Master of Public Health Program

BULLETIN

Academic Year 2018-2019

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Welcome

Welcome to the Master of Public Health (MPH) Program at the University of North Dakota! You are about to embark on an exciting and important journey. Along with the faculty and staff, you will help to develop a public health program that serves the people of North Dakota and the Northern Plains in the years to come. Together, we will work to create an intellectually challenging and socially engaging experience that provides graduates with the motivation, skills, and knowledge to improve health in communities and populations, particularly in the Northern Plains. As part of our support for your journey, we have developed the MPH Bulletin, which contains a wealth of information to help you succeed. Please keep and refer to it as you progress through the program.

Consistent with the public health approach, our educational, service, and research initiatives stress an ecological understanding of health problems and a systems approach to developing innovative solutions for them. In keeping with this orientation, our program draws its faculty from many disciplines representing the health, social, engineering, management, and behavioral sciences.

The MPH Program has two specializations – Population Health Analytics and Health Management & Policy. Both prepare students for the work of population health improvement in the diverse communities of the Northern Plains and similar regions. Understanding the multiple determinants of population health – medical care, public health interventions, the social environment, the physical environment, and individual behavior – and learning how to optimize population health are complex, fascinating, and important undertakings.

Once again, we welcome you to the MPH Program and trust that each of you will challenge yourself to develop new ways to solve our complex health problems. We hope that with the knowledge and skills you gain as a student in the University of North Dakota’s MPH Program you will help to lead our region and world to better health!

Donald Warne, MD, MPH
Interim Director, MPH Program
Director, Indians Into Medicine Program
Associate Dean, Diversity Equity & Inclusion
Professor, Family & Community Medicine
ABOUT THE MPH PROGRAM

North Dakota is situated in the Northern Plains, and the MPH Program reflects and responds to our location. There is much diversity within the Northern Plains, as North Dakota illustrates well. There are booming towns in the oil and gas fields in the west, agricultural communities in the rich Red River Valley, American Indian reservations in the central plains, frontier locales, and small cities throughout the State. These areas are continually changing in multiple ways including population size, economic basis, and culture. The MPH Program at the University of North Dakota (UND) emphasizes, and is enriched by, the diversity and change within the Northern Plains.

The mission of the MPH Program is to support population health improvement in North Dakota, the Northern Plains and beyond through education, research, and service that create strategies and opportunities needed to promote health and well-being, prevent disease and injury, and pursue health and social equity in all populations.

The goals of the MPH Program are:

- **Education**: Provide students with the skills, knowledge, and awareness necessary to support and ensure conditions that promote population health improvement in North Dakota, the Northern Plains, and beyond.
- **Research**: Conduct and disseminate research that supports health improvement in populations and communities.
- **Service**: Provide public health-related service to academic, professional and community organizations.
- **Infrastructure Investment**: Advocate for, develop, and maintain the resources necessary to support the mission and values of the program.
- **Workforce Investment**: Recruit, support, and retain a diverse faculty, staff, and student body to sustain the program’s mission and values.

Our Partners

Within UND, the MPH Program is located in the School of Medicine and Health Sciences (SMHS). The SMHS includes one of the nation’s most respected community-based medical schools, as well as other clinical programs of excellence including physical therapy, occupational therapy, clinical laboratory science, and physician assistant. The preeminent Center for Rural Health is located in the SMHS, as are the Rural Opportunities in Medical Education (ROME) program and the Indians into Medicine (INMED) program, which prepare native students for careers in the health professions. Our close partners at the University include the INMED program, the Center for Rural Health’s National Indigenous Elder Justice Initiative and the Native Research Health Team. Other close partners at UND include the College of Business and Public Administration, the Department of Kinesiology and Public Health Education, which offers the undergraduate public health degree, and the Health and Wellness Hub, a premier, comprehensive, university-wide health and wellness program for students, faculty, and staff. The Health and Wellness Hub is the lead unit for the Partnership for a Healthier America’s Healthy Campus Initiative, of which UND is one of only 20 campus members in the nation.

Outside of UND, the MPH Program works closely with the entire North Dakota public health community, particularly the North Dakota Department of Health, the Grand Forks Public Health Department, and the NorthEast Public Health Collaborative, which represents the eight local public health units in the
northeast corner of North Dakota. Community partners include the Coalition for a Healthy Greater Grand Forks, which is the network of organizations that advocates for health and wellness in the Greater Grand Forks community. Every major health-related private and public organization in the area is a member of the Coalition.

**MPH Curriculum**

The MPH Program requires completion of 42 credits. The curriculum consists of an 27 credit core that includes epidemiology, biostatistics, public health and health care systems, social and behavioral sciences, population health research methods, system dynamics, health policy and data management; 9 credits in a specialization, either Population Health Analytics or Health Management & Policy; a 3 credit Practicum, and a 3 credit Capstone Experience consisting of a Scholarly Project and a Seminar. The curriculum is discussed comprehensively later in the *MPH Bulletin* (See Pages 6-8). The Practicum is described in the *MPH Practicum Manual*. There is also a *Scholarly Project Manual* to guide students. Each of these documents is provided to new students in the Orientation Binder and is also available on the MPH website or from the MPH Program Manager. The MPH website contains the most up-to-date information about the program (See [www.med.UND.edu/mph](http://www.med.UND.edu/mph)).

Because of the diversity of our students, the program is designed for full and part-time study, as well as distance education through live broadcast of all classes. At present, most students attend courses at the UND campus in Grand Forks. However, distance learning is well established at UND and an integral part of the MPH Program.

**Graduate Certificates**

The Graduate Certificate in Public Health is offered as part of the MPH Program. It is designed for people who wish to obtain formal training in public health, but do not want to earn the MPH degree. These include people currently working in the public health and health care fields, as well as others. The Graduate Certificate in Public Health requires completion of 15 credits.

Students may earn the certificate in one of two areas of emphasis: General Public Health or Population Health Analytics. Each area of emphasis requires completion of 15 credits. Applicants must meet all admissions requirements of the MPH Program except completion of a standardized test. All credits from the certificate program can be transferred into the MPH Program, if the student wishes. In addition, some students who complete the Graduate Certificate in Public Health will be eligible to sit for the Certified in Public Health (CPH) examination (see CPH eligibility requirements for more information).

In addition, the MPH Program encourages students to complete graduate certificate programs in one of the following UND programs: Geographic Information Science (GISC), Policy Analysis, or Social Entrepreneurship. These programs will enhance skills and expand job opportunities for MPH students.

**Center for Comparative Effectiveness Analytics**

Enormous changes are occurring in our expectations for the health care and public health systems. Policymakers increasingly want evidence that these two complimentary systems are providing effective, efficient, and accessible interventions that improve health and prevent disease and disability in individuals and populations. At the same time, our ability to study health problems and the most effective and efficient ways of preventing, diagnosing, treating, and monitoring them is growing. Advances in information technology and the routine collection of electronic data as a byproduct of
service delivery have created massive datasets that are accessible for these purposes. The Center responds to the need of payers and providers of health care and public health services to demonstrate their effectiveness in promoting health and preventing disease and disability by providing expertise in analytics, particularly using existing clinical and administrative data. The Center draws upon the full range of expertise at UND, including the SMHS, the Department of Political Science in the College of Business and Public Administration, and the Department of Geography in the College of Arts and Sciences.

**NDMPH**
The two state research universities – UND and North Dakota State University (NDSU) – offer the North Dakota Master of Public Health (NDMPH). Students apply to and complete their degree at one campus only – either UND or NDSU. Students choose UND or NDSU based on the MPH specializations offered at that campus, which are unique to that school. Although each MPH program is distinct and offers unique specializations, the two programs coordinate on common matters such as developing Practicum sites and offering public health events during Public Health Week. By working together, the MPH programs at UND and NDSU provide comprehensive public health training and service to North Dakota and the Northern Plains.

**MPH Core and Affiliated Faculties**

**MPH Core Faculty**
*Interim Director, Master of Public Health Program*
Donald Warne, MD, MPH

*Population Health Analytics*
Cristina Oancea, MS, PhD
Arielle Selya, PhD

*Health Management & Policy*
Laura Hand, MPP, PhD

**MPH Affiliated Faculty**
James Beal, PhD, Department of Family & Community Medicine
Charles Christianson, MPH, MD, Department of Family & Community Medicine
Brad Gibbens, MPA, Deputy Director, Center for Rural Health
Nasser Hammami, MBA, MS, Chief Information Officer, SMHS
Gary Hart, PhD, Director, Center for Rural Health
Clinton Hosford, PhD, Office of Medical Education
Scott Johnson, BSME, BSPE, College of Engineering & Mines
Soizik Laguette, PhD, Chair, Department of Earth System Science & Policy
Darin Ohe, MBA, Manager, Capital Budget & Materials Management, Altru Health System
Bradley Rundquist, PhD, Professor, Department of Geography
Todd Sabato, MA, PhD, Department of Physical Education, Exercise Science & Wellness
Abe Sahmoun, PhD, Department of Internal Medicine
The MPH Core curriculum covers all required areas for accredited public health programs including evidence-based approaches to public health, public health and health care systems, planning and management to promote health, policy in public health, leadership, communication, interprofessional practice, and systems thinking. The MPH Program has two specializations – Population Health Analytics and Health Management & Policy. Each prepares students for the work of population health improvement in the diverse communities of North Dakota, the Northern Plains, and beyond. In addition to providing specialization-specific training, both specializations promote the development of critical thinking, problems solving, and communication skills. The curriculum is competency-based, and the list of competencies for the core and specializations are found in Appendix B. Core and Specialization Competencies.

The MPH curriculum is summarized below:

**MPH Core (27 credits)**
- MPH 504: Leading and Managing Public Health Systems
- MPH 505: Introduction to Data Management in SAS
- MPH 506: Introduction to Data Management in R
- MPH 510: Health Care Systems
- MPH 531: Biostatistics 1
- MPH 532: Biostatistics 2
- MPH 541: Social and Behavioral Sciences in Public Health
- MPH 550: Population Health Research Methods
- MPH 551: Epidemiology
- MPH 556: System Dynamics 1
- POLS 552: Health Policy

**MPH Specialization (9 credits)**
- Population Health Analytics
- Health Management & Policy

**MPH Practice Experience (3 credits)**
- MPH 594: Practicum

**MPH Culminating Experience (3 credits)**
- MPH 995: Scholarly Project
- MPH 590: MPH Seminar
**MPH Specializations**

The MPH specializations provide integrative, creative, and practical learning experiences that foster intellectual growth, critical thinking, and essential problem-solving and communication skills around issues of population health improvement. Graduates are prepared to work in many regional, national, and international settings including public health and other government agencies, health care delivery organizations, health plans, non-governmental health organizations, and academic institutions.

**Population Health Analytics**

Credible research is critical to all public health and health care organizations, private and public. The results of research tell us what health problems a population experiences, the origin of these problems, and the effectiveness of programmatic and policy remedies. Research results become the basis for strategic planning, performance improvement, and justification of funding. This specialization prepares students to produce convincing and scientifically sound information to answer questions about population health, evaluate the effectiveness of interventions, and provide the basis for improving health policies and programs. The course of study includes training in research methods, biostatistics, informatics, and communication of scientific results. Students learn how to design outcomes studies, collect and analyze population health data, and work with large data sets.

*Required Courses (6 credits)*

MPH 533: Advanced Biostatistics  
MPH 553: Population Health Outcomes Research

*Electives (3 credits)*

See Plan of Study in Appendix

**Health Management & Policy**

The U.S. health care system is changing rapidly as a result of public and private efforts to improve quality, decrease costs, increase efficiency, and provide universal access to care. The Patient Protection and Affordable Care Act of 2010 addresses these issues comprehensively and is having a major impact on health care delivery. Targeted initiatives such as those to improve patient safety or advance medical informatics are having a significant effect on quality, cost, and efficiency. This specialization prepares students for the current environment. They gain skills needed to manage health care delivery systems effectively and efficiently, analyze health policies, and communicate successfully to effect improvements in the system.

The specialization in Health Management & Policy is offered in partnership with the Department of Political Science and Public Administration in the College of Business and Public Administration (CoBPA). This partnership adds depth to the faculty expertise and course offerings available to MPH students in the specialization. Students who wish to specialize in management and policy are admitted to the MPH Program and take the MPH Core courses first, followed by specialization courses. The members of the MPH Core Faculty for this specialization have joint appointments in the MPH Program and the CoBPA.

*Required Courses (6 credits)*

MPH 572: Health Care Budgeting and Finance  
Or
MPH 574: Foundations of Health Economics  
POLS 551: Health Administration and Organization

*Electives (3 credits)*  
See *Plan of Study in Appendix*

**MPH Practicum**

The Practicum is a 240-hour practical public health experience in an organization that provides a public health service. Practicum affiliation agreements have been developed with local, national, and international public health sites. Students can also request a Practicum site without an existing affiliation agreement, but this must be done a minimum of 6 months in advance of the Practicum start date to ensure that a working agreement can be established. Examples of current Practicum sites include the North Dakota Department of Health, Grand Forks Public Health Department, Fargo | Cass County Department of Health, Altru Health System, Sanford Health, Fred Hutchinson Cancer Research Center, Southern Research, and the Center for Rural Health. The Practicum is required for the MPH degree, and it may be completed during any semester during the year or span up to three semesters.

MPH students with at least one year of professional experience, who are currently employed in the public health workforce may apply to waive the requirement for a Practicum, if they can demonstrate that, through their employment and work experience, they have met the overall objectives of the Practicum. It is important to note that, if a Practicum Waiver is granted, the student must replace the 3 credits with an elective course. A waiver does not reduce the overall credits for the degree. See Student Policy Handbook for full policy.

The MPH Practicum Manual, Practicum Forms, and list of Practicum Sites are available from Ashley Evenson, the MPH Program Manager, at ashley.n.evenson@UND.edu or on the MPH website: www.med.UND.edu/mph

**MPH Program Admissions**

The MPH Program welcomes applicants from a wide variety of backgrounds including the social and behavioral sciences; the basic sciences including biology, chemistry, and physics; mathematics and computer science; and the humanities. In addition, the MPH is an excellent partner for all clinical degrees including medicine, nursing, laboratory science, physician assistant, physical therapy, and occupational therapy, as it expands professional opportunities in these fields. Also those who wish to apply for a clinical program find that the MPH degree can enhance their application, as well as their preparation for their clinical career.

Applicants to the MPH Program must demonstrate adequate preparation to complete graduate study for the MPH degree. Grade point average (GPA) from all post-secondary schools attended; standardized test scores; work experience and accomplishments; and professional references are used to indicate preparation for graduate work. Admission decisions are based upon full review of all information in the application in order to ensure fairness and to balance the limitations of any single indicator.
Application to the MPH Program is made online at www.med.UND.edu/mph on the Apply Now page. Applicants can begin in fall, spring, or summer.

**Admission Requirements**

The MPH Program requires the following for admission:

1. Completion of the online application and payment of the application fee.
2. A baccalaureate degree or equivalent from an accredited college or university (for U.S. degrees, accreditation by one of the six regional accrediting associations: MSA, NASC, NCA, NEASC-CIHE, SACS-CC or WACS-Sr.).
3. An undergraduate and graduate (if applicable) cumulative grade point average (GPA) of at least 3.00. Undergraduate coursework in fields related to public health should generally exceed a GPA of 3.00.
4. A standardized test.* The Graduate Record Examination (GRE) General Test, Medical College Admission Test (MCAT), Graduate Management Admission Test (GMAT), Dental Admission Test (DAT), and Law School Admission Test (LSAT) are accepted. There is no minimum score required for admission. Scores are used in combination with other indicators to determine eligibility for the MPH Program. Standardized test scores must be sent by the testing service directly to UND. The institution code for the UND is 6878.
   a. *A standardized test is not required of applicants who have completed an advanced degree (Master’s degree or higher) in a graduate program at an accredited U.S. or Canadian institution of higher learning.
   b. *A standardized test is not required of applicants who have a minimum of five years of relevant experience in public health that demonstrates ability to engage in graduate level coursework in the field of public health. Please contact the MPH Program Manager for more information.
5. Fluency in written and spoken English. All non-native speakers of English must meet the School of Graduate Studies requirements regarding fluency in written and spoken English. Please refer to the School of Graduate Studies website.

Applicants are required to submit the following supporting documentation:

- A written statement that describes the applicant’s professional goals and motivation for seeking a degree in public health. In addition, applicants should comment on any personal qualities, characteristics, and abilities they believe will enable them to be successful in achieving their career goals.
- Resume listing work experience, including voluntary, and relevant accomplishments, awards, and honors.
- Official post-secondary academic transcripts from all institutions attended. Transcripts must be sent directly from the institutions to the UND School of Graduate Studies.
- Three (3) letters of recommendation from individuals who the applicant feels are most qualified to evaluate their academic potential and leadership potential in public health.

The Admissions Committee may request an in-person or Skype interview with an applicant to assist in the decision process. A background check will be completed on each student prior to matriculation.

Following admission into the program, the MPH faculty and staff will work with each applicant to help with the transition to UND including registration, housing, and financial aid.
**Policy on Transfer of Graduate Credits**

A limited number of graduate school credits completed at an accredited U.S. or Canadian institution of higher learning prior to, or after matriculation in the program, may be applied toward the MPH degree. Graduate work is considered for transfer on an individual basis based on the following criteria:

- The work must have received graduate credit at the institution where it was earned.
- The student must have earned a grade of B or better.
- The work must be less than seven years old at the time the MPH degree is awarded.
- The maximum amount of transfer credit that will be accepted toward the MPH degree is nine.

**Tuition and Financial Aid**

The cost of the MPH degree for North Dakota residents is approximately $29,500, not including student fees and books. Although financial support is not guaranteed with admission to UND, there are a number of kinds of financial aid for MPH students. These are:

- Graduate assistantships (GTAs, GSAs, GRAs)
- Tuition waivers
- Tuition reduction to the in-state rate

Only on-campus students are eligible for MPH graduate assistantships and tuition waivers. One exception is made for members of the North Dakota public health workforce who are employed by a local or state health department. These students are eligible for MPH tuition waivers, but not for assistantships.

**MPH Graduate Assistantships**

The MPH Program strives to make graduate education in public health accessible for students by awarding a limited number of graduate assistantships. Most MPH graduate assistantships are awarded in the spring semester for use in the following academic year. These positions are 10 or 20 hour/week appointments, and they provide administrative or research support to faculty and staff. Awards are based on need, merit, and experience. Full-time and second-year students are given priority for this type of financial assistance. The MPH Program Manager notifies students via mail or email if the program awards them financial assistance.

**Other Graduate Assistantships**

In addition to MPH assistantships, MPH students may also qualify for assistantships offered by other University units. Students must submit an application to the program that awards the assistantship and be selected by that program. For an up-to-date listing of open positions, visit the UND School of Graduate Studies website. If a student is offered an assistantship from a University unit outside of the MPH Program, the student must inform the program before accepting the assistantship and verify the parameters of the award.

**Tuition Waivers**

Tuition waivers are awarded independently of graduate assistantships. A student receiving an assistantship may not receive a tuition waiver, and vice versa. Tuition waivers are awarded by the credit hour, and an award may cover between 1 and 9 credits/semester. Tuition waivers do not cover
mandatory fees. The student must pay these.

The MPH Program has a limited number of tuition waivers, which are awarded annually in the spring. Other programs in the University may offer tuition waivers with graduate assistantships. In addition, full-time employees of UND receive a tuition waiver benefit according to North Dakota University System (NDUS) policy number 820.2e.

_Tuition reduction to the in-state rate_
Currently, there are two ways for non-residents to receive the North Dakota resident tuition rate:

- The Western Regional Graduate Program (WRGP) allows students who are residents of Western Interstate Commission for Higher Education (WICHE) states to enroll at UND and pay North Dakota resident tuition. The WICHE states are Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington, and Wyoming. See: [http://und.edu/finance-operations/student-account-services/tuition-rates.cfm](http://und.edu/finance-operations/student-account-services/tuition-rates.cfm).

- Full-time, non-resident students are eligible for in-state tuition after one year of study if they study on-campus. International students with an F1 Visa do not qualify unless they have graduated from a North Dakota high school. See: [https://und.edu/one-stop/tuition-fees/residency.html#nd](https://und.edu/one-stop/tnuition-fees/residency.html#nd).

Please contact Ashley Evenson, the MPH Program Manager, at ashley.n.evenson@UND.edu or 701.777.6368 with questions about graduate assistantships, tuition waivers, and in-state tuition rates.

**MPH PROGRAM POLICIES AND PROCEDURES**

**UND Email**
Upon admission to UND, students are issued a UND e-mail account. A student’s e-mail will follow the convention shown in this example: jane.doe@ndus.edu. This e-mail account will remain active while the student is enrolled at UND. To access this account, go to [http://www1.und.edu/uit/email.cfm](http://www1.und.edu/uit/email.cfm). Email, using the student’s University email address, is the official form of communication for UND and the MPH Program. All students are expected to check their University email accounts regularly to receive important information from the University and the MPH Program.

IMPORTANT: To ensure that the UND e-mail account is active, the MPH Program requests that each student also log on to the Campus Connection system at: [https://studentadmin.connectnd.us/psp/NCSPRD/EMPLOYEE/HRMS/h/?tab=GUEST](https://studentadmin.connectnd.us/psp/NCSPRD/EMPLOYEE/HRMS/h/?tab=GUEST). Then go to Preferences, and select UND email as the preferred account. Check this email often for official UND and MPH Program correspondence. This is the only email account that the MPH Program wishes to use when contacting you. Alternatively, students can choose to forward their UND email account to another account, such as gmail, yahoo, or other.

**Orientation and Graduation**
Orientation is held in August every year for students who begin the program in the fall. Orientation for spring and summer starts is scheduled similarly. All incoming students are expected to attend Orientation, either in person or via live broadcast.
In accordance with the School of Graduate Studies policy, the MPH degree must be completed in seven years. Students may complete their coursework and degree requirements anytime during the academic year. However, the MPH Program holds only one graduation each year in the spring. The University holds graduation ceremonies in each semester, and MPH students can attend the University graduation, as well as the MPH ceremony.

**Student Competency Assessment Survey**

The MPH Program aims to develop a comprehensive set of competencies among students, which are conveyed through coursework and other learning experiences. In order to assess how well the program transmits these competencies, all MPH students are required to complete the Student Competency Assessment Survey at Orientation and at the completion of the program.

**Faculty Advisors and Advising**

Upon being admitted to the MPH Program, students are assigned a Faculty Advisor from the MPH Core Faculty. After the first semester, students are reassigned to a Faculty Advisor in their expected specialization - Population Health Analytics or Health Management and Policy. Students may request a change in their Faculty Advisor at any time. The request to change a Faculty Advisor is made to Ashley Evenson, MPH Program Manager, at ashley.n.evenson@UND.edu.

There is an official Advising Week in the fall and spring around the time that students can enroll in courses for the next semester. An email from the MPH Program Manager will announce Advising Week each semester.

**MPH students are expected to meet with their Faculty Advisor during Advising Week, either in person or via phone or videoconference, to discuss their academic progress and enrollment plans for the next semester.**

Students are encouraged to meet with their Faculty Advisor or the MPH Program Manager at any other time when they need information or advice about the program, their course of study, and professional development.

**Registration**

To register for courses, students access the University online enrollment system (Connect ND/Campus Connection [http://und.edu/academics/registrar/campus-connection.cfm](http://und.edu/academics/registrar/campus-connection.cfm)). Additional directions for accessing Campus Connection are available on the UND website. A “Tip Sheet” on how to use Campus Connection can be found at: [http://und.edu/academics/registrar/cc-tip-sheets-faculty-staff.cfm](http://und.edu/academics/registrar/cc-tip-sheets-faculty-staff.cfm). Any questions concerning registration should be directed to Ashley Evenson, MPH Program Manager, at ashley.n.evenson@UND.edu.

**Blackboard**

The online platform used for course instruction is “Blackboard.” In order to activate a Blackboard account, students must first activate their UND email account. Once activated, the Blackboard
username and password are the same as that for the UND email account. If students have difficulty accessing Blackboard, they need to contact the Help Desk at 701.777.6305.

**Class Attendance and Participation**
Following University policy, “Attendance and participation in class activities are considered integral parts of a university education. It is University policy that attendance in classes is expected of all students. If attendance and/or participation are required and will impact grading, it is the responsibility of the instructor to communicate clearly that policy to students during the first week of class in the course syllabus.

Even in situations where an instructor might excuse a class absence, e.g., severe medical situations, family emergencies, military service, or authorized University activities, it is the responsibility of the student, whenever possible, to inform the instructor ahead of time.” Approved: UND Senate, 05-04-2006 (see: [http://und.edu/academics/registrar/academic-policy-procedures-manual.cfm#attendance](http://und.edu/academics/registrar/academic-policy-procedures-manual.cfm#attendance))

Distance students must participate using video and audio in every class session. If students do not have the appropriate technology to allow full participation, they will be dropped from class. In the case of an unexcused absence, the instructor may offer to record the class for viewing at the later date, if the student informs the instructor of his/her absence ahead of time.

**Grading and Evaluation**
The grading scale for the MPH Program is:

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F 59% and below

Each course syllabus will list the specific requirements for that course, with the weight given to each assignment.

**Late Assignments**
Late assignments will not be accepted unless approved by the course instructor prior to the due date. In emergencies, where prior notice of absence is given to the instructor, make-up assignments and/or exams may be given. There is no guarantee, nor should students expect, that a make-up assignment or exam would be granted nor is equivalent to a scheduled exam in terms of difficulty. Extreme emergency situations that result in no prior notice of absence will be dealt with at the instructor’s discretion.

**Final Semester Grades**
Official final semester grades should always be viewed on the UND Campus Connection system and not on Blackboard.

**Incomplete Grade Policy**
It is expected that students will complete all requirements for a course during the time frame of the course. For reasons beyond a student’s control, and upon request by the student or on behalf of the student, an incomplete grade may be assigned by the instructor when there is reasonable certainty the
student will successfully complete the course without retaking it. The grade “I,” Incomplete, will be assigned only to the student who has been in attendance and has done satisfactory work up to a time within four weeks of the close of the semester, including the examination period, and whose work is incomplete for reasons satisfactory to his or her instructor.

Incompletes are entered on the final grade roster, and instructors must submit by email a “Report of Incomplete Grade” form to the Office of the Registrar. The instructor may choose any one of the following options for the deadline to complete the course:

- The default date as stated in the “UND Schedule of Courses.”
- Extend to 12 calendar months after the end of the course.
- A date of the instructor’s choosing no later than 12 months after the end of the course.

Incomplete grades will convert to a grade of “F” if a grade or incomplete extension is not submitted by the instructor to the Office of the Registrar on or before the deadline written on the “Report of Incomplete Grade” form.

The instructor of the course and the dean of the college offering the course for undergraduates or the dean of the School of Graduate Studies for graduate students must approve and sign the “Report of Incomplete Grade” form for any extension of incomplete beyond the default date listed in the “UND Schedule of Courses.” An incomplete grade must be changed by 12 calendar months from the ending date of the class. It is the student’s responsibility to contact their instructor about an incomplete grade posted on the final grade report.

An “I” may be converted as indicated above but cannot be expunged from the record. Students may not register in courses in which they currently hold grades of incomplete, except for courses that allow repeated enrollment. A student will not be allowed to graduate with an unconverted incomplete grade on the academic record.

**It is the responsibility of the student to be knowledgeable about the status of an incomplete grade and to complete the work required to remove the incomplete grade by the specified deadline.**

**Academic Grievances and Other Concerns**

The *Code of Student Life* describes the process for filing an academic grievance. Grievances begin with discussion between the grieving student and the faculty member, committee, or administrator with whom the student has a grievance. If not resolved at this stage, the student may advance the grievance through the procedures of the college or school in which the grievance originated. The grievance policy of the School of Medicine and Health Sciences is detailed at: https://med.und.edu/policies/_files/docs/3.9-student-grievance.pdf. The grievance policy for the College of Business and Public Administration is found at: http://und-public.courseleaf.com/graduateacademicinformation/academicpolicies/academicgrievance/
Students are encouraged to report other concerns about the program directly to the MPH Director or the MPH Program Manager so that there is continuous and timely improvement in the quality of the MPH Program. Concerns may be reported in writing or in person, and they are welcome at any time during a student’s course of study.

Conduct

MPH students are expected to conduct themselves in a professional manner in the classroom, attending curriculum-related activities, and in fieldwork experiences at all levels. Professionalism encompasses a number of related areas and concerns the conduct, aims and practices of an individual. Aspects of professionalism to be considered within the professional program include attitude, judgment, and performance.

Attitude will be reflected in:

- **Learning in the classroom**: Students are expected to read assignments prior to class, and all class related activities, and to participate in lecture sessions in a positive manner.
- **Day-to-day relationships with instructor and students**: The expectation is that students will be respectful towards others. Any criticisms should be constructive in nature; students should demonstrate an awareness of and sensitivity to the needs of others. Courtesy, respect, and consideration should be observed at all times.
- **Response to guest speakers**: Students are expected to demonstrate an interest in the lecture topic as evidenced by asking questions and showing appreciate in an appropriate manner. Dress appropriately for both on and off campus presentations/tours.

Judgment will be reflected in:

- **Personal and professional relationships**: Comments and behaviors acceptable in some settings will not be appropriate in others. Appropriate dress code, hygiene and use of personal jewelry will also vary from classroom to fieldwork settings.
- **Confidentiality**: It is very poor judgment to breach confidentiality in any way, either in oral or written format.

Performance will be considered in:

- **Class assignments**: Coursework needs to be completed thoroughly and on time. When working in groups or pairs, students need to take equal responsibility for completing the assignment. If the assignment is not understood, it is the student’s responsibility to seek out information or clarification from the instructor.
- **Plagiarism** will not be tolerated and may be grounds for dismissal from the MPH Program. (See Code of Student Life for definition/description of plagiarism.)
- **Communication skills**: Demonstration of respectful and professional communication skills in working with faculty, community supervisors (e.g., setting up meetings, making professional phone calls, returning calls/requests for information, timeliness of contacts, etc.) and peers.
- **Respect for classroom**: Students are expected to leave classrooms/work areas as they found it (or better) as others will be using this area/resource.
- **Punctuality for classes**: Students know in advance when the class meets, and those who come late can be asked to leave. It is distracting to have students entering the classroom during lecture, and also reflects negatively upon the student’s attitude toward learning.
**Dress Code**
The MPH Program expects MPH students to dress appropriately in classroom and fieldwork settings. MPH students are expected to demonstrate good judgment and professionalism at all times, on and off campus.

**Laptop Requirements**

**MPH Program Laptop Requirements**
All MPH students are **required** to have their own personal laptop that is no older than 3 years upon entering the MPH Program. This requirement applies to both on-campus students and distance students, effective for students entering Fall 2016 and later.

The following are the **minimum** requirements needed in hardware and software. Newer software releases are recommended.

**Hardware:**
- Internet-capable, laptop multimedia computer with a minimum processor of Intel i5 (or comparable)
- No older than 3 years upon entering the MPH Program
- 2 USB ports
- 1 HDMI port strongly preferred for on-campus students
  - Otherwise, must contact SMHS IT for a work-around
- 4 GB of RAM
- 20 GB of available storage space
- Working webcam
- USB headset & microphone
- Broadband connection of ≥ 5 Mbps download and 2 Mbps upload
  - Connection speed can be tested at: [http://speedtest.net](http://speedtest.net)
- A backup hard drive (either flash drive or external hard drive) of at least 20 GB

**Software:**
- Windows 7 Basic (or higher) OR Macintosh OSX 10.9.x (or higher)
- Microsoft Office 2013 (or higher)
  - Office 2016 is free with your med.und.edu email account.
- Adobe Flash Player (newest version)
  - Available at: [http://get.adobe.com/flashplayer/](http://get.adobe.com/flashplayer/)
- Mozilla Firefox (newest version)
- Anti-virus software with updated definitions
  - For UND-supported anti-virus software, see: [http://und.edu/academics/center-for-instructional-and-learning-technologies/tech-support/anti-virus.cfm](http://und.edu/academics/center-for-instructional-and-learning-technologies/tech-support/anti-virus.cfm)
- Additional course-specific software
Students who are seeking recommendations for purchasing a new laptop may wish to visit UND’s Dell student premier page, http://www.dell.com/dellu/undmed, which features three computers that meet these specifications and can be upgraded if desired. Computers ordered from this page can benefit from warranty work being done by SMHS IT staff. Students who are purchasing a new computer are welcome and encouraged to contact SMHS IT at its@med.und.edu to ask questions or have the staff verify compliance with these requirements before purchasing.

It is the student’s responsibility to ensure that their equipment is in working order prior to each class.

**DISTANCE STUDENTS**

**Testing Connection**
It is recommended that distance students are aware of the amount of Wi-Fi being used at their locations. Transmission will slow down if multiple people in the same location are using Wi-Fi at the same time.

Distance students are required to test the quality of their connection prior to the beginning of courses. This may be done by contacting Brandon Thorvilson with UND SMHS Information Technology Services via email at brandon.thorvilson@UND.edu.

**Taking Exams**
Exams for distance students require a proctor who is unaffiliated with the student and has established an agreement for exam proctoring with the MPH Program. Each MPH course instructor will provide a Proctor Agreement for distance students in his or her class, which the Proctor must complete and return to the instructor.

**OTHER POLICIES AND PROCEDURES**

In addition to MPH policies and procedures, students are subject to all pertinent policies and procedures of the University, the School of Graduate Studies, and the SMHS. For a complete list of these policies, please reference the *MPH Student Policy Handbook*.

**OPPORTUNITIES FOR STUDENT INVOLVEMENT**

**Student Public Health Organization**
UND has a student organization – the Public Health Association (PHA) – that is a resource for students at UND interested in advancing public health on campus and in the community. The PHA is active in raising funds for student projects, including student travel to professional meetings, and sponsoring programs that enrich the MPH experience at UND. See: http://und.collegiatelink.net/organization/publichealth
North Dakota Public Health Association (NDPHA)
The mission of the NDPHA is to improve, promote, and protect health for the residents of North Dakota through leadership in policy, partnerships, and best practices. The NDPHA gives a voice to public health matters and provides opportunities to partner and create opportunities that improve the health of all citizens across the State. It brings together people interested in public health for the purpose of fostering a better understanding of public health problems and practices and facilitating the interchange of ideas for solving these problems. NDPHA aids in the promotion of state and local legislation in the interest of public health with particular focus on the interrelationship between health and quality of life. Students in the MPH Program are eligible for a free membership to the NDPHA and will be given a membership form when they begin the program. See: http://www.ndpha.org/

North Dakota Rural Health Association (NDRHA)
The mission of NDRHA is to provide a unified voice to promote and enhance the quality of rural health through leadership, advocacy, coalition building, education, and communication. The vision of the organization is to be an effective advocate for improved health status among rural North Dakotans. See: http://www.ndrha.org/

American Public Health Association (APHA)
“APHA champions the health of all people and all communities. [They] strengthen the public health profession. [They] speak out for public health issues and policies backed by science. [They] are the only organization that influences federal policy, has a 140-plus year perspective and brings together members from all fields of public health.” See: http://www.apha.org/

STUDENT RESOURCES AND SERVICES

Software
Microsoft Office 365 ProPlus is available for current UND students at no cost. Office 365 ProPlus is a full version, which includes: Word, PowerPoint, Excel, OneNote, Outlook, and more. To download Microsoft Office 365 ProPlus, visit https://www1.und.edu/uit/email.cfm

Adobe Acrobat, SPSS and other programs can be remotely accessed from. https://www1.und.edu/academics/center-for-instructional-and-learning-technologies/tech-support/citrix.cfm Login and installation instructions are included at this link.

Libraries
Students are welcome to use the resources of any of the libraries on the UND campus.

The Harley E. French Library of the Health Sciences at the UND School of Medicine and Health Sciences is the main library providing services such as instruction and interlibrary loans to MPH students. The Library maintains a large, diverse collection of print and electronic resources. The Library of the Health Sciences also coordinates services through four Clinical Campus sites with librarians available to offer help in Fargo, Bismarck, Minot, and Grand Forks. Students can learn more about library resources at http://libguides.und.edu/public-health. See also: www.undmedlibrary.org
The **Chester Fritz Library** is the largest library in the State of North Dakota and the primary research facility for UND and the Upper Midwest region. The Chester Fritz Library is centrally located on the UND campus.

**Counseling Services**
The UND Counseling Center (UCC) offers many services to UND undergraduate, graduate and professional students. These services include short-term counseling (such as group, individual and couples counseling), consultation, outreach, and assistance with referrals. The staff of professionally trained psychologists and counselors recognizes that the challenges of college life require a variety of personal strengths and problem solving skills. UCC staff is available to help students enhance their strengths and develop their abilities to deal effectively with the experiences of living, growing and learning at UND. See: [http://und.edu/health-wellness/counseling-center/](http://und.edu/health-wellness/counseling-center/)

**Health and Wellness Hub**
The Health and Wellness Hub team empowers students to achieve their academic and personal goals through education, health promotion, role modeling, and advocacy of healthy choices. Through collaboration with the campus and community, the Health and Wellness Hub promotes an environment that encourages health, wellbeing, and enhances the quality of life. This is a comprehensive resource for all students on campus, which should be utilized fully for a healthy student experience at UND. See: [http://und.edu/health-wellness/hub/index.cfm](http://und.edu/health-wellness/hub/index.cfm)

**Multicultural Student Services**
The Multicultural Student Services (MSS) Program provides quality support services (academic, financial aid, personal and social) that enhance African American, Asian American, and Hispanic American student success at UND. The MSS Program serves as a general institutional contact and advocate for students, individually and collectively; works with UND departments and offices to address the unique needs of students; provides advice and counsel regarding broad campus issues; and promotes diversity throughout the campus. See: [https://www1.und.edu/student-life/student-diversity-inclusion/index.cfm](https://www1.und.edu/student-life/student-diversity-inclusion/index.cfm)

**Office of International Programs**
The Office of International Programs (OIP) strives to "build bridges between cultures and countries" by:

- Serving the entire university in promoting and supporting international education;
- Developing and supporting study abroad opportunities integral to students' academic and future career goals;
- Supporting the UND international population: students, faculty, scholars, and dependents; and
- Promoting, supporting and developing opportunities for international cultural awareness.

International students must contact their student advisor in the OIP for regulations on online/non-traditional course delivery and all other issues related to international students at UND. See: [http://www1.und.edu/academics/international-center/](http://www1.und.edu/academics/international-center/)

**Career Services**
The Career Services office is available to all UND students as a career counseling resource. Career Services is located in McCannel Hall, and the website is [http://und.edu/student-life/careers/](http://und.edu/student-life/careers/).
**Writing Center**
The Writing Center is a resource on writing for the university community. The Writing Center provides help at any stage of the writing process. MPH Students who are experiencing difficulty with their writing will be given a mandatory referral to the Writing Center. However, every student is entitled to assistance from the Writing Center, and the MPH Program encourages all students to utilize the Center to reach their potential as writers. For more information or to schedule an appointment, visit http://und.edu/academics/writing-center/.

**MPH COURSE DESCRIPTIONS**

**MPH Core Courses**

**MPH 504: Leading and Managing Public Health Systems**
This course introduces students to public health systems and their unique role in promoting health and preventing disease in populations, especially vulnerable populations. Organization, financing, and system performance are discussed. Differences between rural and urban public health systems, as well as international differences, are studied. The course covers professionalism, ethics, leadership, and management related to public health. 2 credits
*Pre-requisites: Enrollment in MPH degree program.*

**MPH 505: Introduction to Data Management in SAS**
This course introduces students to the basics of data management using the statistical software SAS. The course emphasizes management and manipulation of large data sets using the active learning approach. Students need to bring their laptop computers to class, as well as a flash drive on which to store SAS programs and data sets. Data for exemplification will be chosen from the large array of online and publicly available health-related data sets. 1 credit

**MPH 506: Introduction to Data Management in R**
This course introduces students to the basics of data management using the statistical software R. The course emphasizes management and manipulation of large data sets using the active learning approach. Students need to bring their laptop computers to class, as well as a flash drive on which to store R programs and data sets. Data for exemplification will be chosen from the large array of online and publicly available health-related data sets. 1 credit

**MPH 510: Health Care Systems**
This course introduces students to health care delivery systems, which provide diagnosis and treatment of health problems in societies. Topics include the organization, financing, and performance of health care delivery systems. Differences between rural and urban health systems, as well as international differences, are studied. Ethical issues related to the delivery of health care are discussed. 2 credits
*Pre-requisites: Enrollment in MPH degree program.*

**MPH 531: Biostatistics 1**
This MPH Core course introduces the selection, use, and interpretation of basic statistical tests and concepts that may be used in addressing, analyzing, and solving problems in public health and health care research. 3 credits
*Pre-requisites: Enrollment in MPH degree program.*
**MPH 532: Biostatistics 2**
This course continues the introduction to biostatistics begun in MPH 531 on the selection, use, and interpretation of basic statistical tests and concepts that may be used in addressing, analyzing, and solving problems in public health and health care research. Topics include nonparametric analysis, multiple linear regression, analysis of variance as a special case of multiple linear regression, and an introduction to logistic regression. 3 credits
Pre-requisites: MPH 531

**MPH 541: Social and Behavioral Sciences in Public Health**
This course introduces social and behavioral sciences theories and methods that are applied to public health problems. It covers: (1) description of social and behavioral determinants of health and health inequalities; (2) individual- and social/interpersonal-level theories of health behavior and change methods; (3) theories and methods for improving the health of communities/populations; (4) public health evaluation strategies; and (5) public health policy and advocacy. 3 credits
Pre-requisites: Enrollment in MPH degree program.

**MPH 550: Population Health Research Methods**
This course provides an overview of the research process including conducting a literature review, formulation and motivation of a research problem, measurement and management of variables, selection of a sample, description and graphing of variables, analysis and interpretation of quantitative and qualitative data, use of statistical software, and writing a research report. Topics include how to identify a research question; reasons and procedures for reviewing the literature; descriptive statistics; graphing data; inferential statistics; qualitative study design and data analysis; different types of data; commonly used measures in public health-related research; and data mining techniques. 3 credits
Pre-requisite: MPH 531

**MPH 551: Epidemiology**
This course introduces the basic epidemiologic concepts used to study health and disease in populations including measurement, study design, and related statistical tests. Observational and experimental epidemiologic studies are described and their advantages and disadvantages compared. The course provides an overview of the major causes of morbidity and mortality in populations. Ethical issues related to epidemiology are discussed. 3 credits
Pre-requisites: Enrollment in MPH degree program.

**MPH 556: System Dynamics 1**
This course provides an introduction to System Dynamics modeling, which ranges from conceptual modeling of complex systems, to computer-aided simulation modeling, for the purpose of improving system performance through policy analysis and design. The knowledge and critical thinking skills gained from this course will enable students to work either independently or on interdisciplinary teams to effectively deal with problems arising from complex systems with feedback loops and delays. Topics include: policy resistance, causal loop diagrams, stock-and-flow diagrams, positive and negative feedback loops, fundamental types of behavior modes; delays; oscillations; modeling human behavior; and model testing. 3 credits
POLS 552: Health Policy
This course examines historic and contemporary trends in health care delivery in the United States. Emphasis is placed on addressing health care cost-containment issues; access to health care and, recent efforts to invoke broadly based systemic reforms of the U.S. health care system. 3 credits

MPH Practice Experience
MPH 594: Practicum
The Practicum is a planned, supervised, and evaluated practice experience. It provides an opportunity to apply basic public health competencies acquired through coursework. The Practicum is designed to meet student goals, specialization criteria, and the needs of the Practicum organization. An approved proposal is required prior to enrollment in this course. 3 credits
Pre-requisites: Enrollment in MPH degree program, completion of core courses, and consent of instructor.

MPH Culminating Experience
MPH 590: MPH Seminar
The MPH Seminar is one component of the MPH Culminating Experience, and enrollment is concurrent with MPH 995. The course addresses current issues in public health. Presentations and discussions focus on dissemination, synthesis, and application of knowledge acquired through coursework and other public health learning experiences. 1 credit
Pre-requisites: Completion of core courses.

MPH 995: Scholarly Project
The Scholarly Project is one component of the MPH Culminating Experience, and enrollment is concurrent with MPH 590. Students complete a project that demonstrates synthesis and application of knowledge acquired through coursework and other public health learning experiences. 2 credits
Pre-requisites: Completion of core courses or consent of instructor.

MPH Specialization Courses: Population Health Analytics

MPH 533: Advanced Biostatistics
This course develops advanced skills in biostatistics, with an emphasis on applied research in public health and medicine. Students learn how to derive quantitative answers to an applied research question by using multivariate statistical modeling. The course covers advanced topics in analysis of variance, linear and logistic regression, survival analysis, and generalized linear models. 3 credits
Pre-requisites: MPH 532 and MPH 550.

MPH 553: Population Health Outcomes Research
This course is designed to give students hands-on-experience analyzing existing health data - administrative claims, electronic medical records, and patient surveys - to evaluate health outcomes. Students develop analytic expertise and gain practical experience creating common outcome measures including utilization of health services such as office visits, visits to primary care providers, hospitalizations, and emergency room visits and their associated costs. Other outcome measures include general health and functional status, behavioral health problems such as depression, and quality of life. Common methodological issues associated with analyzing these data such as matching, risk adjustment, and selection bias are discussed. 3 credits
**MPH Specialization Courses: Health Management & Policy**

**MPH 572: Health Care Budgeting and Finance**
This course focuses on learning and applying financial and managerial accounting principles and techniques to health services organizations. The subject matter is designed to provide a working knowledge of accounting, finance, and budget terminology. Components of the class include the evolution of healthcare finance and reimbursement, revenue and expense classifications, financial reporting, budgeting, financial analysis, financing of public health agencies, and the current and anticipated financial impact of healthcare reform on the healthcare industry and health services organizations. **3 credits**  
*Pre-requisite: MPH major or consent of instructor.*

**MPH 574: Foundations of Health Economics**
This course serves as an introduction to the role of economics in health care and health policy. The microeconomic principles of supply and demand are introduced, and topics such as the demand for health, the derived demand for medical care, and the demand for health insurance are covered. On the supply side, the course examines the supply of medical care by physicians and hospitals, medical technology, and the role of managed care organizations. Implications of adverse selection, moral hazard, externalities, and asymmetric information are addressed. Cost benefit and cost effectiveness analyses are also introduced. The course examines the role of government in health care and health care reform including the implications of expanding insurance coverage under the Affordable Care Act. The effectiveness and efficiency of various health policies are also addressed, including government forms of insurance coverage such as Medicare, Medicaid, and the Department of Veterans’ Affairs, price regulation of hospitals, provider payment reform, medical malpractice, uncompensated care, and health care workforce issues. **3 credits**  
*Pre-requisite: College Algebra and one of the following: Basic Statistics or Biostatistics, Introductory Micro-or Macro-Economics, or consent of instructor.*

**POLS 551: Health Administration and Organization**
The evolution of health systems and their organizational challenges of administration from human resources to management in times of scarce resources are explored. Specific attention is devoted to Financial Management, Managerial and Fund Accounting, Medicare, Medicaid, Fiscal Intermediaries and Managed Care, and Organizations in Decline. **3 credits**

**Continuing Enrollment (optional)**
**MPH 996: Continuing Enrollment**  
Students who previously have registered for all of the necessary credits of coursework, research, Scholarly Project (995), Independent Study (997), Thesis (998), or Dissertation (999) on their approved Program of Study, but who have not completed their independent study, thesis, or dissertation, must register for 996 Continuing Enrollment each additional semester or summer session they are utilizing university facilities or the time of the faculty, (i.e., laboratories, libraries, examinations, advisement, etc.). See the Graduate School website for more information.

**Electives**
MPH 534: Bioinformatics
This course introduces bioinformatics techniques and tools in analysis of various types of high-throughput biomedical data, such as microarray, genotyping and next-generation sequencing data. Students will learn the essential principles of conducting genomics research, and will gain hand-on experience of bioinformatics research using real research data. The advanced bioinformatics methods, such as data mining, graph theory, and high performance computing, are discussed. 3 credits
Pre-requisites: Consent of instructor.

MPH 535: Health Care Data Mining
This course covers data mining concepts and methods that are important for health informatics. Basic topics in clustering and classification, such as hierarchical clustering, logistic discrimination, decision tree, variable selection, Bayesian decision model, and others are introduced. Students learn the techniques of data mining from an applications perspective. Students will have access to large healthcare datasets in a local server computer and have hands-on experience using data mining software. 3 credits
Pre-requisite: Consent of instructor.

MPH 553: Population Health Outcomes Research
This course is designed to give students hands-on-experience analyzing existing health data - administrative claims, electronic medical records, and patient surveys - to evaluate health outcomes. Students develop analytic expertise and gain practical experience creating common outcome measures including utilization of health services such as office visits, visits to primary care providers, hospitalizations, and emergency room visits and their associated costs. Other outcome measures include general health and functional status, behavioral health problems such as depression, and quality of life. Common methodological issues associated with analyzing these data such as matching, risk adjustment, and selection bias are discussed. 3 credits

MPH 570: Special Topics in Population Health
This course explores special topics in the field of population health. Topics vary with faculty expertise and issues current in the field. The course may be repeated for credit if the topics are different. 1-3 credits

MPH 572: Health Care Budgeting and Finance
This course focuses on learning and applying financial and managerial accounting principles and techniques to health services organizations. The subject matter is designed to provide a working knowledge of accounting, finance, and budget terminology. Components of the class include the evolution of healthcare finance and reimbursement, revenue and expense classifications, financial reporting, budgeting, financial analysis, financing of public health agencies, and the current and anticipated financial impact of healthcare reform on the healthcare industry and health services organizations. 3 credits
Pre-requisite: MPH major or consent of instructor.

MPH 574: Foundations of Health Economics
This course serves as an introduction to the role of economics in health care and health policy. The microeconomic principles of supply and demand are introduced, and topics such as the demand for health, the derived demand for medical care, and the demand for health insurance are covered. On the supply side, the course examines the supply of medical care by physicians and hospitals, medical
technology, and the role of managed care organizations. Implications of adverse selection, moral hazard, externalities, and asymmetric information are addressed. Cost benefit and cost effectiveness analyses are also introduced. The course examines the role of government in health care and health care reform including the implications of expanding insurance coverage under the Affordable Care Act. The effectiveness and efficiency of various health policies are also addressed, including government forms of insurance coverage such as Medicare, Medicaid, and the Department of Veterans’ Affairs, price regulation of hospitals, provider payment reform, medical malpractice, uncompensated care, and health care workforce issues. 3 credits

Pre-requisite: College Algebra and one of the following: Basic Statistics or Biostatistics, Introductory Micro- or Macro- Economics, or consent of instructor.

**POLS 501: Political and Public Policy Analysis**

This course focuses on the use of empirical data both to develop empirical theory and to make policy choices. Topics to be discussed include hypothesis testing, public choice, and policy evaluation. Students will be required to complete an original research project. 3 credits

Pre-requisite: POLS 500 or consent of instructor.

**POLS 537: Program Evaluation**

This course introduces students to the theories and concepts of program evaluation used to analyze the effectiveness of public programs and enhance decision-making. Students will be introduced to the principal theories and techniques in the field and develop understanding of the benefits and trade-offs of each. In addition, students will develop practical skills through the development of a detailed evaluation design and plan for implementation. 3 credits

**POLS 551: Health Administration and Organization**

The evolution of health systems and their organizational challenges of administration from human resources to management in times of scarce resources are explored. Specific attention is devoted to Financial Management, Managerial and Fund Accounting, Medicare, Medicaid, Fiscal Intermediaries and Managed Care, and Organizations in Decline. 3 credits

**POLS 561: Creation and Management of Social Enterprises**

This course provides an overview of social entrepreneurship and social enterprises, including nonprofit. The course covers methods and techniques of social entrepreneurship, including organizational strategy, design, management, strategic planning, and leadership for social enterprises; legal foundations of social enterprises in the U.S.; and methods of social enterprise program evaluation. 3 credits

**POLS 562: Political Advocacy and Social Entrepreneurship**

This course examines the use of social enterprises, including nonprofit, to achieve political, economic, and social change. Course coverage includes the use of social enterprises as vehicles for social transformation, development and execution of advocacy campaigns for social enterprises, the role of social enterprises within democracies, and the potential for social enterprises to address and overcome problems of collective action. 3 credits
GEOG 474: Introduction to Geographic Information Systems (GIS)
An introductory course that examines the digital representation, manipulation, and analysis of geographic data, with emphasis on the analytical capabilities that GIS brings to bear on the solution of geographic problems. 3 credits with GEOG 474L (required)
Pre-requisite: GEOG 471 and 471L or equivalent or consent of instructor.

GEOG 574: Advanced Techniques in Geographic Information Systems
An advanced course designed to extend GIS knowledge and experience and to prepare students to become effective GIS analysts. The course follows a hands-on, problem-solving approach that integrates the interests and analytical needs to participating students. Prerequisite: GEOG 474 or an equivalent approved by the department. 3 credits

EFR 510: Qualitative Research Methods
Qualitative research methods are naturalistic and contextual. The methodology derives from Anthropology and other social sciences, and seeks to understand human behavior from the actors’ perspective. Students are to learn the fundamental data collection methods: observation, participant observation, and interviewing, as well as data analysis through coding and categorizing. 3 credits

For more information about the MPH Program
Please contact:
Ashley Evenson, MPH Program Manager
701.777.6368
ashley.n.evenson@UND.edu
Or go online at:
www.med.UND.edu/mph
## MPH PROGRAM
### Health Management & Policy Specialization
#### TWO YEAR, FULL-TIME PLAN OF STUDY (2018 Fall Start)

<table>
<thead>
<tr>
<th>Term</th>
<th>Course</th>
<th>Credits</th>
<th>Credits/semester</th>
</tr>
</thead>
</table>
| **Fall 1 (Core)**| MPH 505: Introduction to Data Management in SAS  
* C. Oancea | 1 | 9 |
|                  | MPH 510: Health Care Systems  
* MPH Faculty | 2 | |
|                  | MPH 531: Biostatistics 1  
* C. Hosford | 3 | |
|                  | POLS 552: Health Policy  
* L. Hand | 3 | |
| **Spring 1 (Core)**  |
|                  | * Submit Plan of Study* | | |
|                  | MPH 504: Leading and Managing Public Health Systems  
* MPH Faculty | 2 | 9 |
|                  | MPH 506: Introduction to Data Management in R  
* A. Selya | 1 | |
|                  | MPH 541: Social and Behavioral Sciences in Public Health  
* T. Sabato | 3 | |
|                  | MPH 551: Epidemiology  
* C. Oancea | 3 | |
| **Summer 1**     | MPH 594: Practicum  
* MPH Faculty | 3 | 3 |
| **Fall 2 (Specialization)**  |
|                  | * Submit Topic Proposal*  
* Advance to candidacy* | | |
|                  | MPH 532: Biostatistics 2  
* C. Oancea | 3 | |
|                  | MPH 550: Population Health Research Methods  
* A. Selya | 3 | |
|                  | POLS 551: Health Administration and Organization  
* I. Watson | 3 | |
|                  | MPH 574: Foundations of Health Economics  
* MPH Faculty | 3 | or |
|                  | ELECTIVE | 3 | |
| **Spring 2 (Specialization)**  |
|                  | * Apply to graduate* | | |
|                  | MPH 556: System Dynamics  
* A. Selya | 3 | |
|                  | MPH 572: Health Care Budgeting and Finance  
* D. Ohe | 3 | or |
|                  | ELECTIVE | 3 | |
|                  | MPH 590: MPH Seminar  
* MPH Faculty | 1 | |
|                  | MPH 995: Scholarly Project  
* MPH Faculty | 2 | |
| **Total Credits** | | | 42 |

The MPH Program requires at least 42 credits. Students may exceed this amount.

**ELECTIVES (Selected with approval of advisor)**
- MPH 553: Population Health Outcomes Research
- MPH 570: Special Topics in Population Health
- POLS 501: Political and Public Policy Analysis; POLS 537: Program Evaluation
- POLS 561: Creation and Management of Social Enterprises
- POLS 562: Political Advocacy and Social Entrepreneurship
- GEOG 474: Introduction to Geographic Information Systems, with Lab (GEOG 474L)
- GEOG 574: Advanced Geographic Information Systems
- EFR 510: Qualitative Research Methods

Or, with approval of advisor, another course may be substituted

Updated: 08.13.2018
## MPH PROGRAM
Population Health Analytics Specialization

**TWO YEAR, FULL-TIME PLAN OF STUDY (2018 Fall Start)**

<table>
<thead>
<tr>
<th>Term</th>
<th>Course</th>
<th>Credits</th>
<th>Credits/semester</th>
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</thead>
<tbody>
<tr>
<td><strong>Fall 1 (Core)</strong></td>
<td><strong>MPH 505: Introduction to Data Management in SAS</strong>&lt;br&gt;<strong>C. Oancea</strong></td>
<td>1</td>
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<tr>
<td><strong>MPH 510: Health Care Systems</strong>&lt;br&gt;<strong>MPH Faculty</strong></td>
<td>2</td>
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<tr>
<td><strong>MPH 531: Biostatistics 1</strong>&lt;br&gt;<strong>C. Hosford</strong></td>
<td>3</td>
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<tr>
<td><strong>POLS 552: Health Policy</strong>&lt;br&gt;<strong>L. Hand</strong></td>
<td>3</td>
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<tr>
<td><strong>Spring 1 (Core)</strong></td>
<td><strong>MPH 504: Leading and Managing Public Health Systems</strong>&lt;br&gt;<strong>MPH Faculty</strong></td>
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<tr>
<td><strong>MPH 506: Introduction to Data Management in R</strong>&lt;br&gt;<strong>A. Selya</strong></td>
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<td><strong>MPH 541: Social and Behavioral Sciences in Public Health</strong>&lt;br&gt;<strong>T. Sabato</strong></td>
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<tr>
<td><strong>MPH 551: Epidemiology</strong>&lt;br&gt;<strong>C. Oancea</strong></td>
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<tr>
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<td><strong>MPH 532: Biostatistics 2</strong>&lt;br&gt;<strong>C. Oancea</strong></td>
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<tr>
<td><strong>Spring 2 (Specialization)</strong>&lt;br&gt;<strong>Apply to graduate</strong></td>
<td><strong>MPH 533: Advanced Biostatistics</strong>&lt;br&gt;<strong>C. Oancea</strong></td>
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<td><strong>MPH 556: System Dynamics 1</strong>&lt;br&gt;<strong>A. Selya</strong></td>
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<td><strong>Total Credits</strong></td>
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</table>

The MPH Program requires at least 42 credits. Students may exceed this amount.

**ELECTIVES (Selected with approval of advisor)**

- MPH 534: Bioinformatics
- MPH 535: Health Care Data Mining
- MPH 570: Special Topics in Population Health
- MPH 572: Health Care Budgeting and Finance
- MPH 574: Foundations of Health Economics
- GEOG 474: Introduction to Geographic Information Systems, with Lab (GEOG 474L)
- GEOG 574: Advanced Geographic Information Systems
- POLS 537: Program Evaluation
- POLS 551: Health Administration and Organization
- EFR 510: Qualitative Research Methods

Or, with approval of advisor, another course may be substituted

Updated: 08.13.2018
# MPH PROGRAM

**Health Management & Policy Specialization**

**FULL-TIME PLAN OF STUDY, 1.5 YEARS (2019 Spring Start)**

<table>
<thead>
<tr>
<th>Term</th>
<th>Course</th>
<th>Credits</th>
<th>Credits/semester</th>
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<td>* A. Selya</td>
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<td>MPH 541: Social and Behavioral Sciences in Public Health</td>
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<tr>
<td></td>
<td>* T. Sabato</td>
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<tr>
<td></td>
<td>MPH 551: Epidemiology</td>
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<td>* C. Oancea</td>
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<tr>
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<td>* MPH Faculty</td>
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<tr>
<td>Fall 1</td>
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<td>MPH 550: Population Health Research Methods</td>
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<td>POLS 551: Health Administration and Organization</td>
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<td>* I. Watson</td>
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<td>* L. Hand</td>
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<td>Spring 2</td>
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<td>* Advance to candidacy*</td>
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<td>MPH 572: Health Care Budgeting and Finance</td>
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<td>MPH 594: Practicum</td>
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<td>Total Credits</td>
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</tbody>
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The MPH Program requires at least 42 credits. Students may exceed this amount.

**ELECTIVES (Selected with approval of advisor)**

- MPH 553: Population Health Outcomes Research
- MPH 570: Special Topics in Population Health
- POLS 501: Political and Public Policy Analysis; POLS 537: Program Evaluation
- POLS 561: Creation and Management of Social Enterprises
- POLS 562: Political Advocacy and Social Entrepreneurship
- GEOG 474: Introduction to Geographic Information Systems, with Lab (GEOG 474L)
- GEOG 574: Advanced Geographic Information Systems
- EFR 510: Qualitative Research Methods

Or, with approval of advisor, another course may be substituted.
# MPH PROGRAM

**Population Health Analytics Specialization**

**FULL-TIME PLAN OF STUDY, 1.5 YEARS (2019 Spring Start)**

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<td>Spring 2</td>
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<tr>
<td></td>
<td>MPH 590: MPH Seminar</td>
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<td>Summer 2</td>
<td>MPH 594: Practicum</td>
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<td>MPH Faculty</td>
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**Total Credits** 42

The MPH Program requires at least 42 credits. Students may exceed this amount.

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- GEOG 474: Introduction to Geographic Information Systems, with Lab (GEOG 474L)
- GEOG 574: Advanced Geographic Information Systems
- POLS 537: Program Evaluation
- POLS 551: Health Administration and Organization
- EFR 510: Qualitative Research Methods

Or, with approval of advisor, another course may be substituted.
### Foundational and Specialization Competencies

**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

**Communication**
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
**SPECIALIZATION COMPETENCIES**

<table>
<thead>
<tr>
<th>Health Management &amp; Policy</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. Demonstrate a thorough understanding of how health organizations are organized, financed, managed, and evaluated</td>
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<tr>
<td>2. Analyze and interpret empirical evidence to inform the policy process related to population health</td>
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<tr>
<td>3. Measure and assess the impact of access, cost, and quality of care on population health</td>
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<tr>
<td>4. Understand the role of policies and regulations and their implications for health systems</td>
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<tr>
<td>5. Understand and apply techniques of budgeting and financial management to health organizations</td>
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<table>
<thead>
<tr>
<th>Population Health Analytics</th>
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</thead>
<tbody>
<tr>
<td>1. Select appropriate study designs, measures, and analytics for population health studies, particularly with large data</td>
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<tr>
<td>2. Perform appropriate data management with statistical software programs using information from codebooks and relevant scientific literature</td>
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<tr>
<td>3. Synthesize and integrate information from scientific literature in order to introduce, motivate, and discuss a study</td>
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<tr>
<td>4. Apply multivariate analytic methods for exploratory data analysis, hypothesis testing, and estimation, and interpret results appropriately</td>
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<tr>
<td>5. Recognize when a public health problem might benefit from system dynamics and apply the method suitably</td>
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</tbody>
</table>
APPENDIX C: PROGRAM MISSION, VALUES, GOALS, OBJECTIVES AND TARGETS

MISSION
The mission of the University of North Dakota (UND) Master of Public Health (MPH) Program is to support population health improvement in North Dakota, the Northern Plains and beyond through education, research, and service that create strategies and opportunities needed to promote health and well-being, prevent disease and injury, and advance health equity.

VALUES
We share the values that guide UND: educating tomorrow’s leaders, instilling scientific inquisitiveness, embracing diversity, and serving our communities and the world around us. In addition:

Advancing Knowledge
We are committed to advancing knowledge in population health improvement through innovative faculty and student research.

Social Justice
We strive to instill social responsibility in ourselves and in the communities we serve.

Public Service
We foster a commitment to further the public good through reciprocal engagement with all community members and stakeholders.

Cooperation and Collaboration
We strive to develop a cooperative learning and work environment that promotes collaboration, active participation, and interdisciplinary interaction.

Professionalism
We nurture the development of personal and professional ethics and integrity while pursuing performance excellence and responsible use of resources.

Diversity
We support and build educational, research, and service environments that are inclusive and rich in diversity.
## GOALS, OBJECTIVES AND TARGETS

### Goal 1: Education
Provide students with the skills, knowledge, and awareness necessary to support and ensure conditions that promote population health improvement in North Dakota, the Northern Plains, and beyond.

<table>
<thead>
<tr>
<th>Measureable Objective</th>
<th>Indicator</th>
<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1. Deliver a competency-based public health curriculum</strong></td>
<td>Students self-assessment of their competency attainment</td>
<td>80% of students score 3 or higher (out of 5) on each core competency at graduation</td>
</tr>
<tr>
<td></td>
<td>Frequency of curriculum review</td>
<td>Core and specialization curricula reviewed annually</td>
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<tr>
<td></td>
<td>Faculty assessment of students’ attainment of core competencies</td>
<td>Evaluation of core course assignments indicate that 80% of competencies have been met or exceeded</td>
</tr>
<tr>
<td><strong>1.2. Provide students with the support and resources necessary to ensure timely completion of requirements for graduation</strong></td>
<td>Students satisfaction with faculty advising</td>
<td>75% of students satisfied or very satisfied with advising</td>
</tr>
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<td></td>
<td>Graduation rate within 3 years for full-time students</td>
<td>At least 75% graduate within 3 years</td>
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<tr>
<td></td>
<td>Frequency of student-advisor meetings pertaining to Practicum placement</td>
<td>90% of students meet with Faculty Practicum Advisor at least once</td>
</tr>
<tr>
<td></td>
<td>Frequency of student-advisor meetings pertaining to academic advising</td>
<td>80% of students meet with Faculty Advisor at least once per semester</td>
</tr>
<tr>
<td><strong>1.3. Ensure that graduates demonstrate mastery of basic knowledge and skills in the 5 core areas of public health</strong></td>
<td>GPA of students in the 6 core courses</td>
<td>100% of students attain 3.0 GPA average or greater in core courses</td>
</tr>
<tr>
<td></td>
<td>Student assessments of their preparedness for the Practicum</td>
<td>80% of students report being very prepared or quite a bit prepared for Practicum</td>
</tr>
<tr>
<td><strong>1.4. Provide students with the skills necessary to succeed in a diverse public health workforce</strong></td>
<td>Employer satisfaction with skills and knowledge of graduates</td>
<td>80% of employers in catchment area satisfied or very satisfied</td>
</tr>
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<td></td>
<td>Preceptor assessments of students’ ability to work collaboratively with diverse communities and stakeholders</td>
<td>80% of Preceptors assess students as very good or outstanding</td>
</tr>
<tr>
<td></td>
<td>Job placement in a health care or public health-related organization within 1 year of graduation</td>
<td>80% of graduates seeking employment work in public health or health care</td>
</tr>
<tr>
<td><strong>1.5. Provide students with opportunities to engage in interdisciplinary studies</strong></td>
<td>Student enrollment in courses offered by different programs and departments</td>
<td>40% enroll during second or subsequent years of study</td>
</tr>
<tr>
<td></td>
<td>Number of electives in curriculum offered in different fields of study</td>
<td>As least 4</td>
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</table>
**Goal 2: Research**
Conduct and disseminate research that supports health improvement in populations and communities.

<table>
<thead>
<tr>
<th>Measureable Objective</th>
<th>Indicator</th>
<th>Target*</th>
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<tbody>
<tr>
<td><strong>2.1. Conduct interdisciplinary population health research</strong></td>
<td>Core and affiliated public health faculty with graduate degree in a field other than public health</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty involved in interdisciplinary population health research</td>
<td>30%</td>
</tr>
<tr>
<td><strong>2.2. Conduct and apply collaborative population health research with community partners</strong></td>
<td>Core public health faculty collaborating on industry or government population health projects</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty collaborating on community-based health projects</td>
<td>30%</td>
</tr>
<tr>
<td><strong>2.3. Involve MPH students in population health research and scholarly activities</strong></td>
<td>MPH students making professional presentations</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty submitting publications collaboratively with students</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty submitting grants with funding for MPH students</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>Students trained in ethical conduct of research</td>
<td>100% complete CITI training course</td>
</tr>
<tr>
<td><strong>2.4. Obtain external funding for population health research</strong></td>
<td>Grants awarded to Center for Comparative Effectiveness</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Grants submitted by the Center for Comparative Effectiveness</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty submitting proposal for University or external funding</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty utilizing University or external resources to improve grant-related skills</td>
<td>30%</td>
</tr>
<tr>
<td><strong>2.5. Disseminate population health research findings to academic, professional, and community audiences</strong></td>
<td>Core public health faculty published in peer-reviewed journals (by 2016)</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty presenting at local, regional, state, national, or international professional meetings</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty with media releases regarding their research and/or publications</td>
<td>30%</td>
</tr>
</tbody>
</table>

**Goal 3: Service**
Provide public health-related service to academic, professional and community organizations.

<table>
<thead>
<tr>
<th>Measureable Objective</th>
<th>Indicator</th>
<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1. Provide service to the public health profession</strong></td>
<td>Core public health faculty serving as a reviewer for a journal and/or funder</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty and staff serving on a board of or holding membership in a professional organization</td>
<td>90%</td>
</tr>
<tr>
<td>3.2. Provide service to communities</td>
<td>Students holding membership in a professional organization</td>
<td>80%</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td></td>
<td>Continuing education courses offered by MPH Program</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>MPH Program co-sponsoring the annual Dakota Conference on Rural and Public Health</td>
<td>By June 2017</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty and staff attending public health-related community meetings or events</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty and staff serving on a board of or holding membership in a public health-related community organization</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>MPH Program sponsoring public health events annually</td>
<td>Public Health Week events and 1 other</td>
</tr>
<tr>
<td></td>
<td>Students serving at least 10 hours per academic year within the community</td>
<td>90% participate in MPH 504 service requirement</td>
</tr>
<tr>
<td>3.3. Provide service to the University</td>
<td>Core public health faculty providing service to the Program, School, and University</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Students providing service to the Program, School and University</td>
<td>30%</td>
</tr>
<tr>
<td>3.4. Promote and sustain service to the Program, profession, University, and community through the Student Public Health Association (PHA)</td>
<td>MPH students with membership in student PHA</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>Number of activities or events PHA sponsors or co-sponsors</td>
<td>1 activity per month</td>
</tr>
</tbody>
</table>

**Goal 4: Infrastructure Investment**
Advocate for, develop, and maintain the resources necessary to support the mission and values of the Program.

<table>
<thead>
<tr>
<th>Measureable Objective</th>
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<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1. Provide resources that adequately support an environment conducive to learning</td>
<td>Student satisfaction with availability of dedicated common study space available for MPH students</td>
<td>80% of students satisfied or very satisfied</td>
</tr>
<tr>
<td></td>
<td>Student satisfaction with availability of quiet study space available for MPH students</td>
<td>80% of students satisfied or very satisfied</td>
</tr>
<tr>
<td></td>
<td>Student satisfaction with scientific journals available to MPH students</td>
<td>80% of students satisfied or very satisfied</td>
</tr>
<tr>
<td></td>
<td>Student satisfaction with access to building and resources for MPH students</td>
<td>80% of students satisfied or very satisfied</td>
</tr>
<tr>
<td></td>
<td>Availability of library liaison</td>
<td>1</td>
</tr>
<tr>
<td>4.2. Provide the faculty and staff with resources that support their members’ roles</td>
<td>Percentage of core public health faculty and staff with personal office space</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty satisfaction with access to scientific literature</td>
<td>100% of faculty satisfied or very satisfied</td>
</tr>
</tbody>
</table>
4.3. Ensure that high-quality software and other technical resources are available to the faculty, staff, and students

<table>
<thead>
<tr>
<th>Measureable Objective</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Course-required software freely available to students on SMHS computers or online</td>
<td>100% of required software freely available</td>
<td></td>
</tr>
<tr>
<td>Percent of MPH Program budget designated for technology</td>
<td>Steady or increasing</td>
<td></td>
</tr>
</tbody>
</table>

4.4. Maintain representation and an active presence in resource allocation decision-making for the MPH Program

<table>
<thead>
<tr>
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<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core public health faculty participating in budget meeting with MPH director</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>MPH director participating in annual budget meetings with administrative officials</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

**Goal 5: Workforce Investment**
Recruit, support, and retain a diverse faculty, staff, and student body to sustain the Program's mission and values.

<table>
<thead>
<tr>
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<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1. Recruit and retain a diverse faculty, staff and student body</td>
<td>Collaboration with UND Associate Vice President (AVP) for Diversity and Inclusion maintained</td>
<td>1 meeting/year with AVP for Diversity and Inclusion</td>
</tr>
<tr>
<td></td>
<td>Recruitment policy developed to achieve diverse faculty, staff and student body</td>
<td>By spring 2016, recruitment policy developed</td>
</tr>
<tr>
<td></td>
<td>Activities implemented to advance an inclusive learning environment for students</td>
<td>2 activities per academic year by 2016-17</td>
</tr>
<tr>
<td></td>
<td>Activities implemented to advance an inclusive work environment for faculty and staff</td>
<td>2 activities per academic year by 2016-17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measureable Objective</th>
<th>Indicator</th>
<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2. Ensure that the faculty and staff have resources and opportunities for continuous professional development</td>
<td>Core public health junior faculty participating in Alice Clark Mentoring Program within two years of hiring</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Availability of professional development funds</td>
<td>Steady or increasing</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty provided with tenure and promotion guidance</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Core public health faculty and staff attending professional development workshops and training sessions</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Number of open forums with dean to ensure open dialogue</td>
<td>1 per academic year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measureable Objective</th>
<th>Indicator</th>
<th>Target*</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3. Ensure that students have academic and professional opportunities to develop and enhance their public health knowledge and skills</td>
<td>Number of students with MPH Program assistantships</td>
<td>Steady or increasing</td>
</tr>
<tr>
<td></td>
<td>Percent of students with a Practicum conducted with a public health-related professional or community organization</td>
<td>100%</td>
</tr>
</tbody>
</table>

* An annual measurement unless specified otherwise