

PittPublicHealth

**Department of Health Policy and Management
MHA, MPH, JD/MPH and MHA/MBA**

Student Handbook

Revised June 2022

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Welcome to Health Policy and Management

We are very pleased that each of you has decided to continue your career development by pursuing a Master's degree program in the Department of Health Policy and Management, Pitt Public Health.

This is an especially exciting and challenging time to begin a career in public health and health care services management. Increasingly we witness the globalization of public health, realizing that infectious disease can spread quickly across national borders and that refugee populations pose a major challenge to host nations to provide adequate health care and disease prevention efforts. Domestically, as the Affordable Care Act becomes fully implemented millions of the previously uninsured or underinsured now have access to essential health care and we see encouraging signs of more effective integration of hospital-based health care with community-based population health, prevention and wellness. In spite of some progress in this regard, significant challenges remain. Obesity and the associated threats of diabetes and hypertension have become a global threat to public health and tobacco use remains a major risk factor – and its use is growing in the developing nations. Although health care systems in the economically advanced nations have focused on patient safety as a priority, hospital-based disease continues to be a leading cause of death and in the underdeveloped economies provision of basic health care and public health services remains an aspiration not a reality. Since the US spends in excess of 18% of gross domestic product for health care, the pressure to contain health care costs will continue to be a priority at the provider and national policy level.

The complexity of these challenges both in the US and abroad requires a continuing flow of well-trained, committed and competent health care and public health managers, health policy analysts, and public health trained lawyers and consumer advocates. Each of you has responded to this challenge to be among the next cycle of highly competent and well prepared public health and health services professionals and potential leaders. We will do our very best to provide you access to the resources, expert mentoring and staff support services that will assist you in making progress toward your own career goals and professional development.

Julie Donohue, PhD
Chair, Health Policy & Management

Kevin Broom, PhD, MBA
Vice Chair for Education

Departmental Overview

The Department of Health Policy and Management (HPM) was created in January 2002 when the former Department of Health Services Administration (HSA) was divided into two separate academic units. The Department of HSA was created in 1950. The Health Administration Program has been fully accredited by the Commission on Accreditation of Health Management Education (CAHME). The Department of HPM prepares individuals to assume roles of leadership, policy development, and management within the healthcare system and public health. Its educational programs are grounded in the faculty's vast knowledge base, their engagement in interdisciplinary research addressing a broad range of problems relevant to public policy, organization, and management as applied to healthcare organizations and systems and in various professional and community service activities. For more information about the Department of Health Policy and Management, please visit our website at: www.hpm.pitt.edu

Department Location

The Department of Health Policy and Management is located in the Graduate School of Public Health (Pitt Public Health) at the following address:

University of Pittsburgh
Graduate School of Public Health
Department of Health Policy and Management
6th Floor Public Health
Pittsburgh, PA 15261

Departmental Chair Office

Chair: Julie Donohue, PhD
Susan Borowski, Executive Assistant to:

Julie Donohue, PhD
Professor and Chair
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Professor of Health Policy and Management

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MHA Program

The primary purpose of the MHA Program is to provide graduate-level education that equips students with relevant and transferable competencies, knowledge and values required for entry into and advancement within management and leadership roles in health care, long term care, health policy and public health. Upon graduation, students seek professional employment in health care systems, managed care organizations, health plans, long term care facilities and competitive fellowships.

The curriculum requires 60 credits of full-time study over five academic terms including a full-time Management Residency for the MHA degree. The Curriculum consists of the school's core courses, a broad array of courses in health care system organization and management, health policy and economics, leadership, and professional development activities. The MHA Program also provides the student opportunities for transition to the world of practice through our Executive in Residence program, the required Management Residency, matching with a professional health care executive as a Mentor and various networking and career development activities.

The Master's Essay is a requirement of the MHA program and the Graduate School of Public Health. No MHA student can graduate without successfully completing a Master's Essay. It is an important educational component of the MHA program since the essay provides students an opportunity to integrate the major components of the educational learning experience. Students apply the principles of public health, health administration, and health policy to a formal inquiry and analysis of a problem or issue relevant to health administration and their career interests. The essay allows the student to demonstrate his/her mastery of health policy and management concepts, principles, and theoretical models gained from formal coursework. The student is expected to demonstrate professional-level proficiency in expository writing, clear and logical thinking, and appropriate use of analytical tools and research methods.

The Management Residency is a required one-credit course, usually scheduled for the Summer Term (May through August) that provides the student with over 400 hours of practice-based, professional experience. The student is matched with a host health care organization, health plan, long-term care facility or other appropriate placement under the direction of a preceptor, typically a seasoned health executive or manager in a position to mentor, share her/his knowledge and insights and provide access to key executives within the organization. The student is usually given considerable responsibility for one or more projects and exposure to both operational and governance levels of the host organization. Limited opportunities for an Extended Residency are also available in which the selected student begins the Residency on a part-time basis during the 2nd term before transitioning into a full-time position during the Summer Term. The value added of the Management Residency to the student's professional development far exceeds the one credit required for this experience.

MHA Required Courses

	Course Number	Course Title	Credits	Term	Grade
Fall	HPM 2012	Financial Management Foundations for Healthcare & Public Health	3		
	HPM 2020	HPM Professional Development Seminar	1		
	HPM 2028	Microeconomics Applied to Health	3		
	HPM 2029	Health Management Information Systems	2		
	HPM 2105	Intro to US Healthcare Delivery Systems 1	1		
	HPM 2108	Leadership	1		
	HPM 2207	Quality Assessment & Managing Patient Safety	3		
	PUBHLT 2022	The Dean's Public Health Grand Rounds	0		
		Total Credits	14		
Spring	BIOST 2011	Principles of Statistical Reasoning	3		
	HPM 2014	Applications & Issues in Financial Management of Health Care Organizations	3		
	HPM 2021	HPM Professional Development Seminar	1		
	HPM 2049	Human Resource Management for Healthcare and Public Health Professionals	2		
	HPM 2106	Intro to US Healthcare Delivery Systems 2	1		
	HPM 2141	Managerial Epidemiology	3		
	HPM 2216	Health Insurance: Financing Health Care	3		
	PUBHLT 2022	The Dean's Public Health Grand Rounds	0		
		Total Credits	16		
Fall	HPM 2017	Quantitative Methods in Health Care	3		
	HPM 2115	Management Residency (Report & Presentation)	1		
	HPM 2130	Health Law and Ethics	2		
	HPM 2145	Marketing Health Care & Business Planning	3		
	HPM 2220	CEA Analysis	1		
		Total Credits	10		
Spring	HPM 2010	Organization Studies: Theory/Applications in Healthcare	3		
	HPM 2037	Master's Essay (Oral Presentation and Submission)	1		
	HPM 2150	Strategic Management of Health Services Organizations & Health Policy	3		
	PUBHLT 2011	Essentials of Public Health	3		
		Total Credits	10		

Note: Need 60 credits to graduate

MHA Students are permitted to register for up to 16 credit hours per term for full-time tuition rate

MHA/MBA Program

The Department in collaboration with the Joseph P. Katz Graduate School of Business initiated a new joint MHA/MBA Program effective Fall Term 2016. This 73-credit, 3-year program provides students with education in the core business management functions supplemented by and aligned with the structures, processes, environmental context and professional norms and values associated with the health care industry. Students pursuing this competency-based curriculum will have the opportunity for either two distinct Residency placements during the two summer terms or one extended Residency. Applicants must apply for admission separately to both Pitt Public Health and the Katz GSB. These supervised placements in health care services or health-related practice sites are an invaluable experience for professional development and networking. The student must also complete a master's essay and an applied management project at the residency site. For current MHA students who are interested in applying to the joint degree program, please contact the program director of further information.

MHA/MBA Required Courses

	Course Number	Course Title	Credits	Term	Grade
Fall	BACC 2401	Financial Accounting	3		
	BFIN 2409	Financial Management	1.5		
	BIND 2404	Probability and Statistics: Fundamentals of MBA Quantitative Methods	0.5		
	BIND 2406	Business Math: Fundamentals of MBA Quantitative Methods	0.5		
	BIND 2506	Time Value of Money: Fundamentals of MBA Quantitative Methods	0.5		
	BQOM 2401	Statistical Analysis	3		
	HPM 2020	HPM Professional Development Seminar	1		
	HPM 2105	Health Care Delivery System I	1		
	HPM 2108	Leadership	1		
	PUBHLT 2022	The Dean's Public Health Grand Rounds	0		
		Total Credits	12		

Spring	BECN 2401	Economic Analysis - Managerial Decisions	3		
	BOAH 2528	Organizational Behavior - Communicating Strategically	1.5		
	HPM 2021	HPM Professional Development Seminar	1		
	HPM 2106	Health Care Delivery System II	1		
	HPM 2141	Managerial Epidemiology	3		
	HPM 2216	Health Insurance: Financing Health Care	3		
	PUBHLT 2022	The Dean's Public Health Grand Rounds	0		
		Total Credits	12.5		

Su	HPM 2115	Management Residency (Report & Presentation)	1		
		Total Credits	1		

Fall	BMKT 2409	Marketing Management	1.5		
	BOAH 2421	Human Resource Competitive Advantage	1.5		
	BOAH 2517	Interpersonal Skills Managers 1	1.5		
	HPM 2012	Financial Management Foundations for Healthcare	3		
	HPM 2028	Microeconomics Applied to Health	3		
	HPM 2130	Health Law and Ethics	2		
		Total Credits	12.5		

Spring	BMIS 2409	Information Systems	1.5		
	BQOM 2421	Decision Technology	1.5		
	BSEO 2401	Business Ethics	1.5		
	BSPP 2409	Strategic Management	1.5		

	HPM 2014	Applications & Issues in Financial Management of Health Care Organizations	3		
	HPM 2220	Cost Effectiveness Analysis	1		
		MBA Elective(s)**	1.5		
		Total Credits	11.5		

Su	HPM 2115*	Management Residency (Report & Presentation)	0		
		Total Credits	0		

Fall	BIND 2454	Integrated MBA Capstone	1.5		
	BMIS 2402	Computational Thinking for Business Leaders	1.5		
	HPM 2017	Quantitative Methods in Health Care	3		
	HPM 2145	Marketing Health Care & Business Planning	3		
	HPM 2207	Quality Assessment & Managing Patient Safety	3		
		Extended Residency (optional 1 credit)	0		
		Total Credits	12		

Spring	BOAH 2409	Organizational Behavior	1.5		
	HPM 2037	Master's Essay (Oral Presentation and Submission)	1		
	HPM 2150	Strategic Management of Health Services Organizations & Health Policy	3		
	PUBHLT 2011	Essentials of Public Health	3		
		Extended Residency (optional 1 credit)	0		
		MBA Elective(s)**	3		
		Total Credits	11.5		

Total Credits	73
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*Optional 1 Credit

** Total remaining 4.5 MBA electives may be taken Spring 2nd Year or 3rd Year

Note: Need 73 credits total to graduate. MHA/MBA Students are permitted to register for up to 18 credit hours per term for full-time tuition rate

MHA Competency Model

The HPM-MHA Student Competency Model (SCM) contains four specific domains, including an interdisciplinary, cross-cutting set of competencies.

The four domains include:

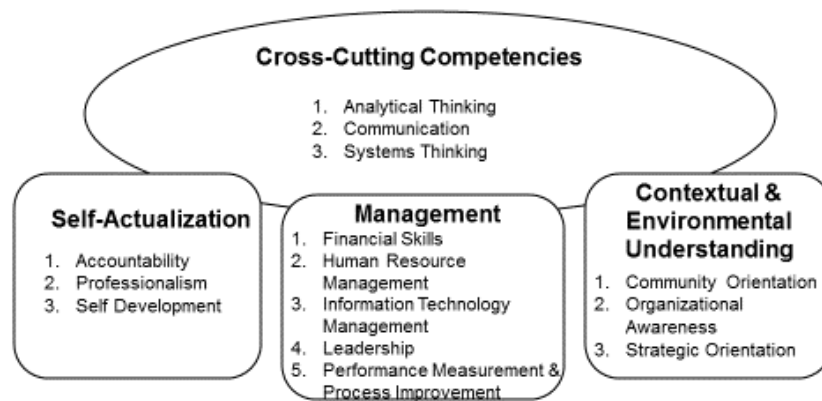
1. Cross-Cutting
2. Self-Actualization
3. Management
4. Contextual/Environmental Understanding

Each of the domains covers specific competencies as detailed below:

Cross-Cutting Competencies: 1. Analytical Thinking 2. Communication 3. Systems Thinking	Self-Actualization: 4. Accountability 5. Professionalism 6. Self-Development	Management: 7. Financial Skills 8. Human Resources Management 9. Information Technology Management 10. Leadership 11. Performance Measurement and Process Improvement	Contextual/Environmental Understanding: 12. Community Orientation 13. Organizational Awareness 14. Strategic Orientation
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Detailed information can be found here: <http://www.publichealth.pitt.edu/health-policy-and-management/prospective-students/mha/mha-competencies>

MHA in Health Policy and Management Competency Model



Master of Public Health (MPH) in Health Policy and Management

The MPH degree program in the Department of Health Policy and Management provides advanced education for recent graduates, entry-level and mid-career professionals to facilitate their career development as leaders and managers, health professionals, policy analysts and advocates for various roles and contexts in public health and health care. This 45-credit, competency-based curriculum allows students to complete a 15-credit certificate within the two-year plan of study for the MPH

The curriculum includes the Graduate School of Public Health core courses, the required MPH policy core courses and additional courses as electives offered within and outside the Schools of the Health Sciences.

The Master's Essay is a requirement of the MPH program and the Graduate School of Public Health. No MPH student can graduate without successfully completing a Master's Essay. It is an important educational component of the MPH program since the essay provides students an opportunity to integrate the major components of their learning experience. Students apply the principles of public health, health administration, and health policy to a formal inquiry and analysis of a problem or issue relevant to health administration and their career interests. The essay allows the student to demonstrate his or her mastery of health policy concepts, principles, and theoretical models gained from formal coursework. The student is expected to demonstrate professional-level proficiency in expository writing, clear and logical thinking, and appropriate use of analytical tools and research methods.

MPH Required Courses

	Course Number	Course Title	Credits	Term	Grade
Fall	BIOST 2041*	Intro to Statistical Methods I	3		
	EPIDEM 2110	Principles of Epidemiology	3		
	HPM 2001	Health Policy and Management in Public Health	3		
	HPM 2020	HPM Professional Development Seminar	1		
	HPM 2028	Microeconomics Applied to Health	3		
	HPM 2105	Intro to US Healthcare Delivery Systems 1	1		
	HPM 2108	Leadership	1		
	PUBHLT 2022	The Dean's Public Health Grand Rounds	0		
	PUBHLT 2033	Foundations in Public Health	1		
		Total Credits	16		

Spring	BCHS 2509	Social and Behavioral Sciences and Public Health	3		
	BIOST 2011*	Principles of Statistical Reasoning	3		
	EOH 2013	Environmental Health & Disease	2		
	HPM 2021	HPM Professional Development Seminar	1		
	HPM 2055	Managing Health Programs	2		
	PUBHLT 2022	The Dean's Public Health Grand Rounds	0		
		Elective Credits	3-5		
		Total Credits	13-16		

Fall	HPM 2012	Foundations of Financial Management	3		
	HPM 2025	Practicum (Report & Presentation)	1		
	HPM 2081	Public Health Agency Management	3		
	HPM 2131	Public Health Law and Ethics	2		
	PUBHLT 2015	Public Health Biology	2		
	PUBHLT 2034	Public Health Communications	2		
		Elective Credits	1-2		
		Total Credits	13-16		

Spring	HPM 2037 - B	Essay-PH (Project Presentation)	1		
	HPM 2063	The Politics of Health Policy	2		
	HPM 2064	Health Policy Analysis	2		
	HPM 2220	CEA Analysis	1		
	PUBHLT 2035	Applications in Public Health	2		
		Elective Credits	3-6		
		Total Credits	12-16		

Need 45 credits total to graduate

*Students may take either BIOST 2011 or 2041

To complete a GSPH Certificate at least 15 credits are required. Electives may be selected to fulfill Certificate requirements

Note: MPH students are permitted to register for up to 16 credit hours per full-time tuition.

Juris Doctor / Master of Public Health (JD/MPH) Joint Degree

The MPH portion of the JD/MPH Joint Degree Program is housed within the Department of Health Policy and Management. The Department offers a joint degree program with the School of Law, the JD/MPH Program in law and health policy. Graduates of this four-year program receive the Juris Doctor (JD) degree and the Master of Public Health (MPH) degree. For current MPH students who are interested in applying to the joint degree program, please contact the program director of further information.

Registration by School

Each semester students register and pay tuition in one primary school either at the School of Law or the Graduate School of Public Health. Over the course of their studies, students will register at the School of Law for 5 semesters and at Pitt Public Health for 3 semesters. Students must register in the School of Law for the first year of study, and typically register at Pitt Public Health for the second year. Regardless of which is the primary school for registration purposes, students are eligible to take courses and must fulfill requirements in both schools.

Overall students enrolled in the JD/MPH program save one full year of time and tuition versus completing the degrees separately.

Credit Hours

Pitt Public Health requires the completion of 45 credits to receive a Master of Public Health (MPH) degree, including 40 hours of required courses and 5 elective credits. Joint degree participants may cross-count up to 8 hours of law school credits towards their MPH. The School of Law requires 88 credits for the Juris Doctor degree. Of these, 12 credits may be cross-counted from Pitt Public Health.

Overall a total of 113 credit hours is required for completing the joint degree program, which is 20 fewer than completing all the coursework independently.

Specific Course Requirements

Normally, cross-counted law school credits can only be cross-counted towards electives; however certain law courses may be counted in lieu of a public health requirement:

1. *LAW 5089: Public Health Law* (3 credits) carries three cross-counted credit hours and *also* fulfills the *HPM 2131: Public Health Law and Ethics* requirement.
2. *Law 5921: Legal Writing Independent Study* (2 credits) carries two cross-counted credit hours and *also* fulfills the *HPM 2037: Essay* requirement. Students may fulfill the essay requirement for the public health degree by completing this upper-level writing course at the law school. Students must write the final paper on an approved topic, in an approved public health format, and submit via D-Scholarship.
Note: Students may register for either Law 5921 or HPM 2037 but may not take both for credit.

These guidelines are for your reference only. Official policies are found in the Pitt Public Health Academic Handbook. Contact Mary Crossley (crossley@pitt.edu) at the School of Law or Cindy Bryce (bryce99@pitt.edu) at Pitt Public Health with questions or for more information.

JD/MPH Required Courses

	Course Number	Course Title	Credits	Term	Grade
Fall	LAW 5020	Contracts	4		
	LAW 5028	Torts	4		
	LAW 5032	Legislation and Regulation	3		
	LAW 5046	Criminal Law	3		
		Total Credits	14		

Spring	LAW 5024	Property	4		
	LAW 5033	Civil Procedure	4		
	LAW 5062	Pitt Law Academy	0		
	LAW 5076	Legal Analysis and Writing	4		
	LAW 5101	Constitutional Law	4		
		Total Credits	16		

Fall	EPIDEM 2110	Principles of Epidemiology	3		
	HPM 2001	Health Policy Management in Public Health	3		
	HPM 2020	HPM Professional Development Seminar	1		
	HPM 2081	Public Health Agency Management	3		
	PUBHTL 2022	The Dean's PH Grand Rounds	0		
	PUBHLT 2033	Foundations in Public Health	1		
		Electives	3		
		Total Credits	14		

Spring	BCHS 2509	Social and Behavioral Sciences and Public Health	3		
	BIOST 2011	Principles of Statistical Reasoning	3		
	EOH 2013	Environmental Health & Disease	2		
	HPM 2021	HPM Professional Development Seminar	1		
	HPM 2064	Health Policy Analysis	2		
	HPM 2133	Law in Public Health Practice	2		
	PUBHLT 2022	The Dean's PH Grand Rounds	0		
		Total Credits	13		

Fall	HPM 2012	Financial Management Foundations for HC & PH	3		
	HPM 2028	Microeconomics Applied to Health	3		
	LAW*		0		
	LAW 5386	Foundations of Legal Research	1		
	PUBHLT 2015	Public Health Biology	2		
	PUBHLT 2034	Public Health Communications	2		
		Total Credits	11		

Spring	HPM 2049	Human Resource Management	2		
	LAW**		0		
	LAW****		0		
	LAW*****		0		
	LAW 5089	Public Health Law (Substitute for 2131)	3		
		Total Credits	5		

Fall	HPM 2025	HPM Practicum	1		
	LAW		0		
	LAW		0		
	LAW		0		
	LAW		0		
		Total Credits	1		

Spring	HPM 2037***	Essay	1		
	HPM 2063	Political Process and Health Policy Making	2		
	PUBHLT 2035	Applications in Public Health	2		
	LAW		0		
	LAW		0		
	LAW		0		
	LAW		0		
		Total Credits	5		

Electives			0		
			0		
			0		
			0		
			0		
		Total Credits			
Total Credits			113		

* Must choose a course that satisfies the Legal Profession requirement

**Must choose course that satisfies Writing requirement

***Must choose course that satisfies Upper Level Legal Writing requirement. Students may use this course in place of

HPM 2037 (in Year 4), with approval from the Vice Chair for Education and MPH director. (Modifications

to the written document are also needed in order to satisfy MPH essay requirements.)

****Must choose course that satisfies Experiential Learning requirement

***** Must choose course that satisfies International/Comparative Law requirement

Note: Law course requirements marked by asterisks (*, **, etc.) can be satisfied by multiple courses
(see <https://www.law.pitt.edu/student-resources/courses-and-curriculum>).
Students can only register for them after completion of the first year of Law study.

MPH Competency Model

Through required courses and experiential learning opportunities, students will attain the following competencies:

HPM MPH ADVANCED COMPETENCIES

- Evaluate facilitators and barriers that impact the financing and delivery of the public health services
- Apply legal and ethical principles to public health and health service practice
- Develop legal and policy strategies to promote the health status of populations
- Integrate principles of program planning, management, budgeting, and evaluation into organizational and community initiatives
- Apply the principles of strategic planning to public health initiatives

CEPH FOUNDATIONAL COMPETENCIES

All graduates also achieve the Council on Education in Public Health's (CEPH) public health knowledge and [foundational competencies](#) for MPH students.

Evidence-based Approaches to Public Health	
1.	Apply epidemiological methods to the breadth of settings and situations in public health practice
2.	Select quantitative and qualitative data collection methods appropriate for a given public health context
3.	Analyze quantitative and qualitative data using biostatistics, informatics, computer-based programming and software, as appropriate
4.	Interpret results of data analysis for public health research, policy or practice
Public Health & Health Care Systems	
5.	Compare the organization, structure and function of health care, public health and regulatory systems across national and international settings
6.	Discuss the means by which structural bias, social inequities and racism undermine health and create challenges to achieving health equity at organizational, community and societal levels
Planning & Management to Promote Health	
7.	Assess population needs, assets and capacities that affect communities' health
8.	Apply awareness of cultural values and practices to the design or implementation of public health policies or programs
9.	Design a population-based policy, program, project or intervention
10.	Explain basic principles and tools of budget and resource management
11.	Select methods to evaluate public health programs
Policy in Public Health	
12.	Discuss multiple dimensions of the policy-making process, including the roles of ethics and evidence
13.	Propose strategies to identify stakeholders and build coalitions and partnerships for influencing public health outcomes

14.	Advocate for political, social or economic policies and programs that will improve health in diverse populations
15.	Evaluate policies for their impact on public health and health equity
Leadership	
16.	Apply principles of leadership, governance and management, which include creating a vision, empowering others, fostering collaboration and guiding decision making
17.	Apply negotiation and mediation skills to address organizational or community challenges
18.	Select communication strategies for different audiences and sectors
19.	Communicate audience-appropriate public health content, both in writing and through oral presentation
20.	Describe the importance of cultural competence in communicating public health content
Interprofessional Practice	
21.	Perform effectively on interprofessional teams
Systems Thinking	
22.	Apply systems thinking tools to a public health issue

The MPH Foundational Competencies as defined by the 2016 CEPH Accreditation Criteria.

PITT Public Health Core Courses

SPECIFIC DEGREE REQUIREMENTS FOR THE CORE CURRICULUM:

Master in Public Health (MPH) and JD/MPH Degree Seeking Students:

BIOST 2011* Principles of Statistical Reasoning (3 credits)
BIOST 2041* Introduction to Statistical Methods I (3 credits)
EPIDEM 2110 Principles of Epidemiology (3 credits)
BCHS 2509 Social and Behavioral Sciences and Public Health (3 credits)
EOH 2013 Environmental Health and Disease (2 credits)
HPM 2001 Health Policy and Management in Public Health (3 credits)
PUBHLT 2015 Public Health Biology (2 credits)
PUBHLT 2022 The Dean's Public Health Grand Rounds (0 credits) - two terms required;
Completed during first and second terms. Offered fall and spring.
PUBHLT 2033 Foundations in Public Health (1 credit)
PUBHLT 2034 Public Health Communications (2 credits)
PUBHLT 2035 Applications in Public Health (2 credits)

*Students are required to take either:

- BIOST 2011 or
- BIOST 2041

Selection of BIOST course should be done in consultation with your advisor.

Master in Health Administration (MHA) and MHA/MBA Degree Seeking Students:

HPM 2141 Managerial Epidemiology (3 credits)
PUBHLT 2011 Essentials of Public Health (3 credits)
PUBHLT 2022 The Dean's Public Health Grand Rounds (0 credits) - two terms required; Completed
during first and second terms. Offered fall and spring.

Overview of Core Curriculum

The core curriculum provides the foundational knowledge and competencies that all public health professionals need. Based on the ASPH Core Competencies, it covers the following broad areas:

- Epidemiology
- Biostatistics
- Environmental and occupational health
- Behavioral and community health sciences
- Health policy and management
- Public health biology
- Public health professionalism
- Systems thinking
- Program planning
- Communication and informatics
- Diversity and culture in public health practice
- Leadership

Goals of the core curriculum enable graduates to:

- Command the essential competencies of public health's core content areas and apply those competencies to complex public health issues.
- Explain how their chosen public health concentration contributes uniquely to the study of population health, and how it intersects with other public health disciplines.

- Articulate and advocate the values and ethics that distinguish public health as a historic, contemporary, and cohesive field of practice and inquiry.
- Successfully plan and execute programs and/or research intended to advance the public's health and health awareness, nationally and globally.
- Communicate effectively and appropriately with diverse groups of professional colleagues and public constituents.
- Locate, assemble, and critically analyze data, information, and knowledge resources.
- Develop a sense of identity, authority, and service in public health, and within their elected area of specialization.
- Assume key management roles in health organizations, and provide leadership in creating, implementing, and interpreting policy that promotes the ideals of public health.

Policy on Required Core Courses

Students pursuing an MPH must take all of the school-wide core courses unless their program has been granted a waiver of certain courses.

PUBHLT 2035 Applications in Public Health Policy

Policy Updated | Summer 2011

All new students are to complete the Pitt Public Health core courses in a sequence that will prepare them to meet the prerequisites of the Applications (PUBHLT 2035) course. Students should enroll in the Applications course once they have completed all of the Pitt Public Health core courses (prerequisites for PUBHLT 2035) or if they are simultaneously enrolled in one other core course and the Applications course.

Grading Policy

All Pitt Public Health students must maintain an overall grade point average of 3.0 or better. A grade of B or better is the desired grade for all required school-wide core courses. The rationale is that students who earn a B or better will be able to demonstrate competencies in the subject matter and thus be better prepared to enter public health practice. If a student earns a C, the student and his/her advisor should meet to discuss the grade and the student is strongly encouraged to re-take the course. However, the final decision will be left to the advisor and the student. If a student receives a grade below a C, that student must repeat the course. This policy is effective for all students beginning in August 2009 for courses taken in the fall term 2009 and thereafter.

Course Exemption for PITT Public Health Core Courses*

RESPONSIBILITY	ACTION / POLICY
Student	Discuss previously taken course justifying exemption with academic advisor & instructor. Obtain Request for Exemption from Pitt Public Health Core Courses form.
Academic advisor, course instructor, department chair	Sign Exemption form and return form to student. Instructors may require students to take an exam to further justify exemption, or may disapprove exemption.
Student	Return form to Pitt Public Health Student Affairs for final approval.
Pitt Public Health Student Affairs Assistant Dean	Approves or disapproves exemption request and forwards form copy to student services staff for retention.

*There is never a reduction or waiver of the total number of credits required for graduation (60 MHA, 45 MPH, 73 MHA/MBA, 113 JD/MPH) – required course credits are replaced with other elective credits.

POLICIES AND PROCEDURES

Academic Year Structure

The Graduate School of Public Health operates on a three-term system. The three terms are:

Fall Term	Late August through December
Spring Term	January through April
Summer Term	May through Early August

Academic Integrity

Effective August 30, 2010, all enrolled students at the Graduate School of Public Health (PITT Public Health) are required to complete the Student Academic Integrity Module by the last day of the month of September. This is to ensure that PITT PUBLIC HEALTH students are familiar with the University of Pittsburgh's academic integrity policy, and to prevent violations of academic integrity.

Students will be deemed to have completed the module satisfactorily by scoring 80% or higher on the module assessment. Those who have not successfully completed the module assessment with a qualifying score of 80% or higher by the first business day of October will not have the advising hold removed from their student registration account. This hold does prevent registration for the subsequent semester's classes. The hold will be removed only after the student demonstrates satisfactory completion of the module.

All new students enrolled in a Pitt Public Health program (certificate, degree, or non-degree) will be required to complete the Student Academic Integrity Module during their first semester. Students will complete this module only once unless significant changes in University or School policy require recertification. The Office of Student Affairs will establish a deadline for completion of the module for each subsequent semester so as not to disadvantage students in the registration process. Students will be notified of this date through Office of Student Affairs communications and their respective department liaisons.

The student's department liaison will be required to monitor student completion of the module and ensure that the certificate of completion is filed in the student's academic file housed in the department. Department liaisons will notify the Office of Student Affairs if students do not complete the module by the deadline.

Academic Standards

A grade average of at least B (GPA = 3.00) is required in the courses which make up the program for any graduate degree. A student is automatically placed on probation whenever his or her cumulative GPA falls below 3.00. Each school determines the restrictions placed on a student on probation. A student who remains on probation is subject to dismissal within a time period determined by the school, subject to review by the University Council on Graduate Study.

Academic Advisor

New students in the Department of Health Policy and Management will be assigned a faculty advisor early on in their first term of enrollment. Advisors and advisees meet at regular intervals through the academic year that are mutually determined. Advisors and advisees may discuss topics as: student academic performance and completion of courses toward the degree; probation status; student academic background and interests; approval of courses for enrollment; essay development; career objectives etc.

Books

Books are available at The University Store on Fifth, 4000 Fifth Ave., Pittsburgh, PA 15213 (412) 648-1455.

Bus Service: Port Authority Buses and Campus Transportation System

All University of Pittsburgh students, staff and full-time faculty may ride all Port Authority (PAT) [412-442-2000] transit buses, trolleys, and inclines within Allegheny County for FREE 24 hours a day, seven days a week, 365 days a year. Please note that this includes the Saturday mall buses and the Sunday Cultural Buses. Pitt provides fixed bus and shuttle service for Pitt students, faculty, staff to all parts of the Pitt campus. Time schedules with route maps and designated stops are available at the William Pitt Union, and Department of Parking, Transportation and Services Administrative Office on 127 North Bellefield Ave. www.pts.pitt.edu 412-648-1223.

Cell Phones, Pagers, and Recording Devices

Please place your cell phone/pager on vibrate. Students are directed to step outside the classroom prior to answering your cell phone or to make any calls. Permission is given to record lectures for personal use only. Permission IS NOT granted to post recorded lectures to websites, Facebook or other electronic media or to forward recorded lectures to people not taking a specific PITT PUBLIC HEALTH course.

Change of Address/Name

A change of address form must be submitted. Documentation is required for name changes. Contact the University of Pittsburgh Registrar's Office in G-3 Thackeray Hall.

Computing Labs

Please call the University Help Desk (412-624-4357) to obtain your computer account. Campus computing facilities are located at:

230 David Lawrence Hall
1077 Benedum Hall
C114 Sutherland Hall
G-27 and G62 Cathedral of Learning
1E01 Wesley W. Posvar Hall
B40 Alumni Hall

Go to www.technology.pitt.edu for more information. Computing help desk is: 412-624-HELP.

Codes - Term Codes

Students use academic term codes when completing Pitt Public Health and Departmental forms. These codes are used throughout the University of Pittsburgh and Pitt Public Health. They consist of four digits:

Digit 1 & 2	Current century
Digit 3	Last digit of current school year*
Digit 4	1= Fall 4 = Spring 7 = Summer
*Note that the school year extends over two different years.	

Example: Fall 2022 would be 2131; Spring 2023 would be 2134; Summer 2023 would be 2137

Courses

Course Registration and Enrollment

Students in the Department of Health Policy and Management must see their academic advisor to complete an enrollment form (worksheet) for registration. The University of Pittsburgh and Pitt Public Health permits students to self-register after seeking approval from their advisor. The University of Pittsburgh in concurrence with the Graduate School of Public Health places a “University assigned Advisement Services Indicator hold” on each student’s account. Students cannot register with a “hold”. Note that holds can also be placed by other University entities and the holds generate a “stop” of certain services for you based on the type of hold and restrictions associated with that hold. Others can be financial holds from student accounts which stop registrations, holds from the libraries for funds due, etc.

Procedure

HPM students must see their academic advisor to discuss and complete their enrollment form. Once both the advisor and student have completed and signed the enrollment form, students then take their form to the Program Coordinator (A631 Public Health; jld115@pitt.edu) so a copy can be kept on file. The Program Coordinator will remove the Advisement Hold and the student will then be able to self-enroll. Some courses will require permission for enrollment given by the Faculty member/Department who sponsors the course. Students must request a Permission Number when necessary and include it on their completed registration form prior to turning it in.

Responsibility	Action/Policy
Student	Discusses course selection with their advisor, obtains enrollment form, completes the form and signs it.
Faculty Academic Advisor	Selects courses with advisee and once completed signs the enrollment form.
Student	Obtains any permissions required for courses and turns in form to program coordinator.
Program Coordinator	The program coordinator will lift the PeopleSoft Advisement Service Indicator hold.
Student	Student will then register for all courses. They will receive an e-bill invoice (Via their Pitt email account) and will take care of payment with the University Registrar’s Office.
ALL REGISTRATIONS AND ADD/DROPS WILL INCUR LATE FEES IF ENROLLING AFTER THE SPECIFIED DATE TO REGISTER OR ADD/DROP FOR CONTINUING STUDENTS.	

Course Permission Numbers/Admission to Closed or Restricted Classes

Admission to closed/restricted classes – students should email the faculty member offering the course to obtain permission to enroll. Students should then forward the permission to the Department offering the course and obtain a PERMISSION NUMBER. Student will then be able to register for the class in question.

Responsibility	Action/Policy
Student	Contacts course instructor/school offering the course to request permission to enter course.
Student and instructor	Requests instructor to forward an e-mail to the student then contacts the dept. representative for the permission number.
Student	Registers for class once permission number is received.

Course Add/Drop

An enrollment form is used to add/drop courses. Students should review the Pitt Public Health Course Schedule via the Website to determine the add/drop deadline and attempt to add/drop before that date. All students requesting late transactions must have approval from Mike Dolinger, Director of Student Services, (1100 Public Health). There is also a fee assessed for late add/drops.

Responsibility	Action/Policy
Student	<u>Before the add/drop deadline</u> Meets with their Faculty Advisor and completes and signs an enrollment form with the courses to be added/dropped and obtains the advisor's signature. <u>After the add/drop deadline</u> If it is after the add/drop deadline, students must submit required paperwork to the Registrar's Office, G-1 Thackeray Hall and complete an appeal form there (if a course add/drop is desired). They will be required to pay a fee if the appeal is approved. Some students may need/wish to complete and submit a Monitored Withdrawal Request form when withdrawing from (as opposed to dropping) a course, as explained below.
Faculty Academic Advisor	Selects courses with advisee and once completed signs the enrollment form.
Student	Student delivers the form to program coordinator.
Student	Drops course. Contact program coordinator if any issues arise.
Student	May need to check tuition invoice (via the e-bill) in case of an adjustment.

Course Waivers and Substitutions HPM Courses

Course Exemption for HPM Courses*

Responsibility	Action/Policy
Student	Discuss previously taken course justifying exemption with academic advisor & instructor. Obtain Request for Waiver of HPM Core Courses form from the Program Coordinator. Complete student section of form, explaining exemption request.
Course instructor, program director, department chair	Sign exemption form and return form to student. Instructors may require students to further justify exemption or may disapprove exemption.
Student	Return form to HPM program coordinator (A631 Public Health)
Pitt Public Health Office of Student Affairs, Director of Student Affairs	Approves or disapproves exemption request and forwards copy to student services staff for retention.

*There is never a reduction or waiver of the total number of credits required for graduation (60 MHA, 45 MPH, 73 MHA/MBA, 113 JD/MPH) – required course credits are replaced with other elective credit courses.

Course Repeat Policy

Existing school policy is that all students must maintain an overall grade point average of 3.0 or better. A grade of B or better is the desired grade for all school wide core courses required in a student's academic program. The rationale is that students who earn a B or better will be able to demonstrate competencies in the subject matter and thus be better prepared to enter public health practice. If a student earns a C, the student and his/her advisor should meet to discuss the grade and the student is strongly encouraged to re-take the core course. However, the final decision to re-take the course will

be left to the advisor and the student. If a student receives any grade below a C, that student must repeat the course. If repeating a course, students must fill out a course repeat form, which can be found on the [Forms](#) section of the Public Health website.

Disabilities

If you have a disability that requires special testing accommodations or other classroom modifications you need to notify both the instructor and Disability Resources and Services, no later than the second week of the term. You may be asked to provide documentation of your disability to determine the appropriateness of accommodations. To notify Disability Resources and Services, call 412-648-7890 (Voice or TTD) to schedule an appointment. The Office is located at 216 William Pitt Union.

Dismissal Policy

http://www.publichealth.pitt.edu/docs/GSPH_Probation_and_Dismissal_Policy.pdf

Elective Courses

Students who are ready to take elective courses, must arrange an appointment with their faculty advisor who must approve all electives before a student can enroll. Courses can be taken in different schools at Pitt, including, but not limited to: School of Health & Rehabilitation Sciences; Nursing; Medicine; Pharmacy; Graduate School of Public & International Affairs; and Katz Graduate School of Business. Students must obtain permission numbers for those courses outside of HPM. Students can also cross-register at other college and universities via the PCHE process.

Essays

More essay information will be distributed in the Professional Development Seminar.

MHA & MPH Essay Committee structure:

- The committee must consist of at least two University of Pittsburgh faculty members.
- Members must have primary appointments in different University departments (at least two departments represented).
- For HPM the Primary Essay Advisor must be a core faculty member in HPM. The second reader must be a member of the core faculty in another department within the University of Pittsburgh. For MHA students, a third reader is required who is a practitioner in the field

[Master's Essay Guidelines](#)

[Master's Essay Checklist](#)

Graduation

Application for Graduation

Each candidate for graduation must file an official [Application for Graduation](#) in the Graduate School of Public Health Office of Student Affairs (1100 Public Health) early in the term in which graduation is expected. Students are required to be registered for at least one credit and students must be registered in the term in which they are graduating. Students are responsible for completing their requirements for graduation. There are four graduation dates per academic year:

April
June
August
December

Deadlines are set for each term for students to complete an “Application for Graduation” and “Prior Degrees form”.

A late fee will be assessed if the deadline date is not met. Students who apply for graduation but find it necessary to postpone must submit a new application for graduation for the next available graduation. Pitt Public Health has its own graduation convocation, and the ceremony is held the weekend of the University Commencement in April. Students must also be registered for at least one credit in the term in which they are planning to graduate. Students are ultimately responsible for making sure they complete all academic and administrative requirements for graduation. It is important that students nearing graduation meet with their academic advisor to go over credits and requirements. Students must meet all requirements for their degree program including courses, essays, practicum/residency, etc. as set forth by Pitt Public Health and HPM. Requirements may be modified by Pitt Public Health and HPM or as specified by the accrediting organizations. The Final essay must be submitted to the Program Coordinator in HPM and to the Office of Student Affairs according to specific formatting and paper guidelines set forth by the University, Pitt Public Health, and HPM.

Report on Requirements Form

The Report on Requirements Form is a school-wide form used by students, faculty, the HPM Student Services Staff and the Pitt Public Health Student Services Staff to monitor and record completion of student milestones and program requirements:

Fulfillment of any admission provisions
Approval of Master’s Essay
Completion of Pitt Public Health Exit Survey
Certification for Graduation
Committee Member Signatures

Students complete the “Top Section” of the form; Fill in their Essay Title; obtain Essay Committee Signatures. The program coordinator will complete the provisional section; once you complete the Exit Survey the Program Coordinator will receive notification and complete the Exit Survey Section; the program coordinator and the Program Director will complete the Certification for Graduation Section. Once all of these have been verified, the program coordinator will obtain the Department Chair’s signature at the bottom of the page and turn in the form to the Pitt Public Health Office of Student Affairs.

After Graduation

Once graduated, you will be one of about 1,966 graduates from the Department of HPM, 331,873 Pitt graduates and over 7,000 Pitt Public Health alumni. There are many ways in which you can maintain contact with us after graduation:

- Keep us up-to-date on your current contact information (hpmalumni@hpm.pitt.edu).
- Keep in contact with Dr. Kevin Broom (kevinbroom@pitt.edu) should you wish to be a preceptor or mentor.
- Join the HPM and Pitt Public Health Alumni groups and fill out the online update form.
- Join the HPM LinkedIn group.

Health Sciences Library System

The Health Sciences Library System at the University of Pittsburgh offers a wide array of information services, educational opportunities, and resources in print and electronic format to faculty, students and researchers in the Schools of the Health Sciences.

Health Sciences Library System – 200 Scaife Hall, 412-628-8866

ID Cards

ID cards are available at the ID Center at Panther Central in Litchfield Towers lobby. There is no initial charge for an ID; however, a fee is assessed for replacement of a lost or stolen card.

Incomplete Grades and Grade Change Requests

Grade changes should be processed no later than 1 year after the initial grade was entered not including "I" (incomplete) grades.

"I" Grades

"I" grades are assigned by Faculty when work on Master's essays, internships or independent studies is in progress or not yet complete.

"G" Grades

G grades are given when COURSEWORK is unfinished due to extenuating circumstances.

Students have one year from the time the "G" grade was given to resolve the required work. The grade then can be changed as soon as the work has been completed. If you need to repeat a course, a "G" grade should not be given.

Faculty should submit grade change requests through PeopleSoft.

International Students

The Office of International Services (OIS) provides new international students with a full complement of informational materials and programs to facilitate their transition to living in Pittsburgh. Student services available through the Office of International Services are detailed on their website:

www.ois.pitt.edu. **INTERNATIONAL STUDENTS MUST CHECK IN AT OIS UPON THEIR ARRIVAL IN PITTSBURGH** with an Immigration Specialist. Student Services available through the Office of International Services are detailed on the OIS website www.ois.pitt.edu. New International Students are required to check in with OIS at the University of Pittsburgh upon arrival in Pittsburgh and before enrolling in courses. www.ois.pitt.edu.

English Proficiency Testing: After students are admitted to the University of Pittsburgh, they may be required to take additional English language tests. For information about this testing go to www.linguistics.pitt.edu/centers/testing-ect.php.

Students who leave the University at the end of their academic program or for business or personal reasons are required to complete a Departure Notification Form for OIS and print a copy and give to the Program Coordinator for placement in their department file and for their file in the Office of Student Affairs.

*Foreign students who are not U.S. citizens or U.S. permanent residents at the time of admission are required to complete a Departure Notification Form

*Also, foreign students completing summer residencies, practica or internships must complete a "Curricular Practical Training Academic Verification" form which you will submit to OIS prior to the start of your summer experience. OIS has to approve your practical training BEFORE it begins. Students complete the form online and print a copy for the program coordinator.

IRB Human Subjects

Students are required to complete human subjects research modules available online through the IRB website: <http://www.irb.pitt.edu/osiris/citi.aspx> and follow the steps to complete the modules. You must print out proof of your completion and turn it in to the Program Coordinator.

Monitored Withdrawal

If a student's request to drop a course (via Enrollment Form) after the term's add/drop deadline has passed or he/she wishes to withdraw from a course for other reasons, a Monitored Withdrawal

Request form should be processed. A Monitored Withdrawal deadline is included in each academic term's schedule and is posted on the website. Students withdrawing from a course in this manner receive a "W" for the course on their transcripts and receive no tuition reimbursement. This "W" grade has no impact on the Grade Point Average (GPA) earned, requirements toward student degree completion or academic progress for purposes of financial aid eligibility.

Parking

The Parking Services Office Staff is responsible for establishing parking regulations, allocating spaces, issuing parking permits, arranging special event parking and citing violators. Parking permits are available at: 127 North Bellefield Avenue, 412-624-4034. Day parking is limited.

Professional Dress and Conduct

Both the MHA and MPH Programs are considered to be professional preparation programs of graduate education. Accordingly, professional (business) dress and conduct is expected as the norm. Although casual attire is appropriate for most classes, we encourage students to look and behave maturely and professionally throughout their formal educational experience. For activities in which you and your colleagues are interacting with representatives from the health care system or other constituency organizations, you should wear business dress unless advised otherwise. This is especially important for activities in which you are a guest, visitor or applicant for a residency or practicum placement or employment with an external organization. While serving in your Management Residency or Practicum, you should observe the policies and practices of your sponsoring organization relevant to your conduct and dress.

Provisional Status

Students must have full (not provisional) status. For those students who have been admitted provisionally, they must fulfill the provision stated in their admission letter. Students must have obtained full status in order to graduate.

Responsiveness and Communication

Students will receive various communications regarding fellowship/residency/practicum opportunities; course information; class cancellations; etc. via EMAIL. Email is our primary source of communication with you. Please make sure that any changes to your email contact information are reported to the Program Coordinator. Due to the important/time sensitive nature of such communications, we expect that HPM Students will respond in a timely fashion to requests and deadlines designated in any Departmental or school-wide correspondence. Important messages will be flagged when possible. Please check your Pitt email frequently. Note: important announcements/tuition bills from the University will come to you via your PITT email account.

Statute of Limitations

All requirements for professional master's degrees (MPH, MHA, MHA/MBA, and JD/MPH), must be completed in five years.

Student Health Service

The Student Health Service is located in Suite 500 Medical Arts Building, 3708 Fifth Avenue. The Student Health Service offers primary health care by appointment. A pharmacy is also available.

Student Study Areas

The department has a designated student study area on the 6th floor that is shared with BCHS students. Please note, the computers are only available to BCHS GSR students.

Time Required to Complete Program of Study

The typical full-time MHA and MPH student will be able to complete her/his course of study in two years (five academic terms) including a full-time field placement in the Summer Term. Full-time MHA students will typically register for 15-16 credits per term to complete the required 60 credits within two academic years. MPH students will register for 11-12 credits per term in order to complete the required 45 credits in two years. However, the MPH students may register for up to 16 credits per term for the same block tuition rate. This will allow the MPH student to fulfill one of the GSPH Certificate Programs or complete additional electives with few or no overload credits.

It should be noted that students who extend their study beyond the initially expected graduation date to complete their degree requirements must register for at least one credit in the term in which they apply for graduation.

The statute of limitations for completing the professional Master's degree (MPH and MHA) is five years. However, students may request an extension to the Department Chair in writing with due justification provided.

Transfer/Advanced Standing

With the approval of the program director, students can request advanced standing for graduate-level courses taken outside Pitt Public Health in one of two ways:

1. Request that a block of credits completed outside Pitt Public Health (e.g., 6 credits from NYU, 1999) be posted on your Pitt Public Health transcript without detailed information on courses taken.
2. Request that a detailed list of the other institution's courses appear on your Pitt Public Health transcript. In addition, if you want to claim that a course taken elsewhere is equivalent of a Pitt Public Health course, you must obtain an e-mail or memo from the instructor of each Pitt Public Health course for which equivalence is claimed and submit that with your advanced standing form.

Please note:

Advanced standing credit will be awarded only for graduate courses in which a grade of B (or equivalent) or higher was earned.

Only credit for courses taken outside the University of Pittsburgh will appear on your transcript. Information on courses taken outside Pitt Public Health but at the University of Pittsburgh will be kept in your student file.

If a course that you took elsewhere (and for which you are requesting advanced standing) is equivalent to a Pitt Public Health course that is often a prerequisite for other Pitt Public Health courses, (e.g., EPIDEM 2110 is often a prerequisite for other Pitt Public Health courses, you might want to establish equivalency between your outside course and the prerequisite course (e.g., EPIDEM 2110) to facilitate self-registration. Alternatively, you may verify equivalency with the instructor of the Pitt Public Health prerequisite course at the time of registration.

Advanced standing request forms ("Course Credits Accepted Form") are available in the Office of

Student Affairs or from the Program Coordinator in HPM. Your advisor must sign the form and then bring the form to the program coordinator for to make a copy before the form is submitted to the Director of Students Affairs. Please contact HPM Program Coordinator, with questions on processing advanced standing requests.

Transcripts

Official transcripts are available in G-3 Thackeray Hall. *WE ARE NOT PERMITTED TO RELEASE PHOTOCOPIES OF TRANSCRIPTS FROM THE UNIVERSITY OF PITTSBURGH OR ANY OTHER SCHOOL.*

University Counseling Center

The University Counseling Center provides confidential personal counseling for all University students. The Center is located at 334 William Pitt Union.

University Police Department

The University of Pittsburgh offers a proactive approach towards policing. The University of Pittsburgh Police Department provides: 24 hour, 365 days a year response to emergencies and conducting patrols. In the event of an emergency call 811 from a campus phone or 412-624-2121 from a non-campus phone or use one of many “emergency” phones across campus. The office phone number is: 412-624-4040.

University Writing Center

The Writing Center provides a place for all University of Pittsburgh students, faculty, and staff to come to work on their writing. The Center is staffed by experienced consultants who have been trained to help others with their writing. The services are free to all University of Pittsburgh students.

Scholarships and Financial Assistance

All forms of financial assistance available in the Department are based on demonstrated merit and prior academic performance as we do not engage in needs-based financial analysis. Most of our students receive some financial support through Federally-sponsored or commercial student loans. Applicants seeking such need-based support should contact the University’s Office of Admissions and Financial Aid (<https://financialaid.pitt.edu/graduate-students/>) for information about the FAFSA application process.

The department has limited but increasing resources for financial assistance in the form of **HPM donor-designated scholarships** and some other discretionary sources. Partial scholarships are available for applicants with strong records of previous academic performance, demonstrated leadership and community service. However, it is rare that we are able to provide more than 50% tuition support and often our awards are smaller to supplement other sources of funding, including family resources, loans and student employment.

International students are not eligible for departmental forms of financial assistance since by University policy they must document the capacity to fund their educational program for its expected duration.

Small grants and tuition support awards may be available at the school-level to supplement other sources of financial assistance. These opportunities will be communicated by the Office of Student Affairs as they become available.