

2023-2024

**DEPARTMENT OF
HEALTH SERVICES POLICY AND MANAGEMENT**

Graduate Student Handbook

**Master of Public Health (MPH)
Programs**

Revised May 2023



**UNIVERSITY OF
SOUTH CAROLINA**

Arnold School of Public Health

This Handbook of the programs, policies, and practices of the Department of Health Services Policy and Management is not an official University document. If there are discrepancies between this Handbook and the University's Graduate Studies Bulletin, the Graduate Studies Bulletin supersedes.

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I. The Arnold School of Public Health

The Arnold School of Public Health, of the University of South Carolina, was established in 1974 in response to a mandate from the South Carolina Legislature. The first students were admitted in late 1974. The growing number of students necessitated a reorganization of the School and the permanent formation of a full-time faculty, in July 1977. In 2000, we became the Arnold School of Public Health, in honor of a generous donation to the School by Norman J. Arnold. Presently, the School has a faculty of about 132 members and over 700 graduate students.

Since 1979, the School has been accredited by the Council on Education for Public Health (CEPH), the accrediting body for schools of public health in the United States. The mission of the Arnold School of Public Health is to expand, disseminate, and apply the body of knowledge regarding the following: prevention of disease, disability and environmental degradation, promoting health and wellbeing in diverse populations; and providing effective, efficient and equitable health services.

Principal responsibilities of the Arnold School of Public Health are: (1) educational preparation of undergraduate and post-baccalaureate students for academic and professional careers within public health and health services organizations; (2) research on significant public health problems and/or issues; and (3) development and delivery of continuing professional education for health services personnel outside the immediate university community.

There are six departments within the Arnold School of Public Health: Health Services Policy and Management; Health Promotion, Education, and Behavior; Environmental Health Sciences; Epidemiology and Biostatistics; Exercise Science; and Communication Sciences and Disorders.

II. The Department of Health Services Policy and Management

A. Mission, Vision, Goals, and Objectives

Mission

The Department of Health Services Policy and Management's mission is to be actively involved in improving quality, safety, efficiency and effectiveness of health services and health systems locally and globally. (Adopted Fall 2021)

Vision

The Department of Health Services Policy and Management will be a resource for excellence in graduate education and research in South Carolina and in distinct international markets. Through its masters and doctoral programs, it will produce well trained graduates ready to assume or progress to leadership positions in health services, public health, and research/academic organizations. The Department will serve as a networking/integrating resource for alumni, providers and leaders in health services in South Carolina and beyond. The Department will offer programs that continually seek to improve through new ideas and new technology, and by responding to the changing needs of the dynamic healthcare environment. Through research, teaching, service and consulting, faculty will create a Department on the leading edge of health services management, policy, and research.

The Department will implement its vision by providing students in the Master of Health Administration, Master of Public Health, Doctoral programs, and other degree programs with the highest quality graduate education based on excellence in teaching, research, and service. The Department serves South Carolina while attracting students from throughout the United States and other countries.

Revised and approved November 2009

B. Educational Goals

Master of Public Health (traditional or distance format)

The educational goal of the MPH program is to provide students with the competencies needed to manage public health programs and to direct population-based health improvement activities. In addition to the public health core competencies, the 45-hour MPH curriculum provides training in operations management in healthcare organizations, public health budgeting and finance, health economics, public health law, and health policy development. The MPH program prepares students for careers in the management of public health sector and community health programs, as well as public health-related programs in the private sector. Upon completion of MPH Coursework students will

1. Demonstrate an understanding of public health knowledge and achievement of MPH foundational competencies, as defined by the Council on Education for Public Health (CEPH). (see Appendix A)
 Courses relevant for achievement of the competency are:
 PUBH 724: Quantitative Methods for Public Health Practice I
 PUBH 725: Quantitative Methods for Public Health Practice II
 PUBH 726: Qualitative Methods for Public Health Practice
 PUBH 730: Public Health Systems, Policy, and Leadership
 PUBH 735: Practical Applications of Public Health Planning
2. Apply operations management concepts to address organizational performance issues in health services organizations.
 Courses relevant for this competency are:
 HSPM 768: Health Services Administration II
 Management electives (2 courses)
3. Describe legal perspectives on health policy and management issues, including assessment of legal and regulatory environments in the context of public health.
 Courses:
 HSPM 726: Applied Public Health Law
 HSPM 727: Advancing Public Health Policy
4. Apply economic principles for allocating and mobilizing resources for public health interventions and programs.
 Course:
 HSPM 712: Health Economics
5. Apply the principles and tools of budgeting, resource management, and financial analysis to improve efficiency of public health and health care delivery organizations
 Course: HSPM 730: Financing of Health Care
6. Develop policy options for the achievement of an agency's or program's objectives
 Courses:

HSPM 727: Advancing Public Health Policy
Policy Elective

MSW/MPH Program

The Master of Social Work / Master of Public Health (MSW/MPH) degree is offered in conjunction with the University of South Carolina College of Social Work. The combination degree program combines instruction in two complementary professions. With the rapidly changing needs and expectations for service provision in health care, the demands being placed on social work practitioners are growing. The gap between public health and social work has narrowed, and both disciplines are recognizing the immense value in preparing future public health and social work professionals to meet the increasingly complicated service development and provision needs of communities. The MSW/MPH combination degree meets these needs by providing individuals with knowledge and expertise in both public health and social work. The MPH goals, objectives and required coursework listed above also apply to the combination degree. Program details are provided on page 11.

MPA/MPH Program

The Master of Public Administration / Master of Public Health (MPA/MPH) degree is offered in conjunction with the University of South Carolina Department of Political Science in the College of Arts and Sciences. The combination degree in public health and public administration seeks to prepare graduates with the competencies of two complementary professions. The MPH/MPA combination degree program is designed to prepare professionals for pursuing a diverse range of professional careers in public health and nonprofit sectors as well as in local, state, and federal governmental agencies. Graduates will have strong foundation in public health management and finance with additional coursework in public administration and public policy evaluation. The MPH goals and objectives listed above also apply to the combination degree. Program details are provided on page 11.

III. Student Responsibilities and Code of Ethics

Students enrolled in any educational program within the Department of Health Services Policy and Management are required to demonstrate the highest ethical standards. These requirements pertain to both academic and professional behavior.

Acceptable Academic Performance

The Department sets a high standard of performance for students in all of our master and doctoral programs. Students earning a grade less than “B” in one or more courses in any given semester will be asked to reduce their graduate assistantship hours, if any, to increase their focus on course work during the following semester. For all graduate students in the department, a minimum GPA of 3.0 is required for graduation. Any student who earns an average grade of less than “B” in three offerings of courses will be under departmental academic probation requiring development of a written plan by the student, academic advisor and the graduate director to overcome the academic challenges and improve the GPA; and those earning a grade of “C” or below in a fourth course will be terminated from the program. Note: Students who receive their third and fourth grade of less than B concurrently in the same semester will be automatically terminated without the remedial plan given the temporal impossibility to address the issue after the third less than B grade. Grade of “U” is also considered a grade less than “B”.

Academic Integrity

Students are expected to adhere to all requirements of the Carolinian Creed (www.sa.sc.edu/creed/).

Please especially note: you are held accountable to this Creed even if you violate it inadvertently. Any episode of dishonesty, cheating, or plagiarism in any form is cause for failure of an assignment, an examination, or a course. In addition, the department will report the case to the Office of Academic Integrity of the University. Students may want to refresh their understanding of the appropriate use of citations when drafting papers and other assignments to prevent inadvertent plagiarism stemming from lack of information. A second episode of violation of academic honesty is grounds for dismissal from the program.

Professional Responsibility

Graduate assistantships and practice experience placements are intended to serve as an extension of the teaching mission of the Department of Health Services Policy and Management, by giving students work experience in the public health, health services, or research environments in which they will eventually pursue careers. While serving in on- or off-campus graduate assistantships or practice experience placements, students are representatives of the Department. As such, they will always comport themselves with total professionalism.

Students participating in assistantships or practice experience placements will follow the dress standards of their work environment. All students will comply with the work hours associated with their assistantship or practice experience placement. While at work, all students will ensure that their level of effort, department, and contribution to the work environment meet and, preferably, exceed sponsor expectations.

All students must always follow a professional code of conduct, in or outside the classroom.

IV. MPH Degree Programs

A. Admission Criteria and Application Requirements

Applications for the MPH program must be submitted through SOPHAS. The link to SOPHAS is <http://www.sophas.org/>. MPA/MPH and MSW/MPH prospective students will apply through the USC Graduate School (www.gradschool.sc.edu/apply.htm).

- A Bachelor's degree is required before students can enroll in any of the Master level degree programs of the Department. An official transcript of undergraduate work is required. Applicants with a graduate degree or any graduate coursework should submit their graduate transcripts as well. Applicants who are in the process of completing a Bachelor's degree or a graduate degree should submit an official transcript of all coursework taken as of the time of enrollment into the MPH program. WES certification of any international degree is required.
- Graduate Record Examination (GRE) (or GMAT) scores are not required, but will be reviewed if submitted.
- An applicant whose native language is not English is required to submit a satisfactory score on the TOEFL or the IELTS Intl. Academic Course Type 2 exam. The minimum acceptable score on the TOEFL is 80 Internet-based, or 570 paper-based,. The minimum acceptable overall band score on the IELTS Intl. Academic Course Type 2 exam is 6.5. The minimum acceptable score on PTE Academic is 53. The minimum acceptable Duo Lingo score is 115 in lieu of IELTS scores. If prior academic experience in the U.S. illustrates proficiency in English, this requirement may be waived, with the concurrence of the Graduate School.
- Three letters of recommendations must be submitted from professional contacts who can reflect upon the applicant's prior academic and/or professional performance.

- The applicant must provide a career goal statement and a current resume.

B. Expected academic standard

It is expected that applicants should have a minimum undergraduate GPA of 3.0, and graduate GPA of 3.0 for candidates with master's degree or coursework. However, we use a portfolio approach to evaluate applicants and the portfolio consists of reference letters, previous professional experience, goal statement, grade point average in undergraduate and previous graduate work (if applicable), and standardized test scores. Within the undergraduate GPA, we review upper division versus lower division GPA and GPA in course work relevant to the MPH program versus the general education part of undergraduate work.

C. International applicants

International applicants are encouraged to apply. The department values the interactions between domestic and international students to strengthen teaching and learning in the classroom and to foster academic advancement in a multi-cultural, multi-ethnic environment. International students often bring their own unique perspectives on how to address population health concerns and such perspectives are extremely useful for understanding the health concerns of populations in the USA and globally.

International applicants should be aware that it has become increasingly challenging to place international students in graduate assistantships in off-campus settings. We encourage students to apply and interview for graduate assistantships but students cannot be placed before formally enrolling in the program.

D. Graduate Assistantships

Most of our full-time MPH students work in local public health and health care organizations as Graduate Assistants after enrollment in the program. In general, the department strives to identify the maximum number of assistantship opportunities in public health and health care organizations in the greater Columbia area for students to interview. These are compensated graduate assistantship positions (10-20 hours a week). Historically, most full time MPH students are placed as graduate assistants beginning with their first semester. However, applicants should note that GA placements are not guaranteed and depend on the needs and budgetary constraints of sponsoring organizations, student's educational background and work experience, and student's initiative and enthusiasm displayed during the interview. Interviews and placements may continue until the middle of the first semester (or beyond depending on the above factors).

Graduate assistantships provide a small stipend. Assistantships may be for 10-20 hours per week, depending on the needs of the organization or UofSC unit. for 10-hours a week prorated to the hours worked up to a maximum of 20 hours a week. In addition, out-of-state students who have graduate assistantships that compensate at least \$1,250 per semester for 10 hours per week will receive tuition reduction from out-of-state rates to in-state rates. All applicants should be aware that the graduate assistantship compensation will cover only a portion of the tuition and fees. Applicants are encouraged to review tuition and fees payable at https://sc.edu/about/offices_and_divisions/bursar/tuition_and_required_fees/index.php.

International applicants should be aware that it has become increasingly challenging to place international students in graduate assistantships in off-campus settings. We assist students to interview for graduate assistant positions, but students cannot be placed before formally enrolling in the program.

E. Conditional Admission to the MPH Programs

In certain circumstances, particularly GPA of less than 3.0 in undergraduate or graduate programs, students may be offered conditional admission. A general stipulation of a conditional admission requires the student to achieve a grade of B or higher in courses taken the first semester in order to continue in the program. In addition, students may also be asked to take an English writing course, and for international students with significant difficulties in spoken English, English language courses. All these conditions are clearly spelled out in the conditional admission letter. Students with a conditional admission may be asked to undertake no more than 10-hours a week of graduate assistantship work in the first semester in order to maximize their success in meeting the conditions. A subsequent increase in the graduate assistantship time commitment is permitted subject to satisfactory academic performance, i.e., no grade less than a “B” in courses completed in the first semester.

F. Program of Study

The HSPM MPH program is a 45-semester hour program. The curriculum is as follows:

Public Health Core (16 hours)

- PUBH 724: Quantitative Methods for Public Health Practice I
- PUBH 725: Quantitative Methods for Public Health Practice II
- PUBH 726 Qualitative Methods for Public Health Practice (3 hours)
- PUBH 730 Public Health Systems, Policy & Leadership (3 hours)
- PUBH 735 Practical Applications of Public Health Planning (4 hours)

Public Health Management (18 hours)

- HSPM 712 Health Economics (3 hours)
- HSPM 726 Applied Public Health Law for Administrators (3 hours)
- HSPM 730 Financing of Health Care (3 hours)
- HSPM 768 Health Services Administration II (3 hours)
- Management Electives selected in consultation with advisor (6 hours); possible courses include HSPM 706, HSPM 709, HSPM 713, HSPM 714, HSPM 716, HSPM 764, HSPM 769, HSPM 774, HSPM 776, HSPM 772, HSPM 777

Public Health and Healthcare Policy (6 hours)

- HSPM 727 Advancing Public Health Policy
- Policy Elective is selected in consultation with advisor (3 credits); possible courses include HSPM 711, HPEB 820, POLI774, POLI 780, POLI 721

Public Health Practice Experience (3 hours)

- HSPM 788 (3 credits)

HSPM MPH Capstone course (2 hours)

- HSPM 796 (2 credits)

The Capstone Course (HSPM 796) requires drafting of a grant proposal and presentation of the grant proposal to the committee members supervising the drafting of the proposal. The Capstone Course (HSPM 796) is required for all HSPM MPH students and it will serve as the comprehensive assessment of the competencies required for the HSPM MPH degree. The final grant proposal will be reviewed by at least two HSPM faculty members. The grant proposal presentations in face-to-face classes will be attended and reviewed by at least two HSPM faculty members. Distance students’ presentations will be recorded and reviewed by at least two HSPM faculty members. Faculty reviewers will be provided with a comprehensive assessment rubric (Appendix B) which will identify the essential required elements for both

the grant proposal and presentation. Securing a pass on the Capstone project constitutes completion of the master's comprehensive exam, essential for graduation.

G. Academic advisement and maintaining academic standing

Upon matriculating in the MPH program, each student is assigned an academic advisor. The advisor will guide with the student throughout the program of study. Students are advised about appropriate courses, sequencing of courses, independent studies, management residency and any additional work appropriate for preparing the student to meet his/her career objectives. Students are expected to attend group advisement meetings or arrange to meet with the assigned faculty advisor prior to registration each semester, to get the advisement forms signed and discuss academic progress, other clarifications, GA-ship performance, etc. Students cannot register (in Self Service Carolina) for courses without turning in faculty-signed advisement forms to the HSPM MPH Program Director and ASPH Graduate Student Services. The HSPM MPH Program director forwards advisement forms to the HSPM student services administrative assistant and ASPH Graduate Student Services office. Prior to advisement, students should inform their academic advisor of their GPA and alert the advisor if their GPA falls below a 3.0, if they earned a grade of C or lower in a course, or if they failed a course which has to be taken into account during advisement. Faculty advisors will verify good academic standing of advisees before signing off on the course advisement forms for the following semester. The MPH director may, at the request of either faculty member or advisee, assign a new advisor to the student. The faculty advisor for the public health practice experience and capstone project (in the last semester) is typically but not necessarily the same as the academic advisor.

Distance MPH students and students who are working full-time may need to adapt the schedule below, taking fewer courses each semester, to maximize learning and acquisition of competencies. Regular communication with the MPH Director and academic advisor is particularly important for students not following the recommended course sequence below to ensure timely program completion. Most of the required courses are sequential and are offered once per year.

In the fall semester of the second year (or at least one semester prior to expected graduation), students must complete and submit a Master's Program of Study (MPOS) form. On this form, the student lists all courses that have been and will be taken for completing the MPH. The student signs the form and submits it to the advisor, who verifies that the listed courses do fulfill the requirements for the degree. The advisor signs the form and submits it to the Department's graduate director and there onwards to the Dean of the Graduate School. Once all signatures are in place, this constitutes an agreement between the student and the University, guaranteeing that the student will receive the degree if the listed courses are completed satisfactorily. For this reason, the form *must* be completed well in advance of graduation, otherwise graduation may be delayed. Combination degree students must complete separate MPOS forms for each of the two degrees. No more than 6 graduate credit hours counted towards another U of SC graduate degree can be counted towards the MPH program unless the student was admitted to combination degree program. The program of study form is available at the Graduate School website:

<http://gradschool.sc.edu/forms/Mastersprogramofstudy.pdf>

Recommended Course Sequence for Full-Time MPH Students

The course sequence is designed to enable students to progressively build on the knowledge and skills

essential for subsequent courses. Thus, courses are to be taken in the indicated sequence. The sequence for part-time students also takes into account the knowledge base needed for subsequent courses.

Year 1

FALL SEMESTER

PUBH 724 – Quantitative Methods for Public Health Practice I (3 hours)

PUBH 726 – Qualitative Methods for Public Health Practice (3 hours)

HSPM 726 – Applied Public Health Law for Administrators (3 hours)

SPRING SEMESTER

PUBH 725 – Quantitative Methods for Public Health Practice II (3 hours)

PUBH 730 – Public Health Systems, Policy, and Leadership (3 hours)

HSPM 730 – Financing of Health Care (3 hours)

HSPM 712 -- Health Economics (3 hours)

SUMMER SESSION

HSPM Management Elective* (3 hours)

Year 2

FALL SEMESTER

PUBH 735 – Practical Applications of Public Health Planning (4 hours)

HSPM 768 - Health Services Administration II (3 hours)

HSPM 727 - Advancing Public Health Policy (3 hours)

HSPM Management Elective* (3 hours)

SPRING SEMESTER

HSPM 788 - HSPM Public Health Practice Experience (3 hours)

HSPM 796 – HSPM MPH Capstone Course (2 hours)

PUBH 678 – Transforming Health Care for the Future (1 hour)

Policy Elective* (3 hours)

COMBINATION DEGREES (MSW/MPH, MPH/MPA)

MSW/MPH Program

Students may complete the combination degree program by starting in either the Master of Social Work

program or the Master of Public Health program but must gain admission to the other program before substantial coursework is completed. Each program offers a typical sequence of courses; through academic advisement with a combination degree coordinator in each program, students select specific courses to satisfy the requirements for each degree. All curriculum and hour requirements must be satisfied in order to graduate from the combination degree program. Students in the combination degree program must complete the program within six academic years.

Two (2) social work elective courses can be satisfied by successfully completing HSPM 726: Applied Public Health Law for Administrators and an elective HSPM management courses (6 credit hours total). One HSPM elective policy course (3 hours) may be satisfied by successfully completing SOWK 778: Advanced Analysis of Social Policy, Programs, and Services. The HSPM Public Health Practice Experience (HSPM 788) may be satisfied by completing SOWK 784 (coordination and contract with HSPM advisor required). Thus the 60-credit hour MSW degree and 45-credit hour MPH degree can both be completed with a total of 93 credit hours.

MPA/MPH Program

Students may complete the combination degree program by starting in either the Master of Public Administration program or the Master of Public Health program. Each program offers a typical sequence of courses; through academic advisement with a combination degree coordinator in each program, students select specific courses to satisfy the requirements for each degree. All curriculum and hour requirements must be satisfied in order to graduate from the combination degree program. Students in the combination degree program must complete the program within six academic years.

One HSPM elective policy course (3 hours) may be satisfied by successfully completing POLI 774: The Public Policy Process. HSPM 730: Financing of Health Care, may be satisfied by successfully completing POLI 775: Financial Administration. One POLI Elective may be satisfied by successfully completing a HSPM Management Elective. The POLI 779: Internship may be satisfied by completing HSPM 788: Public Health Practice Experience planned in conjunction with the MPA program director. Thus the 39-credit hour MPA degree and 45-credit hour MPH degree can both be completed with a total of 72 credit hours.

V. Public Health Practice Experience for MPH Programs (HSPM 788)

(Required for MPH students)

The purpose of the public health practice experience is for students to obtain practice experience and develop practical skills in the application of public health competencies and concepts. All students must demonstrate at least five (5) competencies during their practice experience; at least three (3) will be foundational and 1 or 2 will be by the HSPM MPH program specific competencies. (See Appendix A for foundational competencies and program specific competencies). Students will demonstrate competency attainment using a portfolio approach in which they work with an organization to develop at least two products that will be mutually beneficial to the student and organization. Examples include written assignments, projects, videos, multi-media presentations, spreadsheets, websites, posters, photos or other digital artifacts of learning. Students should have completed the core MPH curriculum of PUBH 725, PUBH 726, PUBH 730, PUBH 735 before beginning the practice experience.

Finding a site

Students should choose a practice site that aligns with their career interests and professional goals. Practice experiences may involve governmental, non-governmental, non-profit, industrial and for-profit settings or appropriate university-affiliated settings. To be appropriate for applied practice experience activities, university-affiliated settings must be primarily focused on community engagement, typically with external partners. There is a list of pre-approved sites located at the following link https://sc.edu/study/colleges_schools/public_health/internal/documents/approved_practicum_sites.pdf . A memorandum of agreement (MOA) must be in place with the organization before the start date of the practice experience. This can take 2-3 months to complete. To ensure students can complete the experience in a timely fashion, the MPH Program Director will coordinate with the ASPH Practice Coordinator to initiate an MOA.

VI. Academic Standards

The University requires that graduate students maintain academic standards as outlined in the Graduate School Bulletin. Graduate students must average at least B (3.0 on a 4.0-point system) over all graduate courses attempted. As noted earlier in the Student Responsibilities and Code of Ethics section, the Department maintains a high standard for its students. Graduate students who accumulate nine hours of grades less than “B” in graduate course work must develop a remediation plan for improving the grades, and those earning a grade of “C” or below in a fourth course will be terminated from the program. Note that a grade of “U” is also considered a grade less than “B”. If a student receives a U or less than B in three courses, the student will be placed under academic probation. A fourth grade of U or less than B will result in automatic termination from the program.

The University's definition of a full-time graduate student is one who is enrolled in nine or more hours during a fall or spring semester and six hours during the summer session. However, students enrolled full time in fall and spring semesters need not be enrolled in the summer sessions. Students with a 20-hours a week graduate assistantship must be enrolled for a minimum of 6 credit hours to be considered full time students and be eligible for graduate assistantship. International students must be enrolled at full-time levels throughout the program unless all coursework is completed and only the practice experience and capstone requirement is pending. A student seeking to remain unenrolled in a major semester (fall or spring) for valid reason must contact their advisor and the MPH program director in advance to apply for leave of absence. Students must be approved for each semester that they remain unenrolled through a form submitted to the Graduate School. Failure to obtain permission to be unenrolled will drop the student from active status and will require the student to reapply for admission to the program via the Graduate School site. Readmission also results in the student losing the right to satisfy the program requirements under which the student matriculated and by default, the program requirements and curriculum in place in the year of readmission will apply.

Master's programs should be completed within 6 years. Otherwise, courses more than 6 years old as of the planned semester of graduation must be revalidated, which may require additional student work or examinations as required by the faculty member teaching the course, and the student becomes subject to changes in degree requirements that may prevail at the time of graduation.

VII. Computer Facilities and Web Site

Students in Health Services Policy and Management have access to Arnold School's computer lab on the 4th floor of the Discovery building (915 Greene Street).. Students must have their login name and password to be able to use the computer lab. login name and password to be able to use the HSPM computers. Students should get their departmental account name and password from the computer lab manager.

The Arnold School's computer Lab offers current versions of leading software for word processing, spreadsheets, presentation graphics, and data analysis. The computers in the departmental lab are connected with laser printers for fast and convenient printing. Workstations in the School and departmental labs have Internet access, as well as access to MedLine, the University's library catalog, and other bibliographic services. The University provides each registered student with free e-mail account.

The Health Services Policy and Management Department's web site, <http://www.sph.sc.edu/hspm/> has program information, including details on curriculum requirements.

VIII. Graduate Assistantships and Financial Assistance

A. Graduate Assistantships

All full-time MPH students are encouraged to work as graduate assistants in health service organizations in the community to acquire work experience and enrich the learning process through on-the-job application of concepts and techniques learned in the classroom. For details on Graduate Assistantships in the University please refer to the following policy document:

<http://www.sc.edu/policies/acaf400.html>. MPH students are encouraged to look for Graduate Assistantship opportunities listed on The Opportunity Manager section of MySPH (<https://mysph.sc.edu/om/>). Additional Graduate Assistant opportunities are identified by the MPH program director and shared with students via email. For more information about obtaining an assistantship, schedule an appointment with the MPH Program Director.

B. Grants, Loans, and Other Financial Assistance

The University of South Carolina, Office of Student Financial Aid provides access to a variety of grants and loans for students in the Graduate School. For application forms and all questions for all types of financial aid, contact the office of financial aid and scholarship (<http://www.sc.edu/financialaid/>).

IX. Career Oriented Services

USC Career Planning and Placement Center

The USC Career Center offers career development services to both graduate and undergraduate students. The office is located on Level Five of the Thomas Cooper Library. This office exists to assist students to transition successfully from college or graduate school to their chosen field or career. Their phone number is 777-7280.

The USC Career Center provides a wide range of services accessible to all USC students. Career and job information/placement services are available to all USC students and to alumni for life, once they register into the system. Student services offered by the Career Center include:

- a. Workshops and seminars designed to increase students' awareness of career opportunities and potential employment sites in the health professions.
- b. Workshops designed to teach students appropriate job search skills. Workshop titles include Resume Writing, Interviewing Techniques, Writing a Career Objective statement, Job Search Strategies.
- c. Individual career counseling for graduate students.
- d. A listing of current employment opportunities for health professionals.
- e. Interview counseling with video tape assistance.
- f. Free access to foreign language learning labs such as Rosetta Stone

The complete range of services is posted at <http://www.sc.edu/career/>. There is no charge for the Career Center services. Also, many firms having health administration positions recruit at USC. If you wish to interview with recruiters, contact the Career Center at 777-7280.

Center for Business Communication

Another university-wide resource is the Center for Business Communication. It is located in the Darla Moore School of Business building which provides one-on-one tutoring and practice sessions on written and oral business and scientific communication and presentations.

Alumni access to USC webmail services

In addition, alumni have access to use their USC email address for two years after graduation which helps them pursue jobs and receive solicitations and job information from USC Career Services.

HSPM Department's career related services for HSPM students

In addition to the USC Career Center services, the MPH program director disseminates information to students and alumni (who keep Department updated with their contact information) on management fellowships, CDC fellowship, faculty positions and other career opportunities as received or accessed from various sources.

X. Health Services Policy & Management Alumni Association (HSPM-AA)

The Health Services Policy and Management Alumni Association (HSPM-AA) is the organization for the graduates of programs in the Department of Health Services Policy and Management. The primary mission of HSPM-AA is to provide a forum for purposes of professional networking and communication, continuing education, and interaction with and support for HSPM. It is the organization which represents alumni in contacts with HSPM, the university, and health care organizations. It serves as the collective voice of HSPM alumni.

The goals of the HSPM-AA are as follows:

- a. To encourage participation of University of South Carolina Department of Health Services Policy and Management alumni and students in the activities and services of the HSPM-AA.
- b. To promote, support and be involved in the continuing development of the University of South Carolina Department of Health Services Policy and Management programs.
- c. To provide opportunities for professional networking, mentoring, information exchange, social interaction, and continuing education among alumni students and faculty.
- d. To assist alumni and students in identifying employment, management residencies, graduate assistantships, and other opportunities.
- e. To promote and support quality and professionalism among graduates of the Department of Health Services Policy and Management.
- f. To communicate and coordinate the activities, interests and concerns of the HSPM-AA with other organizations.

The Alumni Association will arrange seminars on a regular basis, providing continuing education for alumni and an opportunity for current students and alumni to meet. The Department will distribute information about the seminars.

Appendix A - CEPH MPH Foundational Competencies (Revised 2021)

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 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 leadership and/or management principles to address a relevant issue
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 (i.e., non-academic, non-peer audience) public health content, both in writing and through oral presentation
20. Describe the importance of cultural competence in communicating public health content

Interprofessional and/or Intersectoral Practice

21. Integrate perspectives from other sectors and/or professions to promote and advance population health

Systems Thinking

22. Apply a systems thinking tool to visually represent a public health issue in a format other than a standard narrative

Appendix B - HSPM MPH Capstone Course Grant Proposal and Presentation Assessment Rubric

Student Name:	Presentation Date:
Grant Summary (2 points): Concise, well written summary of the proposal including purpose and outcomes.	
Grant Description (16 points): Program or intervention design is detailed, specific, clearly articulated and uses evidence-based strategies as appropriate (0-10) Methods and strategies are appropriate for achieving expected outcomes (0-5) Describes the relevance to public health. (0-1)	
Health Issue (5 points) Provides specific data with a focus on local data to demonstrate importance (0-4) Helps readers understand how the public health problem will be addressed (0-1)	
Description of Target Population (5 points) Provides specific information about the importance of addressing this issue in the target population (0-3) Addresses health disparities (0-2)	
Community Buy-In (4 points) Key stakeholders are identified and appropriate for the project (0-2) Description of strategies for engaging key stakeholders is appropriate (0-2)	
Replication/Innovation (5 points) Comprehensive and concise review of the relevant literature which provides justification for the intervention approach (0-5)	
Goals, objectives, action plan (7 points) (Appendix A and "Expected Results") Goal is appropriate and related to public health priorities. (0-2) Objectives are specific, measurable, achievable, relevant, and include timeframe. (0-2) Action plan is appropriate for achieving goals and objectives. (0-2) Expected results reflects Goals, Objectives, and Action Plan (0-1); at least 3 are included	
Grant Timeline (5 points) (Description and Gantt Chart in Appendix C) Timeline includes key milestones and is appropriate for scope of project (0-4) Timeline description and Gantt Chart concur (0-1)	
Cost Avoidance/Return on Investment (5 points) Appropriate for project (0-4 points) Appropriate explanation (0-1 point)	
Evaluation plan and evaluation logic model (10 points) Includes Evaluation Logic Model, Appendix B and "Measuring Success" section in grant proposal Chain of events in logic model is appropriate (0-6 points) Evaluation measures are appropriate (0-2 points) Description in "Measuring Success" reflects the logic model and evaluation measures (0-2 points) and clearly articulates how health status will change.	
Line-item budget and budget justification (16 points) (Instructor Only) Proposed budget is consistent with the program design and implementation plans. (0-8) Costs are reasonable and explained in appropriate detail (0-8)	
Overall proposal quality (5 points) Well written in plain language; avoids jargon (0-3 points) Correct citations (AMA) (0-1) Grammar, punctuation, and spelling require minimal correction (0-1 points)	

<p>Grant Proposal Presentation (15 points) Includes key elements of the proposal including goal, health issue, target population, project description and impact. (0-10) Effective and appropriate use of graphics and visuals. (0-2) Confident and professional presentation style (0-2) Appropriate answers to questions posed by attendees (1)</p>	
<p>Reviewer:</p>	
<p>Total Score ____/100</p>	
<p>Students must demonstrate synthesis of at least 3 MPH competencies, including at least one HSPM concentration competency. Please indicate below which competencies were synthesized in this proposal and presentation.</p>	
<p><u>MPH Foundational Competencies:</u></p>	
<ul style="list-style-type: none"> <input type="checkbox"/> Apply epidemiological methods to the breadth of settings and situations in public health practice (#1) <input type="checkbox"/> Analyze quantitative and qualitative data using biostatistics, informatics, computer-based programming and software, as appropriate (#3) <input type="checkbox"/> Interpret results of data analysis for public health research, policy or practice (#4) <input type="checkbox"/> 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 (#6) <input type="checkbox"/> Assess population needs, assets and capacities that affect communities' health (#7) <input type="checkbox"/> Apply awareness of cultural values and practices to the design or implementation of public health policies or programs (#8) <input type="checkbox"/> Design a population-based policy, program, project, or intervention (#9) <input type="checkbox"/> Explain basic principles and tools of budget and resource management (#10) <input type="checkbox"/> Select methods to evaluate public health programs (#11) <input type="checkbox"/> Propose strategies to identify stakeholders and build coalitions and partnerships for influencing public health outcomes (#13) <input type="checkbox"/> Advocate for political, social or economic policies and programs that will improve health in diverse populations (#14) <input type="checkbox"/> Evaluate policies for their impact on public health and health equity (#15) <input type="checkbox"/> Select communication strategies for different audiences and sectors (#18) <input type="checkbox"/> Communicate audience-appropriate public health content, both in writing and through oral presentation (#19) 	
<p><u>HSPM MPH Concentration-Specific Competencies:</u></p>	
<ul style="list-style-type: none"> <input type="checkbox"/> Apply operations management concepts to address organizational performance issues in health service organizations. <input type="checkbox"/> Describe legal perspectives on health policy and management issues, including assessment of legal and regulatory environments in the context of public health. <input type="checkbox"/> Apply economic principles for allocating and mobilizing resources for public health interventions and programs <input type="checkbox"/> Apply the principles and tools of budgeting, resource management, and financial analysis to improve efficiency of public health and health care delivery organizations <input type="checkbox"/> Develop policy options for the achievement of an agency's or program's objectives 	