

Program Director

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Mission

The mission of the Department of Global Health is to provide an innovative and relevant program that reflects the changing health-disease environment of the twenty-first century, through which students can develop the attitudes, knowledge, skills, and creativity needed to improve the health and well-being of people around the world; and to prepare students for positions of leadership, advocacy, education, and research in the private or public sector, and in local, national or international institutions. To achieve this, the MPH Global Health Program has five distinct concentrations students select during their first semester at GW after careful advising. Students initially apply to the MPH Global Health program without stating a specific concentration.

Concentrations

1. Global Health Communication
2. Global Health Design, Monitoring, and Evaluation
3. Global Health Management
4. Global Health Policy
5. Global Health Strategies

Goals

The Goals of the Global Health program are to prepare students to:

- ◆ Identify determinants of health problems including socio-cultural factors;
- ◆ Design, implement, and evaluate global health and development programs and policies; and
- ◆ Assume leadership roles in designing and managing programs that focus on modification of life-styles and specific health-related behaviors at both national and global levels.

Requirements

Students completing the MPH Global Health program will be expected to complete one of five specific Global Health Concentrations with Concentration-Specific functional competencies. The Global Health Concentrations differ from each other only in the categories of Concentration Required/Elective Courses (8 credits) and Methods Courses (6 credits). All GH students take the same Core Courses (16 credits) and Department Courses (7 credits). Each concentration has Elective credits (4 credits) and a Practicum (2 credits) and Culminating Experience (2 credits). All MPH programs are 45 total credits.

Global Health Functional Competencies

On completion of the MPH Program in Global Health, students will possess the subject area knowledge and functional competencies required to:

- **Apply the theories and principles of epidemiology, economic and social development, policy and political analysis to the identification, classification and elaboration of global health threats and opportunities at the community, national and international levels.**

Students should be able to demonstrate an understanding of the multiple disciplines and theories that make up global health; identify the various frameworks or perspectives through which global health is viewed and addressed; apply different frameworks to the description, analysis and critique of new global health issues; and draw from various authoritative data sources and basic epidemiological, socio-cultural and economic principles to assess and describe the health situation in a given country or major state. Students will approach their understanding of the global burden of disease, the underlying sectoral determinants of health, and health systems development through multiple frames, including: health economics, infectious and chronic disease, nutrition, unintentional and intentional injury, culture, social and political organization, humanitarian emergencies and international organizations. **Relevant courses:** PubH 321 Global Health Frameworks, PubH 323 Scientific Basis of Global Health Interventions, and (beyond the GH Foundations) PubH 322 Comparative Health Systems.

- **Understand and assess the functions, capacities, management and governance of governmental, international and non-state organizations in the translation of scientific and program evidence to inform public health policy making and strategy development.**

Students should be able to demonstrate their understanding of the responsibilities, structure, focus and modus operandi of the legislative, advocacy and program evaluation actors in the Washington global health policy arena; their knowledge of the major institutions in the global health field; and how those major institutions work together and independently to influence the direction of global health policy and the shape of programs. Students should also be able demonstrate the ability to apply this knowledge to the analysis and design of advocacy for policy and programmatic change. Further, they should be able to appreciate the institutional basis and bias in the communication of global health issues as presented in various Washington policy and practice settings. **Relevant courses:** PubH 321 Global Health Frameworks, PubH 332 Comparative Regional Determinants of Health, PubH 335 Global Health Policy and Practice: Washington Seminar, and (beyond the GH Foundations) PubH 322 International Organizations, and Comparative Health Systems.

- **Critically analyze global health trends, differentiating determinants that can be effectively addressed through technical, behavioral, social and economic interventions and prioritizing approaches based on economic affordability and political feasibility.**

Students should be able to understand and compare the determinants of health in different regions of the world, including the: historical, economic, social and cultural, and political. **Relevant courses:** PubH 321 Global Health Frameworks, PubH 332 Comparative Regional Determinants of Health, and (beyond the GH Foundations) PubH 322 Comparative Health Systems.

- **Successfully apply public health theory and experiential evidence in the development and management of project, program and institutional strategies capable of reducing health risks, addressing underlying vulnerabilities, and mitigating the impact disease.**

Students should be able to describe the availability and applicability, within and across different regions, of particular health promotion, disease prevention, diagnosis, control, and case management interventions. Students should also be able to describe the mechanism of action of specific interventions that mitigate biological, social, cultural and economic determinants of health. **Relevant courses:** PubH 321 Global Health Frameworks, PubH 323 Scientific Basis of Global Health Interventions and PubH 332 Comparative Regional Determinants of Health.

- **Effectively synthesize health research findings with economic and social arguments to formulate communication strategies in global health action in various professional, institutional, political and cultural settings.**

Students should be able to draw on global health research information in varied ways to support the development of program and policy advocacy. **Relevant courses:** PubH 321 Global Health Frameworks, PubH 332 Comparative Regional Determinants of Health, PubH 323 Scientific Basis of Global Health Interventions.

- **Evaluate the benefits, costs and effectiveness of global health project, program and policy approaches and interventions through the appropriate choice and application of qualitative and quantitative survey and analysis methods.**

Students should be able to assess existing models of global health programs and policies and be able to formulate measurable program objectives – and design assessment strategies and interventions that are consistent with program objectives. They should also be able to interpret monitoring and evaluation data and translate the findings into recommendations for program and policy improvement. **Relevant courses:** PubH 321 Global Health Frameworks, PubH 332 Comparative Regional Determinants of Health, and PubH 340 Global Health Study Design and Ethics

- **Understand the ethical issues involved in designing a study and the basic concepts of data collection in global health setting.**

Students will obtain a comprehensive understanding of complementary quantitative and qualitative research approaches. They will be able to articulate the study purpose and the hypothesis understand the ethical issues involved in the design of research projects, be able to effectively choose a research design to achieve their purpose and develop an understanding of effective dissemination techniques of their research findings, depending on their audience. **Relevant courses:** PubH 340 Global Health Study Design and Ethics

<p>THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER WASHINGTON DC</p>		<p>School of Public Health and Health Services Department of Global Health Master of Public Health</p> <p>Summary Program at a Glance 2010-2011</p>		
<p><i>Begin Planning Your Practicum after Completing the First Half of Your Program</i></p>				
<p>Required Core Courses Same Courses for ALL MPH STUDENTS</p>				
		Credits	Semester Offered	Grade
PubH 201	Biological Concepts for Public Health	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer I	
PubH 208	Management Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
Total	Core Credits	16		
<p>Required Department Courses Same for ALL Concentrations</p>				
PubH 321	Global Health Frameworks	3	Fall	
PubH 332	Comparative Regional Determinants of Health	2	Spring	
PubH 335	Global Health Policy and Practice: Washington Seminar	2	Fall, Spring	
Total	Required Department Credits	7		
<p>Required and Elective Concentration Courses Differ Depending on Concentration See Curriculum Guides that Follow</p>				
Total	Required Concentration Credits	8		
<p>Required Methods Courses Differ Depending on Concentration See Curriculum Guides that Follow</p>				
Total	Required Methods Credits	6		
<p>Electives – 4 Credits for All Concentrations</p>				
Total	Any Graduate SPHHS Course	4*		
<p>Practicum and Culminating Experience – 4 Credits for All Concentrations</p>				
PubH 214.14	Practicum	2	Fall, Spring, Summer	
PubH 215.14	Culminating Experience	2	Fall, Spring, Summer	
Total	Practicum and Culminating Experience	4		
Total	Degree Credits	45		

* Excluding Global Health Policy concentration. For Global Health Policy concentration, 3 elective credits required.

Global Health Communication Concentration-Specific Competencies

Communication Concentration students should be able to:

- Apply a range of communication methods and techniques in influencing global health and in assessing the appropriateness of health education messages, techniques and dissemination strategies. **Relevant courses:** PubH 329 Theories and Applications of Global Health Promotion and PubH 324 Global Health Communication (or PubH 363 Intro to Public Health Communication and Marketing)
- Identify and describe the essential components of a communication strategy, linking theories with evidence-based applications. **Relevant courses:** PubH 329 Theories and Applications of Global Health Promotion, and PubH 324 Global Health Communication (or PubH 363 Intro to Public Health Communication and Marketing)
- Apply different methods required to evaluate promotion and communication interventions. **Relevant courses:** PubH 329 Theories and Applications of Global Health Promotion and PubH 324 Global Health Communication (or PubH 363 Intro to Public Health Communication and Marketing and PubH 396 Social Marketing: Theory and Practice)
- Understand how behavior change theories can be incorporated into interventions to better achieve the objectives of the intervention. **Relevant courses:** PubH 329 Theories and Applications of Global Health Promotion, and PubH 325 Global Health Social Marketing (or PubH 363 Intro to Public Health Communication and Marketing and PubH 396 Social Marketing: Theory and Practice)
- Integrate and synthesize various health/population communication concepts, theories, approaches, and models using various case studies and best practices. **Relevant courses:** PubH 329 Theories and Applications of Global Health Promotion (or PubH 363 Intro to Public Health Communication and Marketing)
- Conceptualize the design, monitoring and evaluation of successful social marketing campaigns, understanding the institutions and mechanisms through which social marketing policies and programs are designed and implemented. **Relevant courses:** PubH 329 Theories and Applications of Global Health Promotion and PubH 325 Global Health Social Marketing (or PubH 363 Intro to Public Health Communication and Marketing and PubH 396 Social Marketing: Theory and Practice)
- Identify the appropriate data collection technique for a given research project and apply the necessary sampling and survey design techniques and apply the appropriate quantitative and qualitative analysis to meet the objectives of the study. **Relevant courses:** PubH 341 Global Health Data Collection and PubH 342 Global Health Analysis

Required Core Courses				
		Credits	Semester Offered	Grade
PubH 201	Biological Concepts for Public Health	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer I	
PubH 208	Management Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
Total	Core Credits	16		

Required Department Courses				
PubH 321	Global Health Frameworks	3	Fall	
PubH 332	Comparative Regional Determinants of Health	2	Spring	
PubH 335	Global Health Policy and Practice: Washington Seminar	2	Fall, Spring	
Total	Required Department Credits	7		
Required Concentration Courses				
PubH 329	Theories and Applications for GH Promotion	2	Spring	
PubH 325	Global Health Social Marketing	2	Fall	
PubH 324	Global Health Communication	2	Summer	
- or -				
PubH 363	Intro to Public Health Communication and Marketing	3	Fall, Spring	
PubH 396	Social Marketing: Theory and Practice	3	Spring	
Total	Required Concentration Credits	6		
Elective Concentration courses				
Select 2 credits				
[Advisor approval via petition is required to substitute courses that are not on this list]				
PubH 336	International Health Organizations	2	Fall	
PubH 328	Global Health Program Development and Implementation	2	Spring, Summer	
PubH 337	Regional Case Studies in Global Health	2	Fall, Spring, Summer	
PubH 348	International Nutrition and Food Policy	2	Spring	
PubH 209.xx	Global Health Advocacy and Activism	2	Spring	
PubH 349	Humanitarian Operations	2	Fall	
PubH 351	Global Mental Health	2	Spring	
PubH 209.xx	<i>Other SPHHS Elective with Advisor's Approval</i>	2	Fall, Spring, Summer	
Total	Elective Concentration Credits	2		
Required Methods Courses				
PubH 340	Global Health Study Design and Ethics	2	Fall, Spring	
PubH 341	Global Health Data Collection	2	Spring, Summer	
PubH 342	Global Health Data Analysis	2	Spring, Summer	
Total	Required Methods Credits	6		
Total Electives	Any Graduate SPHHS Course	4		
Practicum and Culminating Experience				
PubH 214.14	Practicum	2	Fall, Spring, Summer	
PubH 215.14	Culminating Experience	2	Fall, Spring, Summer	
Total	Practicum and Culminating Experience	4		
Total	Degree Credits	45		

Credit Distribution	
Core Courses	16
Required Department Courses	7
Required Concentration	6
Elective Concentration	2
Methods	6
Electives	4
Practicum & Culminating Experience	4
Total Credits	45

Design, Monitoring, and Evaluation Concentration-Specific Competencies

Design, Monitoring, and Evaluation Concentration students should be able to:

- Analyze a nation for its major health problems, relate a tactical program plan to overall health problem reduction, construct a detailed tactical plan and budget, prepare a detailed program plan, and present and defend. **Relevant courses:** PubH 328 Global Health Program Development and Implementation
- Demonstrate their understanding of core program evaluation concepts, interventions, issues, challenges and priorities; demonstrate their expertise in the objective assessment of program outcomes, achievements, impacts, and, shortcomings – and in the reporting of findings and conclusions to senior managers within an international organizational context. **Relevant courses:** PubH 328 Global Health Program Development and Implementation and PubH 327 Global Health Program Evaluation
- Demonstrate their understanding of the use and limitation of decision-making tools; synthesize key concepts in public health and apply that program design and evaluation and be able to synthesize interdisciplinary evaluation approaches to the analysis of domestic and global determinants of health and disease as well as interventions to improve health and other health impairing conditions. **Relevant courses:** PubH 328 Global Health Program Development and Implementation and PubH 327 Global Health Program Evaluation
- Demonstrate their understanding of a "result- oriented" approach to management that encompasses the main aspects of problem solving faced by health program managers. **Relevant courses:** PubH 328 Global Health Program Development and Implementation and PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management)
- Describe how health systems performance is affected by various approaches to: Health Care Organization; Health Workforce Development; and to Health Care Financing. **Relevant courses:** PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management)
- Identify the appropriate data collection technique for a given research project and apply the necessary sampling and survey design techniques and apply the appropriate quantitative and qualitative analysis to meet the objectives of the study. **Relevant courses:** PubH 341 Global Health Data Collection and PubH 342 Global Health Analysis

Required Core Courses				
		Credits	Semester Offered	Grade
PubH 201	Biological Concepts for Public Health	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer I	
PubH 208	Management Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
Total	Core Credits	16	Fall, Spring, Summer I	
Required Department Courses				
PubH 321	Global Health Frameworks	3	Fall	

PubH 332	Comparative Regional Determinants of Health	2	Spring	
PubH 335	Global Health Policy and Practice: Washington Seminar	2	Fall, Spring	
Total	Required Department Credits	7		
Required Concentration Courses				
PubH 328	GH Program Development and Implementation	2	Spring, Summer	
PubH 327	GH Program Evaluation	2	Summer	
PubH 326	GH Program Management	2	Fall	
	- <i>or</i> -			
HSML 246	Service Line and Project Management	2	Spring	
Total	Required Concentration Credits	6		
Elective Concentration courses				
Select 2 credits				
[Advisor approval via petition is required to substitute courses that are not on this list]				
HSML 203	Intro to Health Management	2	Fall	
HSML 207	Health Services Information Applications	2	Fall	
HSML 204	Quality and Performance Improvement	2	Spring	
PubH 337	Regional Case Studies in Global Health	2	Fall, Spring, Summer	
PubH 348	International Nutrition and Food Policy	2	Spring	
PubH 350*	Prevention and Control of Vector Borne Diseases	2	Fall	
PubH 349	Humanitarian Operations	2	Fall	
PubH 351	Global Mental Health	2	Spring	
PubH 353*	Prevention and Control of Water and Sanitation Diseases	1	Summer	
<i>PubH 209.xx</i>	<i>Other SPHHS Elective with Advisor's Approval</i>	2	Fall, Spring, Summer	
Total	Elective Concentration Credits	2		
Required Methods Courses				
PubH 340	Global Health Study Design and Ethics	2	Fall, Spring	
PubH 341	Global Health Data Collection	2	Spring, Summer	
PubH 342	Global Health Data Analysis	2	Spring, Summer	
Total	Required Methods Credits	6		
Total Electives	Any Graduate SPHHS Course	4		
Practicum and Culminating Experience				
PubH 214.14	Practicum	2	Fall, Spring, Summer	
PubH 215.14	Culminating Experience	2	Fall, Spring, Summer	
Total	Practicum and Culminating Experience	4		
Total	Degree Credits	45		

* Proposed. Pending assignment of permanent course number, may take as PubH 209 topics course.

Credit Distribution	
Core Courses	16
Required Department Courses	7
Required Concentration	6
Elective Concentration	2
Methods	6
Electives	4
Practicum & Culminating Experience	4
Total Credits	45

Global Health Management Concentration-Specific Competencies

Management Concentration students should be able to:

- Apply management theory in health services organizations (HSOs) in limited resource settings, including through: comprehending management activities, their historical and theoretical bases, and current problems and applications; understanding how the economics and the financing of health and medical care affect the behavior of patients, providers, and organizations in international settings; and identifying contemporary administrative and clinical ethics issues present in HSOs that can be resolved through the application of ethical reasoning. **Relevant courses:** PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management) and HSML 203 Introduction to Health Management
- Comprehend the relationship between the budget process and the management of resources within the health care organization, applying that understanding to: the development of a facilities budget; the evaluation of an organization's financial viability using industry performance measures; and recommendations of the use of different third party reimbursement methods in different circumstances and settings. **Relevant courses:** PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management) and HSML 203 Introduction to Health Management
- Apply in a limited resource health care setting: the basics of quality and performance improvement; a basic parliamentary procedure; and the problem solving method to written and oral case analyses. **Relevant courses:** PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management)
- Make oral presentations, interacting effectively in a group setting and to identify management and leadership lessons learned in case studies. **Relevant courses:** PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management)
- Understand health resource management and the funds administration process for health services organizations including conducting financial analysis and developing budgets and financial reports. (HSML 209 and HSML 210)
- Apply management science theory and techniques to service lines, programs, and projects; apply project management concepts and tools; plan and evaluate program and project effectiveness; apply the Logical Framework to development projects; and develop Gantt Charts that integrate Diffusion Theory into health and development project timelines. **Relevant courses:** PubH 326 Global Health Program Management (or HSML 246 Service Line and Project Management)
- Understand the role information technology performs in managing health care services; identify priority e-health applications that contribute to the quality of health care delivery; be knowledgeable of the current policies and programs leading in the development of the nationwide electronic health information network; and apply decision-making and strategic thinking for planning and developing EHRs for an acute care hospital environment. **Relevant courses:** HSML 207 Health Services Information Applications.

Required Core Courses				
		Credits	Semester Offered	Grade
PubH 201	Biological Concepts for Public Health	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer I	
PubH 208	Management Approaches to Public Health	2	Fall, Spring, Summer 10 wk	

Total	Core Credits	16	Fall, Spring, Summer I	
Required Department Courses				
PubH 321	Global Health Frameworks	3	Fall	
PubH 332	Comparative Regional Determinants of Health	2	Spring	
PubH 335	Global Health Policy and Practice: Washington Seminar	2	Fall, Spring	
Total	Required Department Credits	7		
Required Concentration Courses				
HSML 203	Intro to Health Management	2	Fall	
PubH 326	GH Program Management	2	Fall	
	- <i>or</i> -			
HSML 246	Service Line and Project Management	2	Spring	
HSML 207	Health Services Information Applications	2	Fall	
Total	Required Concentration Credits	6		
Elective Concentration courses				
Select 2 credits				
[Advisor approval via petition is required to substitute courses that are not on this list]				
HSML 204	Quality and Performance Improvement	2	Spring	
PubH 328	Global Health Program Development and Implementation	2	Spring, Summer	
PubH 336	International Health Organizations	2	Fall	
PubH 337	Regional Case Studies in Global Health	2	Fall, Spring, Summer	
PubH 346	Global Health Economics and Finance	2	Spring	
PubH 347	Global Health Regulation, Trade and Human Rights	2	Spring	
PubH 209.xx	<i>Other SPHHS Elective with Advisor's Approval</i>	2	Fall, Spring, Summer	
Total	Elective Concentration Credits	2		
Required Methods Courses				
PubH 340	GH Study Design and Ethics	2	Fall, Spring	
HSML 209	Health Services Finance	2	Fall	
HSML 210	Health Services Financial Applications	2	Spring	
Total	Required Methods Credits	6		
Total Electives	Any Graduate SPHHS Course	4		
Practicum and Culminating Experience				
PubH 214.14	Practicum	2	Fall, Spring, Summer	
PubH 215.14	Culminating Experience	2	Fall, Spring, Summer	
Total	Practicum and Culminating Experience	4		
Total	Degree Credits	45		

Credit Distribution	
Core Courses	16
Required Department Courses	7
Required Concentration	6
Elective Concentration	2
Methods	6
Electives	4
Practicum & Culminating Experience	4

Total Credits	45
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Global Health Policy Concentration-Specific Competencies

Health Policy Concentration students should be able to:

- Develop concise written and oral policy analyses for different audiences; identify the key areas of organizational reform and strengthening required to protect and advance global health; be able to critically analyze major multi-institutional and multi-sectoral initiatives in global health and make specific political, organizational and financial recommendations on how they might be strengthened. **Relevant courses:** PubH 336 International Health Organizations, PubH 333 Global Health Policy and Analysis and PubH 334 Global Health Policy Applications and PubH 338 Advanced Global Health Policy Methods (or PubH 341 and PubH 342, or PubH 283 and PubH 285 and PubH 287)
- Apply relevant qualitative and quantitative tools and concepts to develop policy analyses for different audiences and topics. PubH 333 Global Health Policy and Analysis and PubH 334 Global Health Policy Applications and PubH 338 Advanced Global Health Policy Methods (or PubH 341 and PubH 342, or PubH 283 and PubH 285 and PubH 287)
- Describe how health systems performance is affected by various approaches to: Health Care Organization; Health Workforce Development; and to Health Care Financing. **Relevant courses:** PubH 322 Comparative Health Systems
- Describe the fundamental concepts related to the theory of the consumer and production decisions by individuals and institutions; analyze the economic challenges faced by low and middle-income countries regarding health and health care and use economic analysis and statistical tools for evaluating problems faced by individuals in developing countries in health-related decision making. **Relevant courses:** PubH 346 Global Health Economics and Finance
- Apply selected theories and principles of selected topics in regulatory policy, trade law and human rights conventions to the identification, classification and elaboration of current and emerging global health threats and opportunities that can be addressed through the international health governance and legal machinery. **Relevant courses:** PubH 347 Global Health Regulation, Trade, and Human Rights
- Understand and critically assess the historical and ongoing development of the International Health Regulations, including the existing mechanisms and limitations in applying them through governmental, international and non-state organizations to address a major epidemic or other health emergency. **Relevant courses:** PubH 347 Global Health Regulation, Trade, and Human Rights
- Critically analyze the near- and long-term consequences of Intellectual Property Rights (IPR) on global health, differentiating determinants that can be effectively addressed through national and international policies. **Relevant courses:** PubH 347 Global Health Regulation, Trade, and Human Rights
- Critically assess the relationship between the protection, promotion and progressive realization of human rights and global health outcomes, including how they relate to complex humanitarian emergencies. **Relevant courses:** PubH 347 Global Health Regulation, Trade, and Human Rights

Required Core Courses				
		Credits	Semester Offered	Grade
PubH 201	Biological Concepts for Public Health	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer I	

PubH 208	Management Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
Total	Core Credits	16		
Required Department Courses				
PubH 321	Global Health Frameworks	3	Fall	
PubH 332	Comparative Regional Determinants of Health	2	Spring	
PubH 335	Global Health Policy and Practice: Washington Seminar	2	Fall, Spring	
Total	Required Department Credits	7		
Required Concentration Courses				
PubH 336	International Health Organizations	2	Fall	
PubH 322	Comparative Health Systems	2	Fall	
PubH 347	GH Regulation, Trade, and Human Rights	2	Spring	
PubH 293	Public Health and Law – <i>or by Petition</i> –	3	Spring	
PubH 292	Health Services and Law	3	Fall, Spring, Summer	
PubH 346	GH Economics and Finance – <i>or by Petition</i> –	2	Spring	
PubH 294	Health Economics and Financing	3	Fall, Spring	
PubH 338	Advanced Global Health Policy Methods	1	Fall	
Total	Required Concentration Credits	9		
Required Methods Courses				
PubH 340	GH Study Design and Ethics	2	Fall, Spring	
PubH 341	Global Health Data Collection	2	Spring, Summer	
PubH 342	Global Health Data Analysis	2	Spring, Summer	
-or-				
PubH 340	GH Study Design and Ethics	2	Fall, Spring	
PubH 333	Global Health Policy and Analysis	2	Spring	
PubH 334	Global Health Policy Applications	2	Spring	
– or by Petition –				
PubH 283	Statistical Analysis in Health Policy	2	Fall, Spring, Summer	
PubH 285	Introduction to Health Policy Analysis	2	Fall, Spring, Summer	
PubH 287	Applications of Health Policy Analysis	2	Fall, Spring, Summer	
Total	Required Methods Credits	6		
Total Electives	Any Graduate SPHHS Course	3		
Practicum and Culminating Experience				
PubH 214.14	Practicum	2	Fall, Spring, Summer	
PubH 215.14	Culminating Experience	2	Fall, Spring, Summer	
Total	Practicum and Culminating Experience	4		
Total	Degree Credits	45		

Credit Distribution	
Core Courses	16
Required Department Courses	7
Required Concentration	9
Methods	6
Electives	3
Practicum & Culminating Experience	4

Total Credits	45
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The Global Health Strategies Concentration is intended for students who need to design a concentration with a distinct focus. Students may be interested in the Global Health Strategies concentration because they have extensive professional experience in global public health and/or their anticipated career path requires a specialized type of global public health training.

Requirements

Students may not be admitted directly into the Global Health Strategies Concentration. Students may apply to the Global Health Strategies Concentration after they have completed PubH 321 (usually after their first semester). Successful applicants are expected to have earned a minimum of A- in PubH 321. Application to the Global Health Strategies Concentration will require a proposal identifying the 8 advanced concentration credits courses the student will complete. The proposal should also explain in detail how the proposed concentration courses will help the student to meet his or her career goals. All students who are admitted to the Global Health Strategies Concentration will complete either PubH 328 GH Program Design and Implementation **or** PubH 346 Global Health Economics and Finance plus six additional advanced concentration credits. Once the proposal has been approved by the Department of Global Health, the student will need to submit a petition to the Office of Student Records indicating the approved concentration courses.

Global Health Strategies Concentration-Specific Competencies

Strategies Concentration students should be able to:

- Identify the appropriate data collection technique for a given research project and apply the necessary sampling and survey design techniques and apply the appropriate quantitative and qualitative analysis to meet the objectives of the study.
Relevant courses: PubH 341 Global Health Data Collection and PubH 342 Global Health Analysis

In addition depending on the chosen electives, students will also meet the following competencies:

- Analyze a nation for its major health problems, relate a tactical program plan to overall health problem reduction, construct a detailed tactical plan and budget, prepare a detailed program plan, and present and defend these analyses. **Relevant courses:** PubH 328 Global Health Program Development and Implementation
- Identify issues, challenges, and priorities regarding intervention program design and characterize program outcomes, achievements, impacts, and, shortcomings in reporting findings and conclusions to senior managers within an international organizational context. **Relevant courses:** PubH 328 Global Health Program Development and Implementation

OR

- Describe the fundamental concepts related to the theory of the consumer and production decisions by individuals and institutions; analyze the economic challenges faced by low and middle-income countries regarding health and health care and use economic analysis and statistical tools for evaluating problems faced by individuals in developing countries in health-related decision making. **Relevant courses:** PubH 346 Global Health Economics and Finance

Required Core Courses				
		Credits	Semester Offered	Grade
PubH 201	Biological Concepts for Public Health	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer I	
PubH 208	Management Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
Total	Core Credits	16		
Required Department Courses				
PubH 321	Global Health Frameworks	3	Fall	
PubH 332	Comparative Regional Determinants of Health	2	Spring	
PubH 335	Global Health Policy and Practice: Washington Seminar	2	Fall, Spring	
Total	Required Department Credits	7		
Required Concentration Courses				
PubH 328 <i>or</i> PubH 346	GH Program Design & Implementation <i>or</i> Global Health Economics and Finance	2 2	Spring, Summer Spring	
Total	Required Concentration Credits	2		
Elective Concentration courses				
Select 6 credits				
[Advisor approval via petition is required to choose all elective concentration courses. A minimum of 2 credits should be from the Global Health Department]				
Total	Elective Concentration Credits	6		
Required Methods Courses				
PubH 340	Global Health Study Design and Ethics	2	Fall, Spring	
PubH 341	Global Health Data Collection	2	Spring, Summer	
PubH 342	Global Health Data Analysis	2	Spring, Summer	
Total	Required Methods Credits	6		
Total Electives	Any Graduate SPHHS Course	4		
Practicum and Culminating Experience				
PubH 214.14	Practicum	2	Fall, Spring, Summer	
PubH 215.14	Culminating Experience	2	Fall, Spring, Summer	
Total	Practicum and Culminating Experience	4		
Total	Degree Credits	45		

Credit Distribution	
Core Courses	16
Required Department Courses	7
Required Concentration	2
Elective Concentration	6
Methods	6
Electives	4

Practicum & Culminating Experience	4
Total Credits	45

School of Public Health and Health Services
Master of Public Health and Graduate Certificate Program Option

Global Health
2010-2011

Note: All curriculum revisions will be updated immediately on the website <http://www.gwumc.edu>

**Graduation Requirements
MPH**

Graduate Credit Requirement. 45 graduate credits are required.
Course Requirements. Successful completion of the Core Courses and the Program-Specific Courses are required.
Grade Point Requirement. A 3.0 (B average) overall grade point average is required.
Time Limit Requirement. The degree must be completed within four years.
Transfer Credit Policy. Up to 12 graduate credits that have not been applied to a previous graduate degree may be transferred to the MPH. Up to 18 credits may be transferred to the MPH from the SPHHS Graduate Certificate. Credits must have been earned from an accredited institution in the last 3 years with a grade point of 3.0 or better.

**Graduation Requirements
Graduate Certificate**

Graduate Credit Requirement. 18 graduate credits are required.
Graduate Credit Requirement for students enrolled concurrently in a SPHHS Degree Program. 12 credits are required.
 The Program Director/Advisor must pre-approve all course selections and course sequencing by developing a “program of study” prior to the student’s initial registration. Graduate Certificate students meet with their advisor each semester before registration. All changes in this program of study must be pre-approved by the Program Director/Advisor.
Course Requirements. Since most graduate certificate students are currently enrolled in an MPH program or have previously earned a graduate degree, most course credits will be selected from the program-specific course list. Under no circumstances may a certificate student enroll in fewer than 9 credits of program-specific courses.
Grade Point Requirement. A 3.0 (B average) overall grade point average or better is required.
Time Limit Requirement. The certificate must be completed within two years.
Transfer Credit Policy. The Program Director/Advisor may approve up to 4 graduate credits that have not been applied to a previous graduate degree to be transferred to the graduate certificate. (Exceptions: SPHHS master’s students and alumni may transfer up to 6 credits from master’s degree to the Graduate Certificate.) The course(s) must be relevant to the graduate certificate. Credits must have been earned from an accredited institution in the last 3 years with a grade point of 3.0 or better.

Course Descriptions

**SPHHS Required Core Courses
(16 Credits)**

PubH	201	Biological Concepts for Public Health	2	Provides an overview of current knowledge about biological mechanisms of major diseases causing death and disability in the US and globally; understanding and interpreting the reciprocal relationships of genetic, environmental, and behavioral determinants of health and disease in an ecologic context; analyzing, discussing, and communicating biologic principles of disease from a public health perspective. Fall, Spring, Summer 1
PubH	202	Biostatistical Applications for Public Health	3	Application of biostatistical principles to critical analysis of retrospective studies, prospective studies, and controlled clinical trials, as well as studies in the health services literature. Selection, basic calculations, and interpretation of

				statistical methods for detection of significant associations and differences. Fall, Spring, Summer 10 weeks
PubH	203	Principles and Practice of Epidemiology	3	General principles, methods, and applications of epidemiology. Outbreak investigations, measures of disease frequency, standardization of disease rates, study design, measures of association, hypothesis testing, bias, effect modification, causal inference, disease screening, and surveillance. Case studies apply these concepts to a variety of infectious, acute, and chronic health conditions affecting the population. Fall, Spring, Summer 10 weeks
PubH	204	Environmental and Occupational Health in a Sustainable World	2	Examines the connection between population health and exposures to chemical, physical, and biological agents in the environment. Through the use of problem-solving frameworks, students will become familiar with data sources, methodologies and policy approaches being used to address the public health impacts of environmental and occupational health hazards, including the consequences of climate change, natural resource degradation, and industrial chemicals. The course will integrate key concepts of environmental health with principles of sustainability to illustrate how public policies and practices on the local, national and global level affect population health. Summer 1, Fall, Spring
PubH	205	Policy Approaches to Public Health	2	Introductory multidisciplinary course focusing on the interplay of all aspects of global public health on health policy problems. Students will learn how health policy is made, how health care and public health services are delivered, and how to define and analyze key health policy problems drawing on the perspectives and skills of the public health disciplines. Fall, Spring, Summer 10 weeks
PubH	207	Social and Behavioral Approaches to Public Health	2	Emphasizes social and behavioral science theories, models, and concepts that can be applied to public health problems and interventions. This course will describe the role of social and community factors, including race/ethnicity and culture, in both the onset and solution of public health problems and describe the inter-relationship between the social and behavioral science. Fall, Spring, Summer 1
PubH	208	Management Approaches to Public Health	2	An advanced multidisciplinary course examining global public health and health delivery issues through the use of a case study approach. Prerequisites: PubH 201, 202, 203, 204, 205, and 207. Fall, Spring, Summer 10 weeks
Global Health Program-Specific Courses				
PubH	321	Global Health Frameworks	3	Provides a foundation of the various frameworks and techniques used to study global health. The frameworks examined will include epidemiology, anthropology, economics, human rights, and ethics among others. The perspectives studied will provide an introduction and understanding of how global health issues are framed, structured and presented. Fall
PubH	322	Comparative Health Systems	2	Examines what national health systems are, how they differ, and how they are performing. Health systems will be analyzed through four different lenses: Health Care Organization; Health Workforce Development; Health Care Financing and Health Policy Development. The course compares health systems and health reforms in seven regions of the world and draws lessons on how health system performance might be improved. Prerequisite: PubH 321, PubH 346; Co-requisite PubH 332. Fall
PubH	323	Scientific Basis of Global Health Interventions	2	Introduces students to the scientific basis of global health interventions and how they address proximal and underlying determinants of health. Successful students will obtain a strong technical grounding in the determinants, biology and pathogenesis of specific diseases, for which affordable tools for prevention, control, and case management exist and are in use in public health practice. Fall
PubH	324	Global Health Communication	2	Introduces the field of health and population communication. Students will learn its key concepts, theories, research and applications. Issues covered will include: definition of key concepts; understanding the feedback model of health communication; the goals of health communication research, and uses of health communication through multi-sector initiatives. Prerequisites: PubH 207, PubH 321, PubH 329 Summer
PubH	325	Global Health Social Marketing	2	Examines social marketing theory with specific emphasis on public health, including social marketing campaign design, best practices for implementation, and evaluation methodology. It will cover applied techniques for domestic and international markets. It is an introduction to the importance of public/private partnerships in development and to stakeholders in social marketing organizations. Prerequisite: PubH 207, PubH 321 Fall

PubH	326	Global Health Program Management	2	Management concepts and techniques related to the implementation of health and development programs and projects. Theories of management: planning, monitoring, and budgeting; the role of the manager; management of human and other resources, communication and leadership; motivation, quality control, teamwork, organizational culture and ethics. Prerequisite: PubH 321 and if DME Concentration, PubH 328. Fall
PubH	327	Global Health Program Evaluation	2	Students will gain skills in the fundamentals of program evaluation and monitoring methods. Students will also understand the evaluation aspects of major international health programs such as the President's Emergency Plan for AIDS Relief and the President's Malaria Initiative. Country-specific case studies will be used as synthesizing tools to review major concepts and assess student knowledge of key concepts. Prerequisites: PubH 321, PubH 328 Summer
PubH	328	Global Health Program Development and Implementation	2	Basic concepts and principles of program development and implementation including data collection methods, decision making, and problem-solving techniques. Application of program development techniques to specific interventions. Prerequisite: PubH 321, Corequisite: PubH 203. Spring, Summer
PubH	329	Theories and Applications for Global Health Promotion	2	Use of communication theory and methods in health promotion. Integration of multidisciplinary approaches to public health communication. Prerequisite: PubH 207, PubH 321. Spring
PubH	332	Comparative Regional Determinants of Health	2	Examines the set of social, cultural and economic issues most central to shaping health in each of the world's main regions. Prerequisite: PubH 321. Spring
PubH	333	Global Health Policy and Analysis	2	Introduces policy and analytical issues that have implications for the health of populations worldwide. This course will introduce students to various concepts, paradigms, practices and programs that have global health policy implications. Major areas of focus will include: the role of regional and international health organizations in developing and implementing global health policies and conducting policy analyses; and the critical role of rich and poor nations in global health policy and analysis. Prerequisites: PubH 205, PubH 321, PubH 340. Spring
PubH	334	Global Health Policy Applications	2	This course builds on the Global Health Policy and Analysis course as well as the Global Health Study Design and Ethics course. This course introduces students to the critical elements required to do policy analysis regarding global health issues. In order to conduct these analysis students will be taught quantitative data analysis skills using Excel and STATA. Prerequisites: PubH 202, PubH 203, PubH 205, PubH 333, PubH 321, PubH 340. Spring
PubH	335	Global Health Policy and Practice: Washington Seminar	2	This seminar course will provide an overview of global health policy and practice institutional resources in Washington DC. The course is designed to gain an understanding of how global health issues are framed, presented and biased in a multi-institutional setting. This is a collaborative learning exercise where simple web based tools will be used to develop a virtual classroom of the current global health policy and practice dialogue among Washington DC based governmental, multilateral, NGO, private sector and policy institutes. Fall, Spring
PubH	336	International Health Organizations	2	Provides an in-depth study of the historical development, structure and function of the institutions and initiatives constituting the 'international health system. Prerequisite: PubH 321 Fall
PubH	337	Regional Case Studies in Global Health	2	Examination and analysis of the patterns and determinants of health in a specific region. Prerequisites: PubH 321 and PubH 332, Fall, Spring, Summer
PubH	337	Case Studies in Global Health – Africa	.10	Examination and analysis of the patterns and determinants of health in a specific region Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337	Case Studies in Global Health – Asia	.20	Examination and analysis of the patterns and determinants of health in a specific region Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337	Case Studies in Global Health – Eastern Europe and the Former Soviet Union	.30	Examination and analysis of the patterns and determinants of health in a specific region Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337	Case Studies in Global Health – The Muslim World	.40	Examination and analysis of the patterns and determinants of health in a specific region Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337	Case Studies in Global Health –		Examination and analysis of the patterns and determinants of health in a specific region

	.50	Latin America & the Caribbean		Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337 .60	Case Studies in Global Health – Western Europe	2	Examination and analysis of the patterns and determinants of health in a specific region. Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337 .70	Case Studies in Global Health – North America	2	Examination and analysis of the patterns and determinants of health in a specific region. Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	337 .80	Case Studies in Global Health – Australia, New Zealand and the Pacific	2	Examination and analysis of the patterns and determinants of health in a specific region. Prerequisites: PubH 321 and PubH 332. Offered in response to student request
PubH	338	Advanced Global Health Policy Methods	1	This course will introduce students to policy and analytical issues that have implications for the health of populations worldwide. This course will introduce students to various concepts, paradigms, practices and programs that have global health policy implications. Major areas of focus will include: the role of regional and international health organizations in developing and implementing global health policies and conducting policy analyses; and the critical role of rich and poor nations in global health policy and analysis. Prerequisites: PubH 202, 203, 205, 321, 340, 341, 342 Fall
PubH	340	Global Health Study Design and Ethics	2	A foundation in the methodologies required to plan, implement and assess global health programming. Students will obtain a comprehensive understanding of complementary quantitative and qualitative research approaches. Skills include: understanding the relationships between hypotheses and study purpose, considering the ethics of research projects, effectively choosing a research design to achieve your purpose, becoming familiar with the general principles of qualitative investigation, and achieving productive dissemination of findings. Fall, Spring
PubH	341	Global Health Data Collection	2	Provides further depth into understanding data collection in a global health setting. Methodologies studied include survey design, interviewing, and participant observation. Archival research and clinical trial research will also be discussed. Prerequisites: PubH 202, PubH 340 Spring, Summer
PubH	342	Global Health Data Analysis	2	Continues the series of Global Health Methods courses. The course examines the fundamental concepts of empirical analysis and qualitative analysis. Topics covered include open and axial coding, the basis of "Grounded Theory", and regression analysis. Prerequisites: PubH 202, PubH 203, PubH 340 Spring, Summer
PubH	343*	Advanced Quantitative Global Health Methods	2	This course will allow students to further develop quantitative research skills through advanced application using data relevant to global health topics. Students will combine quantitative analysis with study design, literature reviews, and results reporting. Prerequisites: PubH 321, 340, 341, 342 Fall, Spring * Proposed. Pending assignment of permanent course number, may be taken as PubH 209 topics course.
PubH	346	Global Health Economics and Finance	2	Fundamentals of macro- and microeconomics and financial analysis in international health including degree of centralization, public-private sector roles, and roles of international donor agencies. Prerequisites: PubH 321 Spring
PubH	347	Global Health Regulation, Trade and Human Rights	2	Explores the impacts of regulations, trade and human rights on health by examining the relevant international declarations, agreements and conventions. During the course we will examine a variety of topics including the impact of international trade agreements on health, the International Health Regulations and other regulations affecting global health, and the relationship between health and human rights. Prerequisite: PubH 321 Spring
PubH	348	International Nutrition and Food Policy	2	Examines the major food and nutrition problems internationally, and the policies and programs aimed at addressing food insecurity, under- and over- nutrition, and micronutrient deficiencies. Through a combination of lectures (some delivered by invited experts), discussion sessions, seminal literature, and policy/program critique, the course strives to provide the background knowledge, state of the art strategies, and analytical tools necessary for future work in international nutrition. Prerequisite: PubH 321 Spring
PubH	349	Humanitarian Operations	2	Analyzes, through a variety of modules, including security institutions, vulnerable groups, humanitarian operations and natural disasters and global security, the impact of global health threats such as HIV/AIDS, SARS, avian flu, tuberculosis and malaria on security institutions, vulnerable populations, civil/military cooperation, and humanitarian operations. The course will also explore the potential value of these institutions in mitigating global health threats and

				responding to humanitarian emergencies. The course will examine a range of scientific, policy, and program interventions designed to address these issues. Prerequisite: PubH 321 Fall
PubH	350*	Prevention and Control of Vector Borne Diseases	2	Vector borne diseases involve a vector (carrier) that transmits a pathogen to a human host. This course introduces students to insects and other vectors that are responsible for transmission of diseases such as West Nile Virus, malaria, dengue fever, and elephantiasis. Students will learn how to recognize various disease vectors, how they transmit diseases, the diseases transmitted and methods for effective management and control. Prerequisite: PubH 321 Fall * Proposed. Pending assignment of permanent course number, may be taken as PubH 209 topics course.
PubH	351	Global Mental Health	2	This introductory global mental health course is aimed at graduate (MPH) students interested in acquiring global mental health knowledge and public health policy implementation skills regarding the integration of mental health, public health, and primary care in diverse health systems and challenging cultural contexts. Prerequisite: PubH 321 Spring
PubH	353*	Prevention and Control of Water and Sanitation Diseases	1	Water and sanitation-related diseases kill millions of people each year in developing countries, and about 60% of all infant mortality has been linked to infectious and parasitic diseases. Providing clean supplies of water and ensuring proper sanitation facilities would save millions of lives by reducing the prevalence of water-related diseases. This course will focus on various diseases, especially cholera and other diarrheal diseases, and those caused by intestinal worms. Problems, innovative tools and solutions for improving water supply and sanitation in developing countries will also be discussed. Prerequisite: none; Summer * Proposed. Pending assignment of permanent course number, may be taken as PubH 209 topics course.
PubH	352*	Global Health Advocacy and Activism	2	Reviews current directions of global health advocacy in donor and implementing countries and challenges participants to create effective advocacy strategies for the future. Students will learn about state-of-the-art advocacy tactics including policy analysis, agenda setting, public mobilization/direct action, grassroots and grassroots tactics, advocacy partnerships, media and communications, celebrity activism, and advocacy impact planning. Students will complete a group paper that will impart them with the skills and experience necessary to incorporate advocacy and activism into their professional public health practice. Prerequisite: PubH 321 Spring * Proposed. Pending assignment of permanent course number, may be taken as PubH 209 topics course.
HSML	203	Introduction to Health Management	2	Introduction to management topics essential for those seeking to serve in mid-level and senior positions at organizations providing and/or assessing health and public health services. The course strives to embed these theories in the context of the case. Fall
HSML	204	Quality and Performance Improvement	2	Theory of quality and performance improvement in health services organizations and systems. Emphasis on the Deming method of continuous quality improvement (CQI); Six Sigma; International Organization for Standardization (ISO) standards; Baldrige criteria; accreditation programs. Prerequisites: HSML 203 Spring
HSML	207	Health Services Information Applications	2	Organization and management of information technology in modern healthcare organizations with an emphasis on the acute care hospital. Use of information technology in hospital clinical, support, and administrative departments. Fall
HSML	209	Health Services Finance	2	Introduction to health resource management and funds administration for health services organizations. Budgets, financial statements, and reports. Financial analysis. Management of plant and equipment. Regulation and containment of costs. Safeguarding assets. Prerequisite: 2-3 semester hours of introductory accounting. Fall
HSML	210	Health Services Financial Applications	2	Application of health finance theory to health services organizations and systems. Budgeting process, understanding profit and loss, managing resources including accounts receivable, labor and supplies. The budget as a tool for analyzing operational changes. Spring
HSML	246	Service Line and Project Management	2	Theory and application of management science techniques to manage and improve effectiveness of service lines, programs, and projects in health services. Business case development, planning, project management tools, and program evaluation. Prerequisite: HSML 204 Spring
PubH	214. 14	Practicum	2	This course provides the opportunity for MPH students to apply the knowledge and skills acquired through their programs of study. A planned, supervised and evaluated practice experience that is relevant to the student's program is an essential component of a public health professional degree program. These opportunities can take place in a variety of agencies or organizations. Each program customizes Practicum requirements to meet students' needs.

				(Credit/No Credit) Summer, Fall, Spring
PubH	215. 14	Culminating Experience	2	A culminating experience is one that requires a student to synthesize and integrate knowledge acquired in coursework and other learning experiences and to apply theory and principles in a situation that approximates some aspect of professional practice. It is through this course that faculty evaluates the extent to which the student has mastered the body of knowledge and can demonstrate proficiency in the required competencies. Each program customizes Culminating Experience requirements to meet students' needs. Summer, Fall, Spring