behavioral Medicine</strong></td>
<td><strong>Student Health Services</strong>: <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</td>
</tr>
<tr>
<td><strong>Student Services</strong></td>
<td><strong>Office of Student Services</strong>: <a href="http://www.bu.edu/sph/students/">www.bu.edu/sph/students/</a>  Talbot 2 East Brendan Hoey, <a href="mailto:brendan2@bu.edu">brendan2@bu.edu</a>, Chase Crossno, <a href="mailto:ccrossno@bu.edu">ccrossno@bu.edu</a> or Mary Murphy-Phillips, <a href="mailto:mcmurph@bu.edu">mcmurph@bu.edu</a> at 617-638-5062</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Fall Semester 2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payment Settlement Deadline for Continuing Students</strong></td>
<td>Wednesday, August 5</td>
</tr>
<tr>
<td>Last day to add classes online</td>
<td>Monday, August 31</td>
</tr>
<tr>
<td>Instruction begins</td>
<td>Tuesday, September 1</td>
</tr>
<tr>
<td>Labor Day Holiday</td>
<td>Tuesday, September 7</td>
</tr>
<tr>
<td>Last Day to ADD Standard Classes, assuming student has instructor signature on paper add/drop form</td>
<td>Before the second class meeting date</td>
</tr>
<tr>
<td><strong>Payment Settlement Deadline for New Students</strong></td>
<td>Wednesday, September 16</td>
</tr>
<tr>
<td>Official Summer II 2015 Graduation Date</td>
<td>Friday, September 25</td>
</tr>
<tr>
<td>Medical Insurance Waiver deadline</td>
<td>Wednesday, September 30</td>
</tr>
<tr>
<td>Last Day to DROP Standard Classes without a W grade</td>
<td>Wednesday, October 7</td>
</tr>
<tr>
<td>Last Day to Change from Credit to Audit Status in standard courses</td>
<td>Wednesday, October 7</td>
</tr>
<tr>
<td>Columbus Day Holiday, Classes Suspended</td>
<td>Monday, October 12</td>
</tr>
<tr>
<td>Substitute Monday Schedule of Classes</td>
<td>Tuesday, October 13</td>
</tr>
<tr>
<td><strong>Spring 2015 Registration begins</strong></td>
<td>9:00 AM on Sunday, November 1</td>
</tr>
<tr>
<td>Last Day to DROP Standard Classes with a W grade</td>
<td>Friday, November 6</td>
</tr>
<tr>
<td><strong>Veterans Day: Classes Held at SPH and CRC</strong></td>
<td>Wednesday, November 11</td>
</tr>
<tr>
<td>Class Make Up Days for Fall 2015 (as needed)</td>
<td>Saturday, November 14 &amp; Sunday, November 15</td>
</tr>
<tr>
<td>Fall Recess Begins</td>
<td>Wednesday, November 25</td>
</tr>
<tr>
<td>Instruction Resumes</td>
<td>Monday, November 30</td>
</tr>
<tr>
<td>Last Day to Officially Withdraw or take a Leave of Absence from Boston University for Fall 2015</td>
<td>Tuesday, December 15</td>
</tr>
<tr>
<td>Last Day of Classes/Final Exams Begin</td>
<td>Tuesday, December 15</td>
</tr>
<tr>
<td>Final Exams End</td>
<td>Saturday, December 19</td>
</tr>
</tbody>
</table>

Make up days for emergency closings will be announced.

**Fall 2015 Withdrawal* and Tuition Refund Schedule**

| Prior to first day of class | 100% refund of tuition and fees |
| During the first two weeks of the semester | 80% refund of tuition only |
| During the third week of the semester | 60% refund of tuition only |
| During the fourth week of the semester | 40% refund of tuition only |
| During the fifth week of the semester | 20% refund of tuition only |
| After the fifth week of the semester | 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 2016

<table>
<thead>
<tr>
<th>Event</th>
<th>9:00 AM on Sunday, November 1, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration Begins for Degree Candidates</td>
<td></td>
</tr>
<tr>
<td>Martin Luther King, Jr. Day Holiday, Classes Suspended</td>
<td>Monday, January 18</td>
</tr>
<tr>
<td>Instruction Begins at BUSPH</td>
<td>Tuesday, January 19</td>
</tr>
<tr>
<td>Official Fall 2014 Graduation Date</td>
<td>Monday, January 25</td>
</tr>
<tr>
<td>Presidents’ Day Holiday, Classes Suspended</td>
<td>Monday, February 15</td>
</tr>
<tr>
<td>Substitute Monday Schedule of Classes</td>
<td>Tuesday, February 16</td>
</tr>
</tbody>
</table>

**Last day to drop a standard class without a “W” grade**

<table>
<thead>
<tr>
<th>Registration Begins for Summer 2014</th>
<th>TBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring Break</td>
<td>Saturday, March 5 – Sunday, March 13</td>
</tr>
<tr>
<td>Patriots’ Day Holiday, Classes Suspended</td>
<td>Monday, April 18</td>
</tr>
<tr>
<td>Substitute Monday Schedule of Classes</td>
<td>Wednesday, April 20</td>
</tr>
</tbody>
</table>

**Last day to drop a standard class with a “W” grade**

**Last day to withdraw or take a leave of absence**

<table>
<thead>
<tr>
<th>Registration Begins for Fall 2016</th>
<th>TBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commencement Weekend</td>
<td>May 14 – 16</td>
</tr>
</tbody>
</table>

### Boston University Policy on Religious Holidays

The BU School of Public Health, 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 website (http://sph.bu.edu). Email messages will also be sent to faculty, staff and students in the event of closings. A message will be posted to the BUSPH main telephone number: 617-638-4640.

**PLEASE NOTE:** Do not rely on information about 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.

### Doctoral Graduation Calendar

<table>
<thead>
<tr>
<th>Event</th>
<th>September 25, 2015 Award</th>
<th>January 25, 2016 Award</th>
<th>May 15, 2016 Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Director approves graduation date</td>
<td>June 1, 2015</td>
<td>October 1, 2015</td>
<td>December 1, 2015</td>
</tr>
<tr>
<td></td>
<td><strong>Graduation Application</strong> submitted online to SPH Registrar’s Office</td>
<td>June 26, 2015</td>
<td>October 23, 2015</td>
</tr>
<tr>
<td><strong>Dissertation Abstract</strong> submitted to SPH Registrar’s Office and DrPH Program Manager</td>
<td>No later than 30 days prior to defense.</td>
<td>No later than 30 days prior to defense.</td>
<td>No later than 30 days prior to defense.</td>
</tr>
<tr>
<td>Copy of signature page emailed to SPH Registrar’s Office on or before this date</td>
<td>September 11, 2015</td>
<td>December 18, 2016</td>
<td>April 29, 2016</td>
</tr>
</tbody>
</table>

* An approved Dissertation Abstract **must** be accompanied by a completed and signed Dissertation Abstract Submission Form.
SECTION 1: INTRODUCTION AND PROGRAM OVERVIEW

Each student must read this handbook carefully and is responsible for understanding all of the policy guidelines and requirements contained in it.

Introduction

This handbook is designed to assist students to navigate through their Doctor of Public Health studies at the Boston University School of Public Health (BUSPH). It comprehensively discusses the DrPH requirements, such as coursework, the comprehensive exams, and the doctoral dissertation. It also addresses the processes that need to be followed to meet the requirements, such as the formation of a doctoral dissertation committee, and the documents students are responsible to place in their Official Student Record. This handbook also contains advice and recommendations that assist students to complete the program expeditiously and effectively.

Goal of the DrPH Program

The focus of this program is on preparing experienced professionals for advanced practice and leadership positions in public health. The DrPH Program trains public health professionals to assess and analyze public health problems and to develop, implement, and evaluate public health programs and policies nationally and internationally. The practice-oriented nature of the DrPH Program fits ideally with the BUSPH mission, which is to train professionals who are equipped to meet the service and health needs of disadvantaged, underserved, and vulnerable populations in the United States and abroad. The DrPH Program recognizes that individual students have their own strengths to bring to the classroom in regard to their areas of interest. The practice of public health is a broad, multidisciplinary undertaking incorporating the contributions of many academic disciplines into the analysis of solutions to public health problems. Public health leaders require understanding of the organizational, social, behavioral, legal, and bureaucratic complexities involved in resolving public health problems. This program’s goal is to provide DrPH students with interdisciplinary expertise. The DrPH Program is a school-wide program whose very nature promotes this goal.

Competencies

Upon completing the DrPH, students should be able to

- assess and use communication strategies across diverse audiences to inform and influence individual, organization, community, and policy actions.
- influence decision-making regarding policies and practices that advance public health using scientific knowledge, analysis, communication, and consensus-building.
- create and communicate a shared vision for a positive future; inspire trust and motivate others; and use evidence-based strategies to enhance essential public health services.
- synthesize and apply evidence-based research and theory from a broad range of disciplines and health-related data sources to advance programs, policies, and systems promoting population health.
- communicate and interact with people across diverse communities and cultures for development of programs, policies, and research.
- provide fiscally responsible strategic and operational guidance within both public and private health organizations for achieving individual and community health and wellness.
- identify and analyze an ethical issue; balance the claims of personal liberty with the responsibility to protect and improve the health of the population; and act on the ethical concepts of social justice and human rights in public health research and practice.
For more on DrPH Competencies, see: Doctor of Public Health (DrPH) Core Competency Model from the Association of Schools and Programs of Public Health (ASPPH) (http://www.asph.org/publication/DrPH_Core_Competency_Model/index.html). For a report from ASPPH on the DrPH in the 21st century, students can go to http://www.aspph.org/wp-content/uploads/2014/06/DrPH-Report_2014-11-05_FINAL.pdf.

**The Doctor of Public Health Committee (DPHC)**

The Doctor of Public Health Committee is composed of faculty representatives from throughout the School of Public Health, the Assistant Director of the DrPH Program, and the Assistant Dean for DrPH Education, who chairs this committee. The DPHC implements all program guidelines. All committee decisions concerning individual students are final. The committee delegates authority to other persons (such as the dissertation committee for a student’s doctoral dissertation) for certain functions but retains the final authority in approving or disapproving a student’s doctoral studies. The DPHC’s responsibilities include the following:

- **Admissions** – serves as the Admissions Committee for the program.
- **Financial Aid** – advises the Assistant Dean on the distribution of financial aid to students in the program.
- **Curriculum** – reviews proposals for DrPH courses with an eye toward their quality, relevance, and appropriateness for the program. Committee faculty from respective departments will advise the Assistant Dean on the appropriateness of requests from students who seek to complete prerequisite requirements with courses from schools other than BUSPH.
- **Administration** – advises the Assistant Dean on operational issues that may come up with regard to the program.
- **Monitoring Student Progress** – At the end of the first two semesters, the DPHC will review transcripts of students who appear to be struggling academically. In conjunction with the student’s advisor, the committee will decide how best to advise the student and what, if any, remedial action needs to be undertaken.
- **Dismissals** – if there is insufficient progress toward a degree, dismisses students from the doctoral program.
- **Dissertation Oversight** – approves members of a student’s dissertation committee, and approves outside readers for the dissertation, dissertation papers, and final dissertation.

**Academic Advisors**

Upon entering the DrPH program, students are assigned an advisor. Advisors are assigned to students based on their shared public health practice interest. The DPHC, in conjunction with each student’s academic advisor, will supervise student progress within the DrPH program. Student advising is a mandatory and critical component of the doctoral program. Students are required to meet with their advisors at least once per semester.

**Practice Mentors**

In addition to a faculty advisor, students will have the opportunity to be paired with a Practice Mentor. The Practice Mentors are current public health leaders working in the field and will act as a resource for students as they complete the DrPH program. In many cases the mentors will be graduates of the DrPH Program. Students who participate in this program will meet with their Practice Mentor at least twice a year, and a Practice Mentor may also serve as a member of a student’s dissertation committee.
SECTION 2: COURSE REQUIREMENTS

The curriculum requirements described in this handbook apply to students matriculating in Fall 2015.

Admission to Completion Process
Official admission letters are issued through the BUSPH Admissions Office and establish the beginning of the Official Student Record. Students must complete and document the following requirements, which must be included in the Official Student Record in order to earn the degree of Doctor of Public Health:

DrPH Degree Requirement Checklist

_____ Completion of 26 credits of required school-wide DrPH courses
_____ Completion of 12 Research Design and Methods credits, 4 Management and Finance Elective credits, and 6 Policy and/or Advocacy credits
_____ Completion of Practicum
_____ Completion of Comprehensive Examination
_____ Approval of Dissertation Topic
_____ Approval of Dissertation Proposal
_____ Completion of Public Health Practice Dissertation
_____ Oral Defense of Dissertation

A checklist for each student is maintained in the Official Student Record. The Program Manager for Doctoral Education is the primary source for obtaining information about the doctoral program and is responsible for maintaining the Official Student Record. Additional guidelines and detailed instructions for the student regarding the Official Student Record are provided at the end of the handbook.

DrPH Prerequisites
All DrPH students are required to have completed coursework in Epidemiology, Biostatistics, Health Policy and Management and Environmental Health with a grade of B- or better. Students who have not completed these courses upon admission to the program will be required to do so within the first year of their matriculation into the program. Students are not required to complete prerequisite courses at Boston University. However, if these courses are completed at another institution, they must first be approved by the Assistant Dean for DrPH Education. If students opt to complete the prerequisite at Boston University, they may do so by completing a course of their choosing within that department, subject to approval by the Assistant Dean for DrPH Education.

All students are required to demonstrate current competency in biostatistics. Students who have not completed a biostatistics course, do not currently work regularly with biostatistics and/or have not completed a biostatistics course in the last five years will need to develop or update their skills prior to beginning their second semester of study and ideally before they matriculate into the program. Students who do not have a solid understanding of the basics in biostatistics will likely have difficulty keeping pace with the required methods courses.
DrPH Core Course Requirements
The 48-credit DrPH program must be completed within 5-7 years, depending upon previous academic coursework in public health and whether the student is registered on a full-time or part-time basis. The BUSPH DrPH Program requires students to complete at least 48 doctoral credits. All students must complete the following eight courses (26 credits total) and receive at least a 3.0 (B) grade in each of these classes (Please note that PH 866 and PH 986 do not receive letter grades.):

- PH 851 Community Needs Assessment and Systems Analysis (4)
- PH 853 Managing and Implementing Public Health Programs (4)
- PH 854 Program and Policy Evaluation (4)
- PH 856 Law and Ethics for Public Health Leaders (2)
- PH 857 Health Economics and Financial Management for Public Health (4)
- PH 858 Cases in Public Health Management (4)
- PM 835 Lean Management (4)
- PH 866 Public Health Leadership Seminar (0)
- PH 986 Public Health Practicum (0)

Additional Course Requirements
In addition to the core course requirements, students will complete 12 research design and methods credits, 4 management and finance elective credits, and 6 policy and advocacy credits. All students must receive at least a 3.0 (B) grade in each of these classes.

Research Design and Methods Requirements and Electives: In addition to completing the required Research Methods courses—PM 811 for domestic (U.S.) public health practitioners and an advisor-approved course for international public health practitioners—students will also complete one four-credit elective course in statistics and one four-credit course in research design. Students should consult with their advisor to help them choose the methods elective courses that will be most applicable to their program. Students can register for one of the courses listed below, since all have been preapproved as fulfilling the statistical and research design electives. In certain cases students may petition for other courses to fulfill these requirements with written approval from their advisor and the Assistant Dean for DrPH Education.

Management and Finance Elective: Students should consult with their advisor to select four (4) credits of coursework focusing on public health management and/or finance. This selection should be based on individual student competencies. Students may select this elective from any of the SPH departments represented in the list of preapproved management and finance electives below. Students may petition to take a course that is not on the approved elective list by making a request to the Assistant Dean for DrPH Education.

Policy and Advocacy Electives: Students will be able to choose how they wish to complete their remaining six credits—at least 4 of which must be in policy analysis—by choosing from a list of pre-approved elective courses. Students may petition to take a course that is not on the elective list by making a request to the Assistant Dean for DrPH Education.
Required Courses and Preapproved Elective Courses

Students may select their electives from the list of preapproved courses below or choose courses not appearing on this list based on a discussion with their advisor. Advisors should report all non-preapproved elective selections to the DrPH Program Manager in writing.

Research Methods Requirements and Preapproved Electives

Required Research Methods Course:
- PM 811 Health Services Research and Methods OR another Research Methods course approved by the student’s advisor and the Assistant Dean for DrPH Education (4)

Preapproved Statistical* and Research Design** Electives:
- BS 720 Introduction to R: Software for Statistical Computing Environment* (2)
- BS 723 Introduction to Statistical Computing* (4)
- BS 728 Public Health Surveillance a Methods Based Approach* (4)
- BS 775 Applications of Statistical Methods in Clinical Research* (4)
- BS 810 Meta-Analysis for Public Health & Medical Research* (4)
- BS 852 Statistical Methods in Epidemiology** (4)
- EH 757 Environmental Epidemiology** (4)
- EH 811 Geographic Information Systems (GIS) in Public Health** (4)
- EP 813 Intermediate Epidemiology** (4)
- EP 850 Applications of Intermediate Epidemiology** (4)
- EP 854 Advanced Epidemiology** (4)
- EP 857 Design and Conduct of Cohort Studies** (2)
- EP 858 Design and Conduct of Case-Control Studies** (2)
- MC 759 Perinatal Epidemiology** (4)
- PM 821 Advanced Health Services Research Methods** (4)
- PM 828 Advanced Seminar in Qualitative Research Methods for Health Services Research** (4)
- SB 818 Qualitative Research Methods** (4)

Note: Course credits taken to fulfill a research methods/design elective cannot simultaneously count toward course credits taken to fulfill a policy/advocacy or management/finance elective. BS 723 is a prerequisite for many upper-level Biostatistics and Epidemiology electives.

Preapproved Management and Finance Electives
- GH 773 Financial Management for Health Programs (4)
- GH 804 mHealth (2)
- GH 805 Controversies in Global Control & Eradication of Infectious Diseases (2)
- GH 854 From Data to Dashboards: Building Excel Skills to Support Health Program Decisions (2)
- GH 881 Program Design for Global Reproductive and Perinatal Health (4)
- GH 885 Global Trade, Intellectual Property, and Public Health (2)
- GH 887 Planning and Managing Maternal and Child Health Programs in Developing Countries (4)
- MC 800 Preventing Mental Health Disorders Among Women, Children, and Adolescents: A Life Course Perspective (2)
- MC 802 Implementing Community Health Initiatives: Medicine and Public Health as Partners (4)
- PM 734 Principles and Practices in Non-Profit Health Care Accounting (2)
- PM 736 Human Resource Management in Public Health (4)
- PM 744 Introduction to Health Facility Planning & Design (2)
- PM 776 Managerial Skills for Problem Solving (4)
- PM 780 Managerial Accounting for Healthcare Leaders (4)
- PM 807 Introduction to Cost Effectiveness Analysis (2)
- PM 818 Health Information Technology (4)
- PM 827 Strategic Management of Healthcare Organizations (4)
- PM 832 Operations Management in Healthcare (4)
- PM 834 Health Regulation and Planning (4)
- PM 837 Evaluating Healthcare Quality (4)
- SB 833 Designing and Implementing a Public Health Communication Campaign (4)

Note: Course credits taken to fulfill a management/finance elective cannot simultaneously count toward course credits taken to fulfill a policy/advocacy or research methods/design elective.

Preapproved Policy and Advocacy Electives

**DrPH Program Manager**
- EH 805 Environmental Health Science, Policy, and Law (4)
- GH 888 Seminar in International Health Policy Issues (2)
- GH 891 Global Pharmaceutical Policy: At the Intersection of Process and Politics
- LW 800 Genetics, Law and Public Health (4)
- LW 830 Health Insurance and the Affordable Care Act (4)
- LW 850 Legal Strategies to Reduce Health Risks (4)
- MC 763 Maternal and Child Health Policy Making (2)
- MC 785 Sexual and Reproductive Health Advocacy (2)
- MC 815 Sexual and Reproductive Health Advocacy: From Rights to Justice (4)
- MC 840 Women and Health Policy: Gender, Evidence, and Politics (4)
- PM 833 Health Economics (4)
- PM 840 Analyses of Current Health Policy Issues (4)
- PM 850 Organizing for Health System Change (2)
- PMXX Issues in Health Policy (4)
- SB 800 The Obesity Epidemic: Moving from Individual to Environmental and Policy Approaches for Promoting Physical Activity and Healthy Eating (4)
- SB 860 Strategies for Public Health Advocacy (4)

Note: Course credits taken to fulfill a policy/advocacy elective cannot simultaneously count toward course credits taken to fulfill a management/finance or research methods/design elective.
# Course Cycle: Full Time Students

**YEAR 1:** 32-34 *credit hours*

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall:</strong></td>
<td><strong>PH851</strong> Community Needs Assessment and Systems Analysis (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>PH857</strong> Health Economics and Financial Management for Public Health (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>PH866</strong> Public Health Leadership Seminar (0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Biostatistics Elective) (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Management/Finance and/or Policy/Advocacy Elective) (4-6)</td>
<td></td>
</tr>
<tr>
<td><strong>Spring:</strong></td>
<td><strong>PH853</strong> Managing and Implementing Public Health Programs (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>PH 854</strong> Program and Policy Evaluation (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>PH866</strong> Public Health Leadership Seminar (0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>PM835</strong> Lean Management (4)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research Methods Requirement: PM 811 or other approved Research Methods course (4)</td>
<td></td>
</tr>
<tr>
<td><strong>Summer:</strong></td>
<td><strong>PH986</strong> Public Health Leadership Practicum (0)</td>
<td></td>
</tr>
</tbody>
</table>

**YEAR 2:** 14-16 *credit hours (followed by Continuing Study in Spring Semester)*

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall:</strong></td>
<td><strong>PH856</strong> Law and Ethics for Public Health Leaders (2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>PH858</strong> Cases in Public Health Management (4)</td>
<td></td>
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<tr>
<td></td>
<td><strong>PH866</strong> Public Health Leadership Seminar (0)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Research Design Elective) (4)</td>
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</tr>
<tr>
<td></td>
<td>(Management/Finance or Policy/Advocacy Elective) (4-6)</td>
<td></td>
</tr>
<tr>
<td><strong>Spring:</strong></td>
<td><strong>PH990</strong> Continuing Study (payment for equivalent of 2 credits) (0)</td>
<td></td>
</tr>
</tbody>
</table>

Upon completion of academic coursework and practicum

- Comprehensive Examination
- Dissertation Topic Approval

**YEAR 3 & beyond:**

- **PH990** Continuing Study
- Dissertation Proposal Approval
- Dissertation
- Final Dissertation Defense

**Note:** Students must register for “Continuing Study” (equivalent to the cost of 2 credits, which allows an individual to maintain active student status) after completion of the required 48 credits for each Fall and Spring semester of doctoral study.
## Course Cycle: Part Time Students

**YEAR 1: 24 credit hours**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>Fall:</td>
<td>PH851 Community Needs Assessment and Systems Analysis</td>
<td>(4)</td>
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<tr>
<td></td>
<td>PH857 Health Economics and Financial Management for Public Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OR Biostatistics Elective (based on student’s academic preparation)</td>
<td>(4)</td>
</tr>
<tr>
<td></td>
<td>PH866 Public Health Leadership Seminar</td>
<td>(0)</td>
</tr>
<tr>
<td>Spring:</td>
<td>PH853 Managing and Implementing Public Health Programs</td>
<td>(4)</td>
</tr>
<tr>
<td></td>
<td>PH854 Program and Policy Evaluation</td>
<td>(4)</td>
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<tr>
<td></td>
<td>PH866 Public Health Leadership Seminar</td>
<td>(0)</td>
</tr>
<tr>
<td>Summer:</td>
<td>Management, Policy, or Research Methods Electives</td>
<td>(8)</td>
</tr>
</tbody>
</table>

**YEAR 2: 16-18 credit hours**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall:</td>
<td>PH856 Law and Ethics for Public Health Leaders</td>
<td>(2)</td>
</tr>
<tr>
<td></td>
<td>PH857 Health Economics and Financial Management for Public Health</td>
<td></td>
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<tr>
<td></td>
<td>OR Biostatistics Elective</td>
<td>(4)</td>
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<tr>
<td></td>
<td>Management, Policy, or Research Methods Elective</td>
<td>(2-4)</td>
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<tr>
<td></td>
<td>PH866 Public Health Leadership Seminar</td>
<td>(0)</td>
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<tr>
<td>Spring:</td>
<td>Research Methods Requirement: PM 811 or other approved</td>
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<td></td>
<td>Research Methods course</td>
<td>(4)</td>
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<tr>
<td></td>
<td>PM835 Lean Management</td>
<td>(4)</td>
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<tr>
<td>Summer:</td>
<td>PH986 DrPH Practicum</td>
<td>(0)</td>
</tr>
</tbody>
</table>

**YEAR 3: 6-8 credit hours**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>Fall:</td>
<td>PH858 Cases in Public Health Management</td>
<td>(4)</td>
</tr>
<tr>
<td></td>
<td>Management, Policy, or Research Methods Elective</td>
<td>(2-4)</td>
</tr>
</tbody>
</table>

Upon completion of academic coursework and practicum

- Comprehensive Examination
- Dissertation Topic Approval

**YEAR 4 & beyond:**

- PH990 Continuing Study
- Dissertation Proposal Approval
- Dissertation
- Final Dissertation Defense
Reading or Independent Studies Courses

Students may choose to augment required core or departmental course offerings through reading or directed studies courses at the pleasure of faculty members in SPH or other departments of the university. Students are encouraged to discuss such options with their academic and practice mentors. *Credits earned through independent studies not offered at BUSPH cannot be applied to the completion of the DrPH.*
SECTION 3: DRPH PRACTICUM

PH986 Public Health Practicum (0 credits)

The DrPH public health practicum is designed to provide an opportunity for students to apply key elements of policy, management, and program analysis to an organization or institution engaged in public health implementation. The Practicum also serves to emphasize the linkages between practice and research, and the value of integrating these through the application of rigorous academic principles to improve both policy and practice.

- Full-time students are expected to complete the practicum in the first summer of their academic studies. Part-time students may complete it over a longer time-period; however, the practicum must be completed prior to taking the comprehensive exam.
- Students must complete the course PM835 Lean Management prior to taking part in the Practicum, and the DrPH Program expects students to apply the principles learned in that class to their organizational assignment in the Practicum.
- Students must register for PH986 to receive credit for this degree requirement.
- The practicum has a minimum requirement of 200 on-site hours (5 weeks), although most students will complete substantially more hours.
- The goal of the practicum is to emphasize the linkage between practice, research, and academia and the importance of valuing and integrating all three.
- Upon completion of the practicum each student will provide a written report that outlines what was accomplished during the practicum; a practicum presentation to the DrPH class (lasting approximately 10 – 15 minutes); a written evaluation from their field preceptor; and a lean management organizational report.

The Practicum consists of three principle elements:

1. Implementation of the learning contract with the host organization or institution
2. The application of the principles of lean management to the organization or institution with which they have worked
3. Reflection on general principles of policy, management, and program analysis about the experience

Choice of organization

Students are encouraged to choose an organization or institution that will provide them with a set of experiences that will not be familiar. Students should not choose the organization they are currently working with. For example, a student currently working with civil society organizations implementing community services should consider working with an international NGO, a donor, or a UN organization. A student working with direct service delivery might consider an organization conducting large-scale economic analysis, and a student working in HIV/AIDS might consider working in a completely different area, such as non-communicable diseases or maternal and child health.

Students may choose an organization they have identified (in consultation with the DrPH Program Assistant Director), choose from the opportunities available through the DrPH Program, or work with the DrPH Program Assistant Director to identify a suitable opportunity.
International Public Health Practitioners

- For foreign students, practicum placements will generally be outside the U.S., either in the students’ country of origin or another low or middle-income country. In some cases it may be appropriate for students from developing countries to have a placement in the U.S. to observe health systems here.
- U.S. students who wish to practice public health internationally will typically work overseas, depending on their experience prior to matriculating into the program.

Choosing a Topic for the Practicum

The practicum is not a research project, although it may involve conducting a study related to management, implementation, or systems functioning in the organization or institution. When the practicum does involve research, it should be carefully linked to both the objectives of the practicum laid out in the contract and also to the competencies worksheet developed for the practicum.

To help understand what constitutes an appropriate practicum topic, several past practicum examples are available from the DrPH Program Manager as guidance in discussion with organizations. It is important to note that the practicum has changed in both its focus and its objectives starting with the class entering in Fall 2013, so that not every past practicum experience is relevant to the current DrPH program.

Students may also request a copy of the DrPH Competencies Self-Assessment they completed in the first DrPH Leadership Seminar (Please direct this request to the DrPH Program Manager.). Students should review the competencies sheet and consider which competencies they would like to work on during the practicum.

Practicum Learning Contract

When students have identified a practicum site, know the name and contact information for their field supervisor, and have drafted a practicum learning contract (see below for more details), they must make an appointment to see the DrPH Program Assistant Director to seek approval for their proposed practicum experience. Students must also provide the DrPH Program Manager with a copy of the approved practicum learning contract and cover sheets (see pp. 20-21). If necessary, the Program Manager can send the field supervisor a letter describing the practicum, which will also include a copy of the requirements, the competencies worksheet and the field supervisor evaluation form that the field supervisor will complete at the end of the practicum.

The practicum learning contract should include the details of the practicum experience, including
- learning objectives (see description below) that describe the competencies that they hope to enhance during the practicum and how working in the practicum will address them;
- a description of practicum experience tasks, responsibilities, deliverables, and expectations; e.g.,
  - conducting an impact evaluation of a program that they implement in multiple centers throughout a large urban center.
  - undertaking a cost effectiveness study of a program that the organization wants to scale up but is unsure if it is worth it.
  - developing a quality improvement plan applying lean management principles to some operational component of the organization.
  - analyzing current guidelines for care in the country and determining if, and how they should be revised based on the current state of the art.
proposing a revised implementation program based on a recent evaluation.

- a detailed timeline describing the schedule of hours they will commit to the practicum, a date for the midpoint review, and approximate range/s of time devoted to particular practicum tasks or responsibilities

All of this information should be put into the learning contract which must be signed by the DrPH Program Assistant Director and field supervisor. Students will be responsible for providing copies of the signed learning contract to the DrPH Program Assistant Director, their field supervisor, and the DrPH Program Manager at least one week before the start date of their practicum. Students should keep a copy of the learning contract for their records.

**Tips for Writing Learning Objectives.** Learning objectives form the basis of the Learning Contract and represent measurable statements of the results the student wishes to achieve. A learning objective is a concise statement of a change in competency, skill, knowledge, or understanding the student plans to gain. Learning objectives should be specific, reasonable, obtainable, and possible to complete within a particular timeframe. Learning objectives are written generally in the present tense and use action verbs that describe how learning will be demonstrated. They give insight to why the student is doing the practicum. It is important to define the level of mastery that will be obtained when defining the outcome, e.g., identifying an issue vs. analyzing the issue, listing problems vs. evaluating problems. Clearly defined learning objectives are the foundation of a strong and successful practicum. The methods and activities should then describe the detail of the student’s work and how the learning objectives will be obtained.

**Linking the Practicum to DrPH Competencies.** In conjunction with a field supervisor and departmental advisor, students will compare their leadership competencies to at the time they initiate the practicum to the broader, pre-identified set of such competencies they completed in the DrPH Leadership Seminar. Based on this comparison they will develop a list of the competencies they wish to develop/enhance in their practicum and share those with their faculty and field supervisor.

In preparation for the practicum, it is recommended that students work with the DrPH Program Assistant Director and their Field Supervisor to devise broad learning objectives in light of the student’s past experience and future goals. A helpful “first step” exercise in completing the Learning Contract is the Competencies Worksheet for public health practice that was completed in the first seminar. Reviewing and reassessing competencies allows the student to think of the upcoming practicum in terms of objectives, activities, resources and outcomes.

**Lean Management Project**

During the spring semester, all DrPH students will take PM 835, Lean Management. The final product of this course is a report for the organization with which they have worked.

One option for students, if they have identified their practicum organization before February, is to work with this organization to undertake their lean management project. Working remotely (for international students) and directly (for domestic students), the project charter, process map, value stream map, identification of inefficiencies, analysis of root causes, and recommendations, can all be done during the spring. The student can then work with the organization to assist with the implementation of the recommendations during the practicum.
The second (and more common option) will be to undertake a “kaizen event” early during their practicum, in which they undertake a rapid lean management assessment. This is a 3-day intensive exercise, which involves the whole organization, using principles taught during the lean management course. The methodology will be taught during PM 835. Students will then work with the organization throughout their practicum as they implement the recommendations resulting from the event.

**Midpoint Review**

Students will be required to complete a midpoint review with their field supervisor and are responsible for scheduling a time for the review to take place. The first step of the midpoint review is to meet with the field supervisor and use the learning objectives and timeline they developed for their Learning Contract to guide the discussion. Students should discuss with their field supervisor their progress to date, determine whether or not their future activities and timeline need to be adjusted, and make alterations to their Learning Contract if needed.

For the second part of the midpoint review, students should email the Doctoral Program Manager and the DrPH Program Assistant Director an update on their practicum thus far. The update should include the following:
- written description of student’s activities to date (See form below)
- progress on accomplishing student learning objectives
- changes to activities/timeline based on the midpoint review with the field supervisor

**Reflection on Policy, Management, and Policy analysis**

By the time students complete their practicum, they will have completed Needs Assessment, Health Economics and Financial Management, Public Health Leadership, Implementation, Program and Policy Evaluation, and at least one course in Research Methods. These skills provide students with the ability to look at organizations and institutions critically and analytically.

The practicum is an opportunity to apply those skills in a controlled environment, with the open collaboration of a partner organization. Using observations, qualitative methods, and quantitative methods students can conduct needs assessments, leadership assessments, evaluations, or policy analyses. The results of this reflection and analysis should be incorporated into the final written report.

**Final Products**

Students undertaking the practicum are expected to complete the following:

- **Written Report:** The written report should be planned and developed in conjunction students’ field supervisor. It could take on many different formats, including a detailed description of the intervention or evaluation that was planned and/or developed as part of the practicum, a case study of the development or impact of a public health policy, an examination of the role of and challenges associated with leadership in public health, or another substantial report keeping with the spirit of a practice-based analysis and approved by both the DrPH Program Assistant Director and students’ field supervisor. This report must be submitted to the DrPH Program Assistant Director, and a copy of this report must be delivered to the DrPH Program Manager.
o **Lean Management Organizational Report:** This report of 8-10 pages should evaluate the effectiveness and efficiency of the organization providing the practicum site and how the application of Lean Management principles could improve organizational function and service delivery. What are the organization’s barriers to better performance? What realistic changes can be made to improve performance? Students must submit this report to the DrPH Program Assistant Director and submit a copy to the DrPH Program Manager.

o **Practicum Presentation:** Students must deliver a presentation on the challenges to leadership in the settings in which they were placed. This presentation, *which should last no longer than 15 minutes*, and focus on field based practice lessons learned should be scheduled with the DrPH Program Manager.

o **Evaluation:** A written evaluation of students’ performance from the field supervisor should be submitted to the DrPH Program Manager.

At the end of the practicum experience, if students have committed to delivering any products to the organization, they should be delivered as complete and in a form that is acceptable to the organization.

**Grading**

While students receive no formal letter grade for the practicum, it is noted on their transcript that they successfully completed the practicum by a “P” for “Pass” or “F” for “Failure.”
## DrPH Practicum Checklist

1. Identify Practicum Site and Field Supervisor

2. Determine what your role/s will be during the practicum

3. Draft learning objectives and learning contract details

4. Meet with Assistant Director of DrPH Program

5. Complete learning contract and submit signed copies to DrPH Program Manager

6. Submit signed Add/Drop form for PH 986 to BUSPH Registrar

7. Conduct Midpoint Review

8. Send updates from the Midpoint Review to DrPH Program Manager

9. Schedule practicum presentation

10. Submit Written Report

11. Submit Lean Management Organizational Report

12. Complete Practicum Evaluation
Boston University School of Public Health

DrPH Program Practicum Learning Contract

Instructions:

• Complete ALL INFORMATION on both sides of this form and attach the approved learning objectives. Student, Field Supervisor, and DrPH Program Assistant Director signatures are required.

• Submit the completed contract to the DrPH Program Manager (Crosstown Center, Room 429B) within one week of the practicum start date. Keep one copy for yourself.

*******************************************************************************

Student Information

Name: _______________________________________ BU ID #: __________________

Email: ___________________ ___

PH 986 Course Information

Semester and year for which you are REGISTERING for the practicum:

Fall ___ Spring ___ Summer ___

Year ______

Hours per week on-site: ______

Start date of the practicum: __________________________

End date of the practicum: ___________________________

Midpoint Review date with Field Supervisor: ________________

(continued on next page)
Practicum Site Information

Practicum Site (agency name, department, division, etc.): __________________________________________

________________________________________________________________________________________

Practicum Site Mailing Address: _____________________________________________________________

________________________________________________________________________________________

Field Supervisor Information

Name: ________________________________________________

Title: ________________________________________________

Phone: ___________________________

Email: ___________________________

Practicum Content

Please complete the following information on separate paper and attach to this form:

• Student Practicum Title/Position
• Description of the practicum site and project: 1-2 paragraphs
• Learning objectives and goals: These should be specific, measurable, realistic/reasonable, and focused on DrPH competencies.
• Activities and methods for accomplishing the learning objectives and goals
• Proposed products or deliverables
• Monthly timeline for proposed goals and activities

Requirements for Completion of Practicum Course

• Submission of a signed and approved Learning Contract
• Participation in required seminars
• Completion of Midpoint Review
• Completion of minimum number of on-site hours
• Submission of evaluation form from field supervisor

Signatures

Student: ________________________________________________ Date: _____________

Field Supervisor: ___________________________________________ Date: ___________

DrPH Program Asst. Dir. ___________________________________________ Date: ___________
Midpoint Review Form

The Midpoint Review should occur about halfway through the practicum and is a time for reflection and feedback. The goal of the Midpoint Review is to help ensure that the practicum is on track in providing a valuable learning experience for the student, and that the student is making a contribution to the organization. In addition, the Midpoint Review can help troubleshoot any unforeseen challenges or barriers while ensuring that the student is progressing with the Learning Contract. Updates to the Learning Contract should be made to reflect any changes since the beginning of the practicum.

Instructions:

- The student must complete this form with the Field Supervisor using the Learning Contract as a point of reference.
- This form along with updated learning objectives, activities, and timeline (if necessary) are due to the DrPH Program Manager (Crosstown Center, Room 429B) within 2 days following the Midpoint Review.

Student Name (Print): ____________________________

1. Describe what you have accomplished to date. Include a list of activities.

2. Discuss the progress on accomplishing the learning objectives as described in the Learning Contract.

(continued on next page)
3. Describe any challenges or obstacles encountered that have impacted the progress of the practicum. What is being done to address these obstacles?

4. Based on the amount of time left in the practicum describe any changes that need to be made to the Learning Contract?

5. Please describe any other issues that need to be addressed.

Signatures

Field Supervisor: __________________________________________________ Date:_________

Student: __________________________________________________________ Date:_______

(Return to Sebastian Bach, Crosstown Center, Room 429B, 801 Massachusetts Avenue, Boston, MA 02118 – Fax: 617.638.5370)
Boston University School of Public Health

Field Supervisor Evaluation of Practicum Student

Instructions:
The Field Supervisor should complete this at the end of the practicum. This evaluates the student’s performance throughout the practicum experience. Please review this with the student before submitting the completed evaluation to the DrPH Program Manager.

Field Supervisor: ____________________________      Agency/Organization: _____________________________
Student: ________________________________        Start/End Date of Practicum: __________________________

How many hours onsite did the student complete? _________________________________________

Please evaluate the student’s performance throughout the practicum.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Exceeded Expectations</th>
<th>Met Expectations</th>
<th>Somewhat Met Expectations</th>
<th>Did Not Meet Expectations</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance/Punctuality</td>
<td></td>
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<tr>
<td>Cooperation/Teamwork</td>
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<tr>
<td>Problem Solving</td>
<td></td>
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<tr>
<td>Dependability</td>
<td></td>
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<tr>
<td>Professionalism</td>
<td></td>
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<tr>
<td>Initiative/Motivation</td>
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<tr>
<td>Adaptability/Flexibility</td>
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<td>Ability to Accept Feedback</td>
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<td>Communication Skills</td>
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<tr>
<td>Cultural Competency</td>
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<td>Basic Public Health Skills</td>
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<td>Policy Development</td>
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<td>Program Planning</td>
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<td>Leadership Skills</td>
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To what degree did the student improve the following DrPH competencies chosen as learning objectives in the DrPH Practicum Learning Contract? Please rank the student’s skill levels.

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<th>Competency</th>
<th>Aware</th>
<th>Knowledgeable</th>
<th>Proficient</th>
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What recommendations for professional development do you have for the student?

Do you feel that the total hours designated to the student’s practicum were sufficient in meeting your agency’s needs?

Would you be willing to serve as a practicum field supervisor again?

Any other comments/concerns?

Signatures

Field Supervisor: _______________________________ Date: ________

Student: _______________________________ Date: ________
SECTION 4: COMPREHENSIVE EXAMS

Written and Oral Comprehensive Exams
Upon successful completion of coursework, each student will take a comprehensive exam that will require the student to address a public health problem using knowledge and skills acquired in the classroom. A DrPH Comprehensive Exam Committee will be chosen by the Doctor of Public Health Committee (DPHC) and be composed of three members (a member of the DPHC, the student’s advisor, and one other SPH faculty member). In the event that a student’s advisor cannot serve on the student’s examination committee, the DPHC will select a proxy to represent that advisor on the examination committee. Students preparing to take the comprehensive exams should visit the following exam preparation website for examples of policy memos, successful written exams, and oral presentations: http://learn.bu.edu.

Exam Format:
1. The exam will be administered 3 times per year: Fall, Spring, and Summer. Exams will be offered typically in October, February, and June.

2. Students can choose one of 2 questions—one domestic and one international—that will describe a public health problem that the student will address.

3. The exam will require the student to produce a paper that recommends a solution to the public health problem, a brief policy memo based on the longer paper, and a formal presentation of the paper to their DrPH Comprehensive Exam Committee, during which time the student will respond to committee members’ questions.

4. The brief policy memo portion of the examination will be due one day after the main written product.

5. The committee’s decision on whether a student’s performance on the exam is satisfactory will be based on the student’s overall performance of all the tasks described in Paragraph 3.

6. Students will be informed of the outcome of their examinations within one day after all students taking exams in that time frame have completed their oral examination. Students who fail the examination will receive a written report explaining the reason for their failure from the chair of the examination committee. This report will be organized according to the guidelines for the examination.

7. Students who have failed the exam may not retake the exam until they and their advisor come to an agreement that they are ready to do so. Under the guidance of their advisors, students must prepare themselves to retake the comprehensive exams within the following two exam administrations. For example, a student who fails the comprehensive exams in the Fall must retake the comprehensive exams by no later than the following Summer, approximately eight months later. Exceptions to this rule will only be granted with approval from the DrPH Committee (Please submit all petitions to the DrPHProgram Manager.).

8. Students will have two chances to pass the comprehensive exams. Students who do not pass the examination after two attempts may petition to the DrPH Committee for the right to take the exam a third time. The student’s petition must specify the reasons why the student believes she or he will be successful in the third administration of the exam. The decision to permit a student a third attempt to pass the comprehensive exam rests in the sole discretion of the DrPH Committee, and its decision is final. Failure to pass the comprehensive exams after a third attempt will result in Academic Dismissal.
**DrPH Comprehensive Exam Guidelines**

**Purpose**
The goal of this examination is to evaluate a student’s ability to address a real world problem and communicate a response at the level of a doctorally prepared public health professional. Each student will be required to present a response in three formats: (1) a 25 page written report; (2) a 2 page memo to a policymaker; and (3) orally. Each student will be required to select and respond to one of the two real-life public health situations, one U.S.-based and one international, presented by the examiners. The students can choose the geographic location where they will address this issue.

**Requirements**

- Students will be on their honor not to collaborate with each other or anyone else concerning their responses during the examination period. Violation of this provision will lead to immediate expulsion from the program.

- All written work must be delivered to the DrPH Program Manager on time, according to the deadlines set forth in the examination instructions provided to the examinee. Failure to complete any part of the exam on time will result in an automatic failure.

- The written report cannot exceed 25 double-spaced pages, though it may be shorter. Students must not devote more than 4 pages to a discussion of the background of the public health problem or the setting being examined. Data tables will go in the main text, but references and a title page will not count toward page limit. Font must be no smaller than Times New Roman 12 point or Arial 11 point with a 1 inch margin on all sides.

- The 2 page memo should focus on the political implications of the plan in a concise format and in a language and style that A) presents the student’s advocacy for the plan in a political context and B) proves persuasive to current political leaders on their terms.

- The oral presentation will involve a brief (15 minutes maximum) presentation followed by a question and answer period that may cover all three products.

- Examinations will be graded as a whole with the final decision based on overall performance across all elements of the examination.
Assessment

Written Report: Students will be evaluated based on their ability to:

*Apply relevant principles and theoretical approaches, learned through coursework and experience, to the specific situation described in the case.*

- Briefly describe the problem and examine the contextual factors and legal and ethical considerations related to the topic that would need to be considered in both assessing the problem and developing a solution to it.

*Integrate multiple resources and types of data to define and address the case.*

- Identify and analyze the secondary and primary data and associated measurement issues needed to determine if this is a real problem that needs attention, particularly in light of other existing problems.
- Briefly identify two alternative approaches to addressing the problem and explain how you prioritized them, leading to the choice of a favored approach, which is then explained in detail.

*Combine various components of their response into a persuasively communicated plan*

- Create and justify a plan to develop and implement a response, including cost considerations, to the problem as defined.
- Develop a plan for evaluation to determine if the program being proposed was successful.
- Communicate conclusions in an integrated and effective plan to the official identified in the question.

*Thoughtfully summarize the strengths and weaknesses of the proposal to address the case.*

- Identify challenges that would be faced in developing and implementing this solution. How would these challenges be overcome?

Policy Memo: *(Due 1 day after the report is submitted)*

*Effectively summarize the longer description of the plan into a concise format in language relevant to a policymaker*

- A 2-page memo (same formatting rules as for report) focusing on the political implications of the plan in a concise format and in a language and style that A) presents their advocacy for the plan in a political context and B) proves persuasive to current political leaders on their terms. This is not a brief summary of the findings but a political analysis of the implications of the proposed plan for political leaders.

Oral Examination: *(Approximately 1 week after the report is submitted)*

Students will be asked to make a presentation to a committee (which has read your plan) that summarizes in 15 minutes your written report. *Students are expected to continue to develop their response in the time between the submission of their written examination and their oral presentation.* The oral presentation will be followed by a question and answer period covering elements of all three products. Students will be evaluated on both their formal presentation and their responses in the question and answer period.
Examination Dates for 2015-2016

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<th>Fall 2015</th>
<th>Spring 2016</th>
<th>Summer 2016</th>
<th>Fall 2016</th>
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<tr>
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<td>2/11</td>
<td>6/9</td>
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<tr>
<td>Policy Memo:</td>
<td>10/13</td>
<td>2/16</td>
<td>6/14</td>
<td>10/11</td>
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<tr>
<td>Oral Exams week of:</td>
<td>10/19</td>
<td>2/22</td>
<td>6/20</td>
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SECTION 5: PUBLIC HEALTH PRACTICE DISSERTATION

Dissertation Topics and Design
Through independent work under the guidance of their Doctoral Dissertation Committee (described below), DrPH candidates will prepare a dissertation demonstrating their ability to analyze and solve a complex, practice-based problem in public health. The dissertation is expected to make a substantial contribution to the existing public health practice knowledge base. The dissertation format will be determined in large part by the nature of the public health problem students plan to address. It should reflect the variety of perspectives needed to analyze and ameliorate major public health problems and include explicit population-based policy and practice implications. DrPH dissertations are expected to provide support for ongoing public health field practice and at the same time include sufficient context and assessment of transferability that practitioners in other public health settings can gauge the usefulness of the findings for their own work. Appropriate dissertation formats may include:

- applied public health research
- development and analysis of new practice interventions
- design and implementation of public health programs
- program or policy evaluations
- historical program or policy analyses
- case-studies and policy analyses
- substantial legislative proposals

National, regional and local health departments, community-based health centers and NGOs in the U.S. and internationally represent the types of sites in which students might conduct their practice-based dissertation work.

Formation of Dissertation Committee
Students will identify a dissertation advisor (who is often but not always their academic advisor) and work with that individual to form a Doctoral Dissertation Committee (DDC). Membership shall consist of a minimum of four persons:

- The dissertation advisor (First Reader) and two other SPH faculty members. At least two different SPH academic departments should be represented on the student’s DDC.
- The fourth member should work in a leadership capacity in the public health practice community, preferably also serving as an adjunct faculty member.
- The DDC must have at least one current or former member of the DPHC or a faculty member who has taught a core course for the DrPH Program.

Once formed, the composition of the Dissertation Committee can only be changed with the approval of the DPHC.

Before submitting their Topic Approval Request (TAR), students will complete and submit to the DrPH Program Manager a form listing the names and contact information for their Dissertation Committee. Topic approval requests will not be reviewed by the DPHC until the student's Dissertation Committee has read and approved the TAR.
Dissertation Topic Approval

In conjunction with forming their committee, students will identify a public health practice dissertation topic and prepare a dissertation topic approval request (TAR). Students must submit a TAR within six months of successfully passing the comprehensive exams to demonstrate adequate progress in the program.

Prior to the full development of a student’s dissertation proposal, the DPHC must approve the proposed dissertation topic in order to ensure that it fulfills the general criteria for a practice-oriented dissertation and is consistent with the goals of the DrPH Program. The student should submit to the DPHC a short (maximum 5 double spaced pages) summary identifying the points described in italics below. Before the student submits a TAR to the DPHC, they must submit a completed Dissertation Topic Approval Request Form to the DrPH Program Manager. The form includes the signed assurance that all of the student’s dissertation committee members have read and approved the topic approval request before it is submitted to the DrPH Committee.

The student’s dissertation advisor (First Reader) will participate in the DPHC’s approval process to enhance continuity with the subsequent dissertation proposal development. The student will be notified by the DrPH Program Manager of the date of the meeting at which his or her request will be considered and is responsible for

1. Submitting the Dissertation Topic Approval Request Form. Failure to submit this form with signatures from a student’s dissertation committee members indicating they have read and approved of the TAR will delay the review of the TAR until a subsequent DPHC meeting.
2. Submitting his or her Topic Approval Request to the DPHC one week in advance of that meeting; and
3. Arranging for his or her dissertation advisor’s attendance at that meeting by notifying the dissertation advisor of the date and time of the meeting.

If a topic is subsequently changed, approval by the DPHC will be required.

The topic approval request should very briefly (maximum 5 double spaced pages exclusive of references and title page) summarize the following:

1. On a title page, present the formal title of the dissertation and clearly state the public health question that you are addressing in this dissertation.
2. In 1 page or less describe the background and context of the problem being studied.
3. Most importantly, the TAR should address two questions:
   a. How will your dissertation improve the public’s health in a practical way by contributing to the solution of a current public health problem while providing some generalizable lessons practitioners can use; and
   b. How will the research be carried out? Students should provide an outline of the design and methods to be used. It is particularly important that this portion of the TAR has been read and approved by the student’s dissertation committee. The more explicit students can be concerning their research design and methods, the greater the likelihood for approval

The student’s dissertation advisor will notify the student of the results of the DPHC’s decision.
Boston University School of Public Health
Doctor of Public Health Program
Dissertation Topic Approval Request Form

Instructions for DrPH Students: Prior to submitting your dissertation topic approval request to the DrPH Committee, verify that all members of your dissertation committee have read and support your topic approval request. Once you have finalized your dissertation topic with your dissertation committee, complete the form below and include this document with your dissertation topic approval request, which should be submitted to the DrPH Program Manager no later than one week prior to the next monthly meeting of the DrPH Committee. The DrPH Committee meeting schedule will be announced at the beginning of each semester so that students can determine submission deadlines.

Instructions for Dissertation Committee Members: Please read your doctoral candidate’s dissertation topic approval request and, if necessary, suggest any needed revisions. The requirements for the topic approval request are listed in the DrPH Guidebook and require that the candidate address briefly (maximum 5 double spaced pages exclusive of references and title page) the following:

1. On a title page, present the formal title of the dissertation and clearly state the public health question that you are addressing in this dissertation.
2. How will your dissertation improve the public’s health in a practical way by contributing to the solution of a current public health problem while providing some generalizable lessons practitioners can use?
3. How will the research be carried out? (The more explicit students can be concerning their research design and methods, the greater the likelihood for approval by the DrPH Committee.)

The program’s goal is to have the student explicitly identify the public health practice relevance of the topic and briefly describe his or her chosen methodology so that the DrPH committee has confidence it will be completed. Once the student has produced a satisfactory topic approval request, please signify your agreement by checking the box next to your name below. After the topic is approved by the DrPH Committee, the student will work with you and your colleagues on the student’s dissertation committee to complete a formal dissertation proposal and, ultimately, his or her dissertation.

DrPH Candidate Name ____________________________

Title of Proposed Dissertation ________________________________

Doctoral Dissertation Committee
The individuals listed below verify that they have read and approved the above doctoral candidate’s topic approval request and recommend its submission to the Doctor of Public Health Committee.

First Reader ____________________________ Topic Approved □ Date ____________
Second Reader ____________________________ Topic Approved □ Date ____________
Third Reader ____________________________ Topic Approved □ Date ____________
Fourth Reader ____________________________ Topic Approved □ Date ____________

Additional Committee Members (if necessary)

Name ____________________________ Topic Approved □ Date ____________
Name ____________________________ Topic Approved □ Date ____________
Dissertation Proposal Development

Students must submit a completed, formal written proposal and make an oral presentation based on that proposal to their Doctoral Dissertation Committee (DDC). The dissertation committee can determine if it wishes to establish a page limit to the proposal. The proposal should develop in greater depth the themes identified in the topic approval request and include the following sections.

1. Question and Specific Aims
Describe the question to be addressed and list the broad, long-term objectives and the goal of the specific research proposed.

2. Relevance to Improving the Health of the Public
Analyze the context and justify the importance of the public health issue to be examined. If the aims of the dissertation are achieved, how will public health knowledge and/or public health practice be advanced?

3. Background and Significance
Summarize the literature on past and current strategies that have been used to address the issues studied. Sketch the background leading to present conditions, critically evaluate existing knowledge, and specifically identify the gaps in knowledge that the project is intended to fill. Describe the effect of past studies on the concepts, methods, technologies, services, or interventions that drive this field.

4. Research Design and Methods
This section should include the following subsections:
   (a) Describe the research design or conceptual or practice framework, procedures, and analyses to be used to accomplish the specific aims of the project. Place the research in the context of one of the approaches discussed in the DrPH Handbook (e.g. policy analyses, applied public health research, development and analysis of new practice interventions, design and implementation of public health programs, program or policy evaluations, historical program or policy analyses, substantial legislative proposals) and explain why that design is appropriate to the proposed question.
   (b) Explain how the data will be collected, analyzed, and interpreted.
   (c) Describe any new methodology used and its advantage over existing methodologies.
   (d) Describe any novel concepts, approaches, tools, or technologies to be used in the proposed dissertation.
   (e) Discuss the potential difficulties and limitations of the proposed procedures and alternative approaches to achieve the aims.
   (f) Provide a tentative sequence or timetable for the project.

5. Chapter Outline for Final Dissertation

6. References

7. Human Subjects Research
For all research involving human subjects, describe your process for protection of subjects from research risks as well as the inclusion of women, minorities, and children as appropriate.
Approval
After the candidate completes an oral defense of the dissertation proposal before the DDC, the DDC must approve the doctoral proposal unanimously prior to the student’s commencing her or his dissertation project. The decision of the DDC must be conveyed in a letter from the Dissertation Advisor to the DrPH Program Manager and must be signed by all committee members. This letter must be delivered to the candidate with a copy to the DrPH Program Manager no later than one week following the oral proposal defense.

If the committee has any conditions concerning additional elements of the proposal that must be completed prior to approval, they should be stipulated in the letter to the candidate with a copy to the DrPH Program Manager with a recommended date for completion of the revised proposal. In the case of a request for a revised proposal, once the DDC has reviewed and approved it unanimously, a letter indicating such must be sent by the Dissertation Advisor to the candidate with a copy to the DrPH Program Manager.

Dissertation Abstract and Defense

Students preparing to defend their public health practice dissertations must apply for graduation through the BUSPH Office of the Registrar. Please contact Chris Paal (cpaal@bu.edu), BUSPH Registrar, for more information. At the time of application, students must have a defense date approved and set by the Doctoral Dissertation Committee and DrPH Program Manager. Students must submit a dissertation abstract of no more than 350 words to both the BUSPH Registrar and the DrPH Program Manager at the time that they apply to graduate. This abstract must be accompanied by the “Dissertation Abstract Submission Form,” which must be signed by the student’s first reader/committee chair to signify the committee’s approval of the abstract. Both application and abstract must be received by the Registrar and DrPH Program Manager no later than 30 days prior to the dissertation defense date. (See form included in the Appendices.) Students must also distribute a near-final draft of the dissertation to their Doctoral Dissertation Committee at least 30 days prior to the defense to allow sufficient time for comments and revision. Students are strongly encouraged to schedule a meeting of their Doctoral Dissertation Committee shortly before the abstract submission deadline to seek abstract approval and finalize dissertation revision plans in advance of the dissertation defense.

Upon completion of the written public health practice dissertation, students will make an oral presentation summarizing the key elements of the dissertation and its population-based policy and practice implications to their Doctoral Dissertation Committee. This requirement, to be conducted in an appropriate public forum, will demonstrate students’ ability to present the integration and application of public health practice scholarship and skills required to solve complex public health problems in an appropriate, realistic, and proactive way. Students and their DDCs must select a date for the public defense prior to the semester deadline for dissertation defenses (see the Doctoral Graduation Calendar printed in the front of this guidebook) and notify the DrPH Program Manager at least one month in advance. Students will be responsible for making changes to the dissertation based on comments received at the oral presentation—and all such revisions must be made by the dissertation submission deadline—though it is expected that most or all of these concerns will be resolved prior to the oral presentation. Based on the written and oral presentations, the Doctoral
Dissertation Committee will formally vote to recommend approval or disapproval of the public health practice dissertation. The vote must be unanimous for the dissertation to be approved. Upon approval, the Dissertation Advisor will write a letter to the student informing him or her of the decision with a copy of that letter to the DrPHDrPH Program Manager.

**Final Assessment/Approval**

The Doctoral Dissertation Committee, in consultation with the DrPHDrPH Program Manager, will then make the final determination and certify the student’s successful fulfillment of all DrPH program requirements.

**Preparation and Submission of Final Dissertation**

Soon after the successful dissertation defense, the student will provide one bound copy of the thesis to the Assistant Dean for DrPH Education. The dissertation must also be submitted electronically to the Mugar Memorial Library via the ProQuestETD site by the deadline listed in the “Doctoral Graduation Calendar” (see p. 4). Additional Boston University requirements for the style, electronic submission, distribution, and other aspects of the dissertation can be found in “Research Guide for Writers of Theses and Dissertations,” available at the following URL: [http://www.bu.edu/library/guides/theses/](http://www.bu.edu/library/guides/theses/)

Students with questions about formatting or the dissertation submission process must contact Brendan McDermott, Thesis and Dissertation Librarian at the Mugar Memorial Library, at brendan@bu.edu. Mr. McDermott has requested that students send him an electronic copy of their dissertation long in advance of the date when they would like to submit their final draft to give him ample time to assess their dissertation’s adherence to Boston University formatting requirements.

Students must also complete the “Mugar Memorial Library Thesis and Dissertation Approval Form” and submit it to the Alumni Medical Library by the dissertation submission deadline. This form is available in the BUSPH Office of the Registrar. Please note that conferment of the Doctor of Public Health degree is contingent upon the submission of the final dissertation draft by the deadline established by the School of Public Health.

There is a charge for library services for handling the thesis, and signatures of thesis committee members are required. Consequently, students must familiarize themselves fully with the requirements for preparing and distributing the bound thesis copies before the thesis defense so that these steps can be fulfilled expeditiously after the defense.
**DrPH Dissertation Checklist**

1. **Formation of Doctoral Dissertation Committee (DDC)**
   - a. First Reader/Dissertation Advisor
   - b. Second Reader
   - c. Third Reader
   - d. Fourth Reader/Practice Community Representative

2. **Development of Dissertation Topic Approval Request (TAR) with DDC**

3. **DDC Approval of TAR**

4. **Submission of signed TAR Cover Sheet and 5-page TAR Document to the DrPH DrPH Program Manager**

5. **DrPH Committee Approval of TAR**

   - a. Submission of Written Proposal and Delivery of Oral Presentation to DDC
   - b. Submission of Dissertation Approval Letter to DrPH DrPH Program Manager

7. **Submission of Graduation Application to BUSPH Registrar**

8. **Scheduling of Dissertation Defense (see current Graduation Calendar for applicable deadlines) (No Later than 30 Days Prior to the Dissertation Defense)**

9. **Preparation and Submission of 350-word Dissertation Abstract to BUSPH Registrar and DrPH DrPH Program Manager (No Later than 30 Days Prior to the Dissertation Defense)**

10. **Dissertation Defense**

11. **Final Revision and Submission of Dissertation**
    - a. Submission of Near-Final Draft of Dissertation to Brendan McDermott for Formatting Check
    - b. Completion of Signature Sheet
    - c. Electronic Submission of Final Dissertation document via ProquestETD site and Payment of Processing Fees
    - d. Submission of 1 Bound Copy of Dissertation to the Assistant Dean for DrPH Education
SECTION 6: STUDENT POLICIES AND RESOURCES

Compliance Requirements for All Boston University Students
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 www.bu.edu/studentlink.

The SPH Registrar’s Office is blocked from registering 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 www.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 www.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 www.bu.edu/link/shortcut/massmotorlaw and click on “I acknowledge.”
• In addition, STUDENTS BRINGING VEHICLES into the Commonwealth of Massachusetts are required to download and complete the Nonresident Driver Statement from the Massachusetts Registry of Motor Vehicles website at www.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, even part-time students who are not required 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.

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

Registration Requirements

Continuing Study
At Boston University School of Public Health, all doctoral students, regardless of citizenship or immigration status, must register each fall and spring semester during their doctoral program until they graduate or risk being administratively withdrawn from their doctoral program.

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, non-immigrant 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. 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 Assistant Dean for DrPH Education and the BUSPH Registrar. This request must be received no later than 60 days prior to the beginning of the semester when the requested leave of absence would begin. 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 advisors or meet with their Doctoral Dissertation Committee during a leave of absence, nor do they have library privileges. It has been possible for students on leave to maintain their ACS accounts.
Boston University Information Regarding Academic Honesty

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 [www.bu.edu/bulletins/sph/item09.html](http://www.bu.edu/bulletins/sph/item09.html).
Grading Standards, Program-Level Probation, and Dismissal

Grading Standards
All SPH degree candidates must earn a minimum 3.0 GPA each semester to be in good academic standing and must have a minimum 3.0 GPA at SPH to graduate.

Improving a Grade in a Course with a Minimum Grade Requirement
Faculty teaching a course with a minimum grade requirement may, at their discretion, give students who fail to attain the minimum grade at least one opportunity to improve their final course grade by revising a component of the grade as determined by the instructor. The revised course grade cannot be higher than the minimum required grade.

The course instructor's grade change policy must be explicitly stated in the course syllabus at the beginning of the semester. If a faculty member designates a mechanism to improve a grade in a course with a minimum grade requirement, a student must express his or her intention to improve the course grade within two weeks after the course grade is entered, and must submit the specified work before the start of the next academic semester. Exceptions to the two-week notification policy are granted only in extraordinary circumstances and can be approved only by the Associate Dean for Education.

Repeating a Class Due to Failure to Attain the Minimum Grade Requirement
Students who do not meet a minimum grade requirement must register for the course, or its curricular equivalent, for a second time in the next semester the course is offered. Students may earn a grade higher than the minimum grade in a repeated course – they are eligible to be graded with the whole range of grades, as described on the SPH Grading Policy at sph.bu.edu/registrar/policies.

In all cases, a student must repeat the course in which he or she did not attain the minimum grade no later than one year from the initial registration, unless they are given specific written permission of the Associate Dean for Education to exceed this timeframe. Students who do not repeat the course within one year and do not seek permission to do so may be subject to academic dismissal.

The option to improve a grade is not available in courses that do not have a minimum grade requirement. Students may not repeat such a course or its curricular equivalent.

Conditions and Consequences of Repeating a Course
Grades for every course in which a student registers, including repeated courses, will appear on the student’s transcript. The credits from courses in which the student fails to achieve the minimum grade are not counted toward the credit requirement for graduation, although the grade is factored into the overall grade point average.

A student may not use institutional aid or SPH scholarship or merit funds to pay for courses they are retaking in order to meet the minimum grade requirement. They may use federal financial aid, such as loans. Students repeating courses are strongly encouraged to contact the Office of Student Financial Services to verify their financial aid prior to the start of the semester.
Failure to Meet the Minimum Required Grade in a Repeated Class
A student will be subject to dismissal from Boston University if he or she does not achieve the minimum grade in a repeated course or its curricular equivalent. The student may petition the Associate Dean for Education to repeat the course or its curricular equivalent an additional time. If the petition is rejected, the student will be dismissed from SPH. If the petition is granted and the student again does not achieve the minimum grade, the student will be dismissed with no option to appeal.

Failure to Meet the Minimum Required Grade in Multiple Courses
No student will be permitted to repeat more than two courses that have a minimum grade requirement during their tenure at SPH. A student who fails to achieve a minimum grade in three courses that have a minimum grade requirement will be subject to dismissal from SPH. A student who wishes to appeal his or her dismissal may do so by petitioning the Associate Dean for Education in writing. The student should provide evidence.

Please see the BUSPH Grading Policy at sph.bu.edu/registrar/policies for the full grading policy.

Program-Level Probation
A DrPH student is expected to make satisfactory academic progress in each semester. This includes:
1. Maintaining a B (3.0) or better average in all coursework
2. Taking the comprehensive exams within four years of matriculation into the program
3. Submitting a dissertation proposal within a year of receiving notice that his/her dissertation topic has been approved
4. Maintaining adequate progress on his/her dissertation in the last year as represented in the required Semi-Annual Student Self-Evaluation.

The DrPH Committee may assess a student’s progress at any time, and may place the student on program-level probation if, in its opinion, it has determined that the student has not made adequate progress toward meeting graduation requirements.

When a student is placed on program-level probation, the Assistant Dean for DrPH Education will send the student a letter specifying the reason(s) for probation, what is required to be removed from probation, and the deadline by which the requirement(s) must be met. After the student has fulfilled the relevant requirement(s), he/she must write a letter to the Assistant Dean for DrPH Education that describes these steps. The Assistant Dean for DrPH Education will respond in writing with a determination of whether the student (A) has met the requirements and has been removed from probationary status or (B) has not met the requirements and will remain on probation. Alternatively, the Assistant Dean may refer the matter to the DrPH Committee for further action.

Dismissal
A student who is on probation for not making adequate progress will be dismissed from the doctoral 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 doctoral committee.

A student who fails one or both sections of the qualifying examination two times will be dismissed unless he/she successfully petitions the doctoral committee for a third attempt to complete that exam. Dismissal may also occur as a result of committing an act of academic dishonesty, as defined in the School’s policy on Academic Honesty.

All decisions regarding probation and dismissal will be made by the doctoral committee. The decision of the doctoral committee is final.
Dissertation Abstract, Defense, and Submission to Mugar Memorial Library

Dissertation Abstract
All doctoral students must submit a dissertation abstract of no more than 350 words to the BUSPH Registrar and the DrPH Program Manager when they apply to graduate. This abstract must be accompanied by the “Dissertation Abstract Submission Form,” which must be signed by the student’s first reader/committee chair to signify the committee’s approval of the abstract. Both application and abstract must be received no later than 30 days prior to the dissertation defense date. (See form included in the Appendices.) Students are strongly encouraged to schedule a meeting of their Doctoral Dissertation Committee shortly before the abstract submission deadline to seek abstract approval and finalize dissertation revision plans in advance of the dissertation defense.

Dissertation Defense
Dates included in the Doctoral Graduation Calendar represent the absolute deadlines (in each semester) for holding a dissertation defense. (Please see the “Doctoral Graduation Calendar” in the front of this guidebook.) When scheduling their dissertation defense, students should allow sufficient time for making any final revisions recommended by their doctoral dissertation committee prior to the absolute deadline for submitting the approved dissertation to the Mugar Memorial Library. The doctoral candidate and all dissertation committee members must participate in the dissertation defense on the selected defense date. Both the doctoral candidate and the dissertation committee chair must be available on the selected defense date to appear in person at the defense, which must be held on the BU Medical Campus. Other committee members should appear in person for the defense; however, if they cannot, they may make arrangements to participate in the defense remotely.

Students must notify the DrPH Program Manager of the dissertation defense date no later than 30 days prior to the defense. Within one week after the dissertation defense, the dissertation committee chair must send written notification of the outcome of the defense to the DrPH Program Manager.

Submission of Doctoral Dissertation
Conferment of the doctoral degree is contingent upon receipt of the dissertation final draft by the deadlines established by the Doctoral Graduation Calendar. Please note that, to be accepted by the Mugar Memorial Library, all doctoral dissertations must be formatted according to the guidelines described in the “Research Guide for Writers of Theses and Dissertations,” which is available at the following URL: http://www.bu.edu/library/guides/theses/

Students with questions about formatting or the electronic dissertation submission process must contact the DrPH Program manager or Brendan McDermott, Thesis and Dissertation Librarian at the Mugar Memorial Library, at brendan@bu.edu.

Program Time Limit
It is the policy of the School of Public Health that all requirements for a doctoral degree must be completed within 5-7 years of entering the doctoral program. The DrPH Program observes the following time limits: 5 years for fulltime students (fulltime at the time they entered the program) and 7 years for part-time students. Any extensions of the overall time limit must be requested in writing to the Assistant Dean for DrPH Education with documentation of the extraordinary circumstances creating the delay and a date by which the requirements will be met. The request must be reviewed and approved by the DrPH Committee. A student who does not meet the time limits established by the program may be dismissed from the program without a degree.
Semiannual DrPH Student Self-Evaluation

DrPH Students who have passed their comprehensive exams are required to submit a DrPH Student Self-Evaluation twice annually to the DrPH Program Manager: once by June 15 and once by December 15. Please see the template for the DrPH Student Self-Evaluation in the Appendix to this Student Guidebook. This self-evaluation asks students a) to describe their academic and professional activities over the previous six months and b) to assess their current progress in the DrPH Program. Failure to submit two consecutive self-evaluations by the established deadlines will automatically place the student on academic probation due to lack of progress and may result in dismissal from the DrPH Program.

The Official Student Record

The Official Student Record is an extremely important set of documents that demonstrate the progress of the student through the doctoral program. All students will be responsible for understanding the contents of their own file and familiarizing themselves with the rules outlined below.

When a student enters the program, the program director creates the Official Student Record in the program director’s office. The Official Student Record is available for inspection by the student and members of the doctoral program committee. Initially, the file contains the student's name, the date of entry into the program, and the name of the assigned academic advisor. With a few exceptions, described below, it is the student's responsibility to make additions to the Official Student Record and guarantee that the program director has received the appropriate information. Additions may be made in person or by mail, facsimile transmission, or electronic mail.

Student Responsibilities

Students must submit the following information and materials to their Official Student Record:

- notification of change of academic advisor, including the name of the new advisor and the date of the change;
- copies of transcripts and other required documentation showing completion of the credit requirements;
- a copy of all qualifying examination documents;
- a letter identifying the members of and date of formation of the doctoral dissertation committee;
- a copy of all dissertation progress reports;
- and a copy of an announcement of the dissertation defense
**DrPH Program Manager Responsibilities**

The DrPH Program Manager must maintain the following materials in all Official Student Records:

- qualifying examination committee’s written approval of the passage of the qualifying examination/s;
- doctoral program committee’s written approval of the proposed dissertation project;
- dissertation committee chair’s written approval indicating the dissertation committee's unanimous approval of the dissertation;
- and any correspondence pertaining to potential or actual disapproval of the dissertation.

**International Students and International Work**

**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 on all Boston University holiday and intersession days.

Contact Information:
888 Commonwealth Avenue, 2nd Floor
Boston, MA 02215
Phone: (617) 353-3565
Fax: (617) 358-1170
Email: isso@bu.edu

The School of Public Health’s ISSO liaison is Lauren Snow (ljsnow@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 doctoral 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: [http://www.bu.edu/isso/students/current/f1/status/index.html](http://www.bu.edu/isso/students/current/f1/status/index.html)

Students on a J-1 visa: [http://www.bu.edu/isso/students/current/j1/status/index.html](http://www.bu.edu/isso/students/current/j1/status/index.html)
Completing the Dissertation
Regardless of when they participate in graduation ceremonies, international students officially complete their doctoral studies when they submit the final version of their dissertation and when Boston University certifies that they have successfully completed all degree requirements. Please note that all 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, students must register in every fall and spring semester.

Disability Services
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 e-mail at mcmurph@bu.edu. Students may also refer to the School of Public Health Student Handbook (sph.bu.edu/studenthandbook) and to the Office of Disability Services website bu.edu/disability for more information.

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

In the event of a medical emergency, go to the closest hospital emergency room.

Communications
There are several ways to remain in contact with faculty and other students and to be informed about events and opportunities at BUSPH.

- **The BUSPH website:** bu.edu/sph
- **Student Resources:** bu.edu/sph/students/resources/. This collection of online resources includes information regarding registration, important administrative paperwork students may need, accessing your grades and transcript electronically, etc.
- **The Student Handbook:** bu.edu/sph/students/resources/policies-and-procedures/student-handbook/ and also available in Student Services, Talbot 219 East
- **BUSPH Bulletin:** Available in Registrar’s Office, Talbot 210 Center
**Public Health Forum**

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 dates are as follows: for Fall 2015, September 29, October 27, November 17, and December 15; and for Spring 2016, January 26, February 24, March 15, April 12, and May 10. Public Health Forums will be scheduled from 4:30 p.m. to 6 p.m., with a presentation from 4:30 p.m. to 5:30 p.m. from a visiting scholar and a reception from 5:30 p.m. to 6 p.m. Topics for the Forum will be posted throughout the school and medical campus as well as on the SPH web. Past topics have included “Fraud in Medical Research”; “Strategies for Addressing Health Disparities in Boston”; and “Male Circumcision: Our Best Available HIV Vaccine.”

**Professional Associations**

In addition to skills gained through classes, 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. Students are strongly encouraged to become active in the following organizations, and are welcome to discuss your interest in other associations with the Assistant Dean for DrPH Education and their advisors. These organizations generally welcome student members at a reduced cost.

- American Public Health Association (APHA) – [www.apha.org](http://www.apha.org)
- Massachusetts Public Health Association (MPHA) – [www.mphaweb.org](http://www.mphaweb.org)
- National Association of County and City Health Officials (NACCHO) – [www.naccho.org](http://www.naccho.org)
APPENDICES

Student Progress through Program

1. Admission to Program
2. Completion of Prerequisites (if necessary; they can be done in conjunction with first year coursework)
3. Assignment of Academic Advisor
4. Completion of 26 DrPH Core Credits
5. Completion of 12 Research Method Course Credits, 4 Management/Policy Elective Credits, &6 Policy/Advocacy Credits
6. Completion of Field Practicum
7. Completion of Comprehensive Examination
Formation of Dissertation Committee (DDC)

Approval of Dissertation Topic by DPHC

Dissertation Proposal Approval by DDC

Written Dissertation and Abstract

Oral Defense of Dissertation

Dissertation Approval

Electronic Submission of Dissertation

Conferring of Degree
Dissertation Abstract Submission Form

This form must be submitted to the Office of the Registrar, 715 Albany Street, Talbot Building, Room T210AC, and the DrPH Program Manager, Crosstown Center, Room #429B, 801 Massachusetts Avenue, 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 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 dissertation committee chair/first reader. Please type or print clearly.

Name
Not Applicable
Doctor of Public Health (DrPH)  BUID

Department  Degree  Date of Defense

Dissertation Title

I plan to graduate on ___________________. I have completed a graduation application.

Dissertation Committee

First Reader:
  Name  Department/Affiliation

Second Reader:
  Name  Department/Affiliation

Third Reader:
  Name  Department/Affiliation

Fourth Reader:
  Name  Department/Affiliation

Additional Readers:
  Name  Department/Affiliation

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 DrPH Program Manager. Any subsequent revisions to this abstract will require the immediate resubmission of these documents to the Office of the Registrar and the DrPH Program Manager.

Signature of Doctoral Degree Candidate  Date
Signature of Dissertation Committee Chair/First Reader  Date
SEMIANNUAL STUDENT SELF-EVALUATION

DOCTOR OF PUBLIC HEALTH PROGRAM
BOSTON UNIVERSITY SCHOOL OF PUBLIC HEALTH

All Doctor of Public Health candidates who have passed their comprehensive exams must submit this report on a semiannual basis to the Assistant Dean for DrPH Education.

Process:

1. Using the template on the following page, report completed work over the last six months and intended completion plan/s for work in the future by June 15 and December 15 to the DrPH Program Manager. The narrative report should address, by a self-evaluation, where you are in the dissertation process. You should 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.

2. Prior to submitting this report to the DrPH Program Manager, students should consult their advisor to discuss this plan and report. Faculty advisors may write an evaluation of their own that is appended to this report as desired. The progress will be reviewed by the DrPH Committee at its July meeting.

3. 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 expedient. The Assistant Dean for DrPH Education will review the reports and then meet with individual students as either the student or the Assistant Dean deems necessary.

4. Student evaluation of the Program Director, the Program Manager, and the DrPH Program (the last pages of this document) can be submitted separately and anonymously via whichever medium the student chooses to guarantee that anonymity, if desired (including faxing, leaving in the Program Director’s or the Program Manager’s mailbox, etc.), or it can be E-Mailed to the Program Director with the self-evaluation, if anonymity is not desired.
Template for Student Self-Evaluation

1) Student name
2) Year student entered the program
3) Number of course credits required for the degree program
4) Academic advisor (with date of meeting to discuss semiannual progress)
5) Membership of dissertation committee (if known)
6) Status of dissertation topic approval request
7) Status of dissertation proposal (complete plan to accomplish the dissertation)
8) Status of I.R.B. approval (if required) for dissertation work
9) Describe service and membership/s in professional organizations (e.g. APHA)
10) Describe professional meetings attended and presentations (poster or oral) made outside Boston university
11) List presentations made at Boston University (excluding class assignments) and any plans for such presentations in the coming year
12) List peer reviewed publications submitted and status of review process.
13) Status of grant proposals, scholarship applications, or plans to submit grant proposals or scholarship applications to support your own work
14) Most importantly, status of dissertation work and writing, including actual or working title
15) 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). Consider carefully milestones/accomplishments as well as disappointments/failures.
Course Descriptions

**PH 851 Community Needs Assessment and Systems Analysis**
This course examines the processes by which local and regional health status and services can be assessed and analyzed. Students will learn approaches to: quantitatively and qualitatively defining public health problems; setting a community agenda by prioritizing distinct public health problems; engage the community in assessing local capacity to address those problems; visualizing those problems with Geographic Information Systems. Students will also examine the principles and applications to public health problems of systems analysis. 4 Credits (Declercq)

**PH 853 Managing and Implementing Public Health Programs**
This course focuses on the development and implementation of program and policy interventions that can improve public health by modifying people's health-related behaviors, and on the design and execution of effective oral and written communications to support those interventions. Working through a sequence of written assignments, students will develop: (1) a set of theory-based learning and environmental change objectives; (2) a strategic plan for a program or policy intervention designed to change an important health-related behavior; (3) a management plan for implementing and maintaining that intervention; (4) a supportive communication strategy; and (5) specific media and communications executions to operationalize that strategy. In class writing workshops and individual consultations are designed to give students ideas for their projects and interim feedback on their written assignments. 4 credits (Bryant)

**PH 854 Program and Policy Evaluation**
Evaluation research is critical to the advancement of public health knowledge and the improvement of program services. This course focuses on the theory and practice of program evaluation and the development of student evaluation skills. Students will critique case materials taken from current evaluation projects. The process of examining secondary data related to evaluation of public health policy initiatives will also be covered. Students will learn to conceptualize the entire evaluation process from the initial stages of program development through program and policy implementation. 4 credits (Staff)

**PH856 Law and Ethics for Public Health Leaders**
This course examines the ethical and legal principles which public health leaders in US and international settings should understand when making difficult decisions. The course is case-based and issues addressed will include resource allocation and rationing, surveillance practices and privacy, the “right to health,” the regulation of research in the U.S and developing countries, and public health responses to major epidemics. 2 credits (Glantz)

**PH857 Health Economics and Financial Management for Public Health**
This course is an applied, practitioner-oriented survey of major topics in health economics and the financial management of public health organizations and programs. It will provide students with a brief introduction to the theoretical and conceptual underpinnings of health economics and financial management, but the focus will be on practical application to health care market issues, resource allocation policy problems, financial and managerial accounting, performance measurement, and economic evaluation of public health programs. The course will use a combination of lectures, group discussions, in-class exercises, take-home assignments, and case studies to forge the link between the theoretical material and its practical application. Examples and case studies will be taken from a range of real-life domestic and international experience. 4 credits (Sabin)
PH858 Cases in Public Health Management
This course will focus on developing tools for and perspectives on decision making in senior public health positions through analysis of a series of case studies. Students will adopt different roles in preparing the cases, sometimes singly and sometimes in groups. The cases will address challenges faced by senior leadership including human resources, facilities design, quality control, organizational change and integration of policy and program planning. Students will be assessed on: (1) memos prepared for their roles in individual classes; (2) the quality of their participation in class discussions of the cases; and (3) their response to a case that will be distributed as a final examination. 4 credits (Cox and Murphy)

PM835 Lean Management
This course is designed to prepare students to plan and successfully implement lean management driven processes in health care organization. It teaches lean principles and provides the opportunity to complete a lean managed project. It therefore uses a blended format that includes a week long intensive program for training on lean concepts and tools, followed by a semester long field work on a quality improvement project using lean methodology with online and personal support. 4 credits (Gupte)

PH 866 Public Health Leadership Seminar
The public health leadership seminar provides the main integrative pedagogic experience of the DrPH doctoral program. It will provide a place for combining and applying knowledge from previous courses and field experience to address substantial complex multidimensional public health programs. It will also address crosscutting issues that may not be covered in any single DrPH core or departmental course. The seminar will also provide an opportunity to meet/learn from/ and interact with senior public health officials/practitioners. 0 credits (Declercq and Bryant).
DrPH Program Library

Borrowing Policy

The DrPH program has developed a small, specialized library focusing on public health management, leadership and policy that you may use as a resource during your time in the program. The library is housed in the Assistant Dean for DrPH Education’s office in Room #430 of the Crosstown Center building.

You are permitted to sign books out of the library four weeks at a time. If you do not return the books, or if the books you borrowed are lost, you will be billed for the cost and shipping of a new copy of the book.

Library Titles


Trostle, JA. *Epidemiology and Culture*. New York: Cambridge University Press, 2004


Students who have not completed the MPH may be required to take courses in the following core Public Health areas: Health Policy & Management, Epidemiology, Biostatistics, & Environmental Health.

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<th>DrPH Core Course Requirements (26 Credits)</th>
<th>Semester / Year</th>
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<tr>
<td>PH851 Community Needs Assessment &amp; Systems Analysis</td>
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<td>PH853 Strategic Planning and Communications</td>
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<td>PH854 Program and Policy Evaluation</td>
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<td>PH856 Health Law and Ethics for Managers</td>
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<td>PH857 Health Economics &amp; Financial Management</td>
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<td>PH858 Case Studies in Public Health Management</td>
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<td>PM835 Lean Management</td>
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<td>Management/Finance Elective/s:</td>
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Final Approval Signature: I certify that this student has completed all requirements for the DrPH.

Assistant Dean for DrPH Education

Miscellaneous Requirements:

☐ Prerequisites Complete  ☐ Credits Total 48 or above  ☐ GPA 3.0 or above