Handbook for Doctoral Students in Health Policy and Management

PhD Handbook Last Updated December 2013

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I. Introduction & Purpose of Handbook

This handbook describes the PhD program in the Department of Health Policy and Management, Fielding School of Public Health (FSPH) at University of California, Los Angeles. It provides specific departmental, as well as University-wide policies, procedures, requirements, and expectations. While students will receive pertinent information related to their doctoral studies within this document, students are also responsible for knowing and accessing additional critical information contained on the Graduate Division’s website: www.gdnet.ucla.edu. Many of the specific links are contained in this document. Students are also to discuss questions or concerns with the Student Affairs Officer and the PhD/MS Program Director.

Student Affairs Officer: Anna Lim (apark@ph.ucla.edu)
PhD/MS Program Director: Ninez Ponce, PhD (nponce@ucla.edu)

The doctoral program consists of about four-five years of rigorous academic studies and self-development under faculty guidance. This includes classroom instruction, non-credit seminars, independent study, research projects, academic apprenticeships, and interaction with faculty, fellow students, and other professionals within and outside the UCLA campus. Because each student has unique and specific interests, doctoral training is individualized to the needs and interests of the particular student. The responsibility of translating program requirements into an individualized program is planned in consultation with the student and faculty, including the student’s faculty academic advisor, cognate advisor, guidance committee, and doctoral committee.

A. Overview of the Program

The doctoral program in Health Policy and Management trains students to assume the highest level of professional responsibilities. The PhD is an academic research degree emphasizing the in-depth expertise necessary for an academic, research, or management career. It emphasizes the integration of theory and research in a focused substantive area (cognate). This content area is developed by each student in consultation with his or her academic and cognate advisors. Overall, the PhD provides the skills and knowledge necessary for:

- Direct application of information, research, and technology to health problems
- Promoting public and policy-maker awareness of health problems, devising and advocating public policies to address those problems, and monitoring the implementation of policies
- Community organizing and community development to address health problems
- The design, implementation, and evaluation of community-based public health interventions
• Teaching and research at research and other academic institutions
• Research in government and independent agencies and research centers
• Overseeing research and demonstration grants in private foundations and government

The doctoral program encompasses the following major elements and stages:

• Course work in the major and cognate fields
• Written qualifying examination
• Proposal for the dissertation
• Oral qualifying examination on the proposal for the dissertation (advancement to candidacy)
• Dissertation
• Final oral defense of the dissertation

II. Admissions Requirements

All application materials for the School’s graduate programs are available online for electronic submission at www.gdnet.ucla.edu and at www.sophas.org. Students are admitted to the doctoral programs in the Fall Quarter only. For clarifications and questions please contact the department Student Affairs Officer (SAO).

In addition to the University minimum requirements, the Department of Health Policy and Management requires:

• SOPHAS Application (www.sophas.org)
• UCLA Application for Graduate Admission (https://grad.ucla.edu/gasaa/admissions/applicat.htm)
• A master’s degree in public health or other appropriate graduate degree in a related field with a grade-point average of at least 3.5 for graduate studies is recommended
• Satisfactory performance on the Graduate Record Exam (GRE) taken within the last five years. The department does not have a minimum combined score requirement for the GRE. The average GRE scores are approximately 75th percentile in all three sections.
• A satisfactory score on the Test of English as a Foreign Language (TOEFL) taken within the last three years, for students whose undergraduate degree is from an institution whose primary language of instruction is not English and/or is international is required in some cases. The following scores are the required minimum: 560 paper exam; 220 computer based exam; and 87 on internet based exam; though, the department looks for scores above 100.
• Clear statement of purpose that outlines goals and career objectives as they relate to the focus of the doctoral program. This statement should include all of the following elements:
  o Description of research experience
o Discussion of current substantive interests in health policy or healthcare management
o Brief description of a potential research project that might serve as a dissertation
o Statement of career goals
o Justification for seeking doctoral training specifically in Health Policy and Management
o Overall sense of who the applicant is as an individual

• Three letters of recommendation (at least two of the three should be from professors; one may be from an employer) that address past performance and potential as a doctoral student in public health and, when possible, describing potential for doctoral work in health policy or healthcare management
• An example of published or other written work, such as a master’s thesis, journal article, or research paper

Although not required for admission, work experience in the field is viewed favorably when competing applications are judged as it may partially compensate for any application deficiencies, such as prior academic achievement, examination scores, etc. Students do not need to identify a faculty mentor in order to apply for the program, though we encourage applicants to research faculty interests and reach out to them prior to applying.

III. Coursework

A. Academic Advising

An academic advisor is assigned to each new student by the Department Chair upon the recommendation of the admissions committee and is generally chosen on the basis of shared interests and experiences. Students are, of course, able to change advisors by petition as their interests and pursuits develop over the course of the program. The faculty academic advisor assists the student in developing his or her particular career interests and advises the student on the selection and sequence of their academic coursework; preparation for the written qualifying examinations; teaching; research assistantships; and other employment opportunities. A student’s faculty academic advisor may, but will not necessarily, become chair of the dissertation committee, depending on the compatibility of research interest(s) of the student. In general, most students do not have the same faculty member as an academic advisor and dissertation committee chair. To change faculty advisors if, for example, the student changes their research focus, they must file a Blue Petition (obtained from Central Student Affairs in A1-269 CHS), which requires signatures from both the current and new advisors, approving the change.

Please see Appendix 1 for information on mentoring.
B. Guidance Committee

The guidance committee consists of the student’s academic advisor, the cognate advisor, and the MS/PhD Program Director. The guidance committee supervises the student’s academic course work in preparation for the written comprehensive exam and the dissertation stages. The committee also signs off on the Form 1 – Petition for Establishment of Three Member Guidance Committee & Study in Major and Cognate Fields for the PhD Degree in Health Policy and Management – available from the HPM student affairs officer (SAO), indicating the student is prepared to complete the written comprehensive exam.

C. Required Coursework for Program (PhD)

Students must have a minimum of 17 courses (72 units). All students are required to specialize in a particular area of study, a cognate, which requires additional coursework. Of these, 11-13 courses (48-56 units) are required, 4 or more courses (16+ units) are electives, and remaining units may be fulfilled with additional electives or from the cognate coursework. Courses that apply toward the degree MUST be taken for a letter grade.

Students are expected to take a full course load (12-16 units) each quarter during their first two years in order to make adequate progress towards their degree. However, they must be enrolled in a minimum of 8 units every quarter to retain full-time status, unless they are funded by a Graduate Division fellowship or working as a Teaching Assistant, Special Reader, or Graduate Student Researchers, in which case they must be enrolled in 12 units. These units may be required/elective courses and/or individual study courses.

Per the Registrar: Graduate courses numbered 200-299 are generally open only to graduate students who have completed basic undergraduate courses in the subject. Courses and seminars in the 200 series can fulfill the minimum graduate course requirement for any advanced degree. Graduate courses numbered 300-399 are highly specialized teacher-training courses that are not applicable toward University minimum requirements for graduate degrees. Graduate courses numbered 400-499 are generally designed for professional programs leading to graduate degrees other than the MA, MS, and PhD (however, a maximum of two 400-level courses can be counted towards the HPM doctoral degree electives). Individual study and research courses (numbered 500-599) are reserved for advanced study and are not open to undergraduate students. Courses are numbered as follows: 595/596, directed individual study or research; 597, preparation for written and oral doctoral qualifying examinations; and 599, doctoral dissertation research and preparation. Use these courses to register for
as many units as needed to maintain the minimum required units. Courses
numbered 501 are not individual study and research but are cooperative
programs held in conjunction with USC. Confer with the instructor whom you
register under regarding deliverables for each of these courses.

REQUIRED COURSES (12-13 courses/50-54 units)

- HPM 200A Health Systems Organization and Financing, I (4 Units)
- HPM 200B Health Systems Organization and Financing, II (4 Units)
- HPM 225A Health Policy and Management Research Design, (6 Units)
- HPM 225B Health Policy and Management Research Design, (6 Units)
- HPM 423 Practices of Evaluation in Health Policy and Management (4 Units)
- Biostatistics 201A (4 Units)
- Biostatistics 201B (4 Units)
- HPM 237C Issues in Health Policy and Management Methodologies (6 Units)
- HPM 226A Readings in Health Service Research (2 Units)
- HPM 226B Readings in Health Service Research (2 Units)
- One (or more) additional statistics course (200-level or above) ONLY this
additional statistics course may be taken on a Pass/No Pass basis. All
other courses MUST be graded.
- HPM 227B in the winter quarter. To take this required course for credit,
students must present their research (dissertation ideas are acceptable) at this
departmental seminar.
- EPIDEM 100 Introduction to Epidemiology (4 units) - Or an equivalent
introductory survey course or show proof of an equivalent graduate-level
introductory epidemiology course that meets the requirements for an MPH, MS,
PhD, or MD program.

ELECTIVE COURSES (5 OR MORE/20+ UNITS)

- Students select five or more elective courses
- A maximum of two 400-level courses may be counted towards the five
elective courses. These may include 400-level courses that are required for
a cognate.
- Only one 500-level course (597 or 599) — individual studies — may be
counted towards the degree. These courses are individual studies courses
students register for under their academic advisor while preparing to
become a doctoral candidate (597) and under their committee chair after
they advance to candidacy and begin working on their dissertation (599).
- A maximum of one quarter of HPM 227A (fall) or HPM 227B (winter)
may be counted towards the 17 courses. However, students are
recommended to attend (audit) every fall and winter quarter they are
enrolled in the doctoral program.
The suggested course sequence is posted on the HPM Department web site: http://hpm.ph.ucla.edu/students-alumni/current-students/current-course-requirements and found in Appendix 2.

D. Cognate requirements
Cognate studies give students a depth of knowledge in a field that is complementary to the substantive Health Policy and Management topics students have chosen as their research/career focus. Students are required to take PhD level coursework that satisfies the requirements of at least one cognate. The cognate should be chosen in the student’s first or second year of study. The cognate is usually completed during the second year of study. Previous classes, introductory classes, and discussion with faculty may help students choose the appropriate cognate.

All students are required to satisfy the requirements of at least one cognate. Cognate fields are under revision. Students should select cognate courses with their advisor and the cognate coordinator identified below. The courses listed have been accepted as cognate concentrations but other courses may also be acceptable. Students may design their own cognate with a faculty member (see the HPM SAO for the approval process).

**Economics**
Cognate coordinator: Dr. Jack Needleman and Dr. Tom Rice
Coursework: Economics “bootcamp” (starts during the summer), Econ 200, 201 A + 2 other 200-level courses
Course Enrollment: After obtaining permission to enter the course from the instructor, forward their permission email to the Graduate Office in Economics (grad-office@econ.ucla.edu) and ask for a PTE number.

**Epidemiology**
Cognate coordinator: Dr. Vickie Mays
Coursework: EPI 200, 201A & 201B, and two of the following courses: HPM 214, 249G, and/or 265

**Health Care Outcomes Research**
Cognate coordinator: Dr. Ron Hays
Coursework: Epi 200A, 200B & 200C, and HPM 214 (Measurements of Effectiveness and Outcomes of Health Care) plus 1 or more of the following courses: HPM 249F, HPM 249G, 249S, 249T, HPM 265

**Organizational Behavior Cognate**
Cognate coordinator: Dr. Emmeline Chuang
Choose one of the following four areas of concentration and see Appendix 3 for details:

(1) Financial Management
(2) Marketing
(3) Operations Management
(4) Strategy & Organizations

**Pharmaceutical Economics**
Cognate coordinators: Dr. Stuart Schweitzer and Dr. Bill Comanor
Coursework: HPM 203A/B, M204, 205, 249G, PS 201

**Public Policy Studies**
Cognate coordinator: Dr. Jerry Kominski and Dr. Arturo Vargas Bustamante
Coursework: PP M268 & PP 206 + 2 other 200-level PP courses

**Psychology** (Mental Health Services, Behavioral Economics, Health Psychology)
Cognate coordinator: Dr. Vickie Mays
Coursework: Psych 220 A & 220 B + 1 other 200-level course

**Sociology** (Qualitative Studies, Social Stratification, Communities)
Cognate coordinator: Dr. Cindy Cain
(Soc 236A, 236B, 236C, 217A, 217B, 217C)

E. **Courses in Other Departments**

1. **Public Health Courses**
Students are able to take classes in other departments in the Fielding School of Public Health. In most cases, these courses may count towards the elective requirements or the cognate requirements. Students may need the permission of the instructor to enroll if they cannot enroll in the class on MyUCLA. After getting the instructor’s permission, the student will need to get a PTE number from that department. Please see their websites for contact information.

2. **Other UCLA classes**
Some classes are open to all graduate students (check the course on MyUCLA or the Registrar’s schedule). Taking classes outside the school sometimes requires instructor consent and a PTE number.

As courses in other departments are updated or changed to fit the curriculum of that department, the content can vary from year to year. Please be sure to check the syllabus or with the course instructor prior to...
enrolling in the course. Also, be aware that courses with similar titles could vary considerably in both content and difficulty from department to department.

3. **Statistics courses**

There are a number of departments that offer advanced statistical courses: The Graduate School of Education and Information Sciences, Department of Psychology, Department of Political Science, Anderson School of Management, Department of Sociology, Department of Statistics, the Luskin School of Public Affairs, etc.

A listing of additional applied statistical courses available here: [http://statistics.ats.ucla.edu/stat/Schedule/UCLAStatcourses.htm](http://statistics.ats.ucla.edu/stat/Schedule/UCLAStatcourses.htm)

F. **Individual Studies**

Students should take HPM 597 (from 2 to 12 units) under their academic advisor when they are preparing for qualifying exams and the dissertation proposal, meaning, before advancing to candidacy. Once they have advanced to candidacy, students should enroll in HPM 599 (2 to 12 units) under their committee chair for the remainder of the time until they file their dissertation.

Doctoral students should not enroll in HPM 596 (Directed Individual Study or Research) unless they are doing some kind of study or research not related to their dissertation. Students who are interested in study or research in an area unrelated to their dissertation or course offerings should discuss doing an independent study with a faculty member (the HPM MS/PhD Program Director or department chair may be able to provide recommendations). Use MyUCLA to sign up for individual studies courses.

G. **Transferring Credits**

The doctoral curriculum includes a minimum of 17 courses. Students who have taken some of the course requirements previously are expected to substitute other courses to maintain the 17-course requirement. There are three exceptions to this:

(1) Students who have taken required courses or their equivalent as PhD students at another university can petition the Director of the PhD program to have such courses waived.
(2) Students who have a Master’s degree in Health Policy and Management or an equivalent degree at another accredited university can petition the Director of the PhD program to have HPM 200A-B waived by providing evidence of course content equivalency and a grade of A- or higher. If this is approved, the students are required to take 15 rather than 17 courses.  
(3) Students who have received an MS from the UCLA Department of Health Policy and Management may waive HPM 200A-B and HPM 225A, 225B, and 237C, reducing the course load to 11.

Under no circumstances, except those noted above, will courses taken as a Masters student be used towards such a waiver.

IV. Written Comprehensive Exam

A. Description of the Exam

Students generally take the comprehensive exam after the completion of all course work, usually in the beginning of their third year of doctoral studies. The exam is administered during early September each year. Students have five days to complete the take-home exam. The exam has four questions that all students must answer, and one question that is specific to the student’s cognate. The purpose of the Written Comprehensive Exam is to prepare and evaluate students’ knowledge and application of the areas listed below, and to assess students’ readiness to undertake independent research. Specifically, the exam covers:

- The organization, financing, and history of health services and public health in the United States.
- Disciplinary theories and methodological approaches to frame and address analysis of health service issues.
- The design and execution of health services research.
- Identifying and assessing research and policy literature.
- Basic and intermediate analytical methods, including statistical methods.
- Current issues and policies affecting the organization and delivery of health services in the United States
- Written communication in English.

Students should review material from their departmental and cognate course work to prepare for the exam.

Please see the Department SAO for copies of previous years’ exams.
Past cohorts of students have found it helpful to begin assembling study materials as early as the first year of classes. For example, reading lists from HPM 226A and 226B, as well as class handouts and examples from HPM 225A, 225B, and 237C are all excellent resources for exam preparation. Furthermore, in order to prepare for the exam, many students form study groups with other examinees to share the preparation workload, as well as insights into previous coursework relevant to the exam.

B. Exam Grading

Students are expected to demonstrate mastery over the coursework concerning both substantive content and methods to approaches in the field of health policy and management. The written comprehensive exam will be graded as follows:

- Two readers grade each question, separately assigning a grade to each question from the following scale: pass with honors, satisfactory pass, minimal pass, and not acceptable. The readers may not be the same for different questions.
- Each reader may make comments on the student’s answer.
- If either reader gives the student a grade of “not acceptable” for a question, the student does not pass that question.
- Answers to questions not passed are revised by the student during the rewrite period. Students have five days to address comments made by the readers for questions that were not passed. Each of the original readers will re-grade the response. If one of the readers gives the student a “not acceptable” score and the other reader gives the answer a passing grade, a third reader will grade the question to determine whether the student passes or fails.
- If a student does not pass all of the questions after rewrites, then the entire exam must be taken a second time the following September.
- If a student fails to pass the exam after two attempts, this is a serious matter, and could result in the student being recommended for dismissal from the doctoral program. The MS/PhD Program Director will convene a meeting of the PhD Program Committee and the student’s academic advisor to reach a consensus on the next steps for the student. Following this meeting, the academic advisor, the HPM Department Chair, and the PhD/MS Program Director will meet with the student to discuss the next steps.

C. Necessary Paperwork and Administrative Steps

- The Form 1, *Petition for Establishment of Three Member Guidance Committee & Study in Major and Cognate Fields for the PhD Degree in Health Policy and Management* must be signed by the academic advisor and cognate advisor,
then submitted to the HPM SAO to obtain the Program Director’s and Department Chair’s signatures.

- Students must notify the SAO at least one quarter prior to the intended exam date. Typically, the SAO sends a call out in the Spring Quarter to generate a list of students interested in taking the exam the next September.
- Students must submit a Form 2, Report on the Qualifying Examination for the PhD, (from the SAO), after they have passed the exam. This must be on file with Central Student Affairs before the doctoral dissertation committee can be approved.

V. Dissertation

A. Dissertation Proposal

1. Purpose
The dissertation proposal describes the student’s desired area of research, the methods that will be used to examine relevant data and how it will support the dissertation findings, and explain the dissertation’s contribution to the field. The proposal should demonstrate that the work has scientific merit and substantive importance. In addition, the student should demonstrate that he or she has mastered the substantive content and methods required to conduct the research.

2. Committee
The doctoral dissertation committee is established after the written comprehensive examination has been successfully passed. It is advised that students establish the doctoral committee at least three months prior to the dissertation proposal defense. The official committee nomination form – Nomination of Doctoral Committee – and regulations are available from the Graduate Division’s website. The composition of the committee must be approved by the Department Chair, and, then, the nomination form is returned to the HPM SAO for processing by Central Student Affairs. They will deliver it to the Dean of the Graduate Division, who makes the final committee appointments. Please check with the Graduate Division for the most up-to-date information and nomination form.

For PhD committees, there must be at least four members—three with appointments in Health Policy and Management and one outside member who is a UCLA faculty member but does not have an appointment in Health Policy and Management. (Note: Faculty who hold multiple appointments count as "inside" members if one of those appointments is in Health Policy and Management.) Several additional criteria are outlined below:
The committee members must have one of the following ranks: Professor (any rank), Professor or Associate Professor Emeritus, Professor-in-Residence (any rank), Acting Professor or Acting Associate Professor.

The Chair of the doctoral committee must hold a UCLA appointment in Health Policy and Management. If there are two co-Chairs, only one needs to hold an appointment in HPM.

Two of the four doctoral committee members must hold the rank of Professor or Associate Professor (regular or in-Residence series).

Additional members (above the minimum number of four) may be nominated and, if appointed, have the same voting rights and responsibilities as the other committee members.

Faculty members holding the titles of Adjunct Professor and Adjunct Associate Professor, Professor of Clinical X, and Visiting Professor or Visiting Associate Professor may only serve as additional members (above the minimum of four) and may also serve as Co-Chair of the committee.

By petition, one of the minimum four members may be a faculty member from another UC campus who holds an appropriate appointment.

Committee Chairs are usually selected based on their ability to offer expertise on the topic of interest to the Chair. Students may also opt to have a co-Chair.

Starting in Fall 2016, PhD students may petition to form a committee that is something other than three HPM faculty and one outside faculty member outlined above. The petition can be obtained from the HPM Student Affairs Officer, and it requires a compelling justification for deviating from departmental policy on committee constitution. The Chair of the committee must still be HPM faculty and any other members must hold Senate faculty appointments, however more than one member can be from outside the HPM department. The petition will be reviewed and discussed by the PhD Program Committee and the student informed of the decision within a week after the meeting. Due to the timing of committee meetings, students should submit the petitions one quarter before they plan to schedule their oral qualifying exams (or final dissertation defense, in the case of committee reconstitution).

Please see page 10 of the Graduate Division’s Doctoral Committee Regulations for detailed policy and information.

3. Format
The format and length of the proposal is determined through consultation with the committee chair. All proposals should include the following elements:
A statement of the problem and its significance
A review and critique of the literature (theory and research)
A description of the research questions and hypotheses of the proposed research
A discussion of the methods to be used to collect and analyze data
An evaluation of the strengths and limitations of the proposed research
Substantive contribution to the Health Policy and Management field
Clear indication of whether the dissertation will be one substantial study or three research papers

4. Process & Paperwork
Process: The student develops the proposal in consultation with the chair of his/her doctoral committee and any other committee members, as suggested by the chair. The chair will work with the student in a consultative manner to decide upon the makeup of the committee members, as well as how to work with those members. Committee chairs can vary as to how much or how little students will work with the other committee members during proposal preparation. The chair of the doctoral committee approves the proposal when it is substantially developed enough to set a date for the oral qualifying exam. The proposal should be distributed to the committee well enough in advance (two weeks minimum) to allow the committee time to read it and provide feedback that can be reviewed and incorporated into the student’s upcoming oral qualifying exam (discussed more below).

Dissertation research must be approved or exempted by the UCLA Institutional Review Board (IRB). IRB and human subjects training is a part of HPM 225A. IRB applications can be completed online using webIRB. It is not necessary to have IRB approval before the oral qualifying exams unless data has been accessed that requires approval before using it.

Paperwork: Nominate the doctoral committee using the Graduate Division’s Nomination of Doctoral Committee form. Forms should be submitted to the department SAO at least four weeks before the dissertation proposal defense to ensure Graduate Division approval of the committee prior to the defense date.

B. Dissertation Proposal Defense
1. Purpose & Content
The purpose of the dissertation proposal defense (also known as the oral qualifying examination) is twofold: 1) to evaluate the research being proposed for the dissertation and 2) to assess the student’s ability to conduct this research.
The defense focuses on the proposal for the dissertation. It also includes the following as appropriate: theory and background research relevant to the proposed research beyond that reviewed in the proposal; methodological and analytic considerations pertinent to the proposed research, irrespective of whether these issues have been covered in the proposal; and feasibility. The proposed research must make an original contribution of merit to the field.

2. Format
The exam is administered by the student’s doctoral committee. The student presents a brief overview of the research, describing its significance, the contribution that the work will make to the field, the methods that will be used to collect and analyze data, and the strengths and limitations of the work. Students may also address any comments made on the proposal by the committee members, if not asked to address them prior to the meeting. This presentation is followed by an extended question-and-answer period. The exam typically lasts two hours.

All committee members must make a concerted effort to be physically present at the defense. Under extenuating circumstances (and not out of convenience), one member, who is not the committee chair, may participate via videoconferencing. The member must be able to hear and see what the other committee members are experiencing, and they must be able to comment during the defense. Contact the department SAO at least three weeks prior to exam date to set this up properly and to notify Graduate Division.

Only the student and committee members may attend this examination. Students are not allowed to purchase food or drink for the proposal defense.

The examination is evaluated on a Pass/Fail basis; at least three members of the committee must approve the proposal. If the student fails, the defense may be repeated once, if a majority of the committee so recommends. See section below regarding required signatures at the conclusion of the defense.

If the student’s topic changes significantly during or after the dissertation proposal defense, the student should speak to his /her committee chair and the PhD Program Director for further guidance. This conversation should occur as early as possible, and may include the entire committee.

3. Preparation, Process & Paperwork
Students are advised to plan in advance as it is may be difficult to arrange a time when all committee members can be physically present. Students generally defend their dissertation proposal before the middle of the fourth year and some
fellowships require students’ to have defended before the end of their fourth year.

Paperwork: Request the Report on the Oral Qualifying Examination and Request for Advancement to Doctoral Candidacy form from the Department SAO at least 48 hours prior to your defense. All committee members must sign this form at the time of the exam. Submit the form to the Department SAO after the proposal defense is complete.

ATC Fee: Once students advance to candidacy, they will be assessed a candidacy fee that the student is responsible for paying – training grants and departmental/university fellowships will not cover this fee. See the fee schedule on the Registrar’s web site under Miscellaneous Fees: http://www.registrar.ucla.edu/fees/.

**Students officially advance to candidacy after passing the Oral Qualifying Exam**

C. **Dissertation**

1. **Purpose**
   The dissertation reports the results of the research conducted based on the proposal. The dissertation should demonstrate the scientific merit of the work itself and the student’s mastery over its substance and methods. It must demonstrate that the student is qualified to conduct independent research.

2. **Formatting**
   The Graduate Council prescribes details for the physical appearance of the dissertation. The official UCLA manuscript preparation guide is available here. All Doctoral Theses are filed electronically and the main thesis or dissertation document must be submitted as an Adobe PDF file. The file should not be compressed or password protected. It should not include or require a digital signature. Instructions for electronic submission are available here. Staff from the UCLA Graduate Division presents information on University regulations governing manuscript preparation and completion of degree requirements in Thesis and Dissertation Meetings.

3. **Typical structure(s)**
   The structure of the dissertation is determined through consultation with the dissertation chair and committee members and should be determined prior to the proposal defense. The “three-paper option” generally consists of an introduction chapter, three separate chapters that each contains a complete
project, and a concluding chapter (see Appendix 4). The “traditional” option generally contains four to six chapters about a single project. Hybrid structures are also possible.

4. **Process & Enrollment**

**Process:** The student develops the dissertation in consultation with the chair of his or her doctoral committee, with assistance from other committee members as fitting to the experience needed for completion of the dissertation. The draft of the dissertation is circulated to the members of the committee after the committee chair has approved it. Students should be sensitive to the length and complexity of the dissertation and allow sufficient time for the committee to read and comment on the document – at least three to four weeks. The dissertation is revised according to the recommendations made by the committee members. Members of the committee should have a final draft, including all recommended changes, prior to the final defense date. All members of the doctoral committee must read and certify that the dissertation satisfies the degree requirements.

The time required to conduct the research and prepare the dissertation depends upon the nature of the research, but it is not unusual for students to take one to two years after the proposal defense.

**Enrollment:** Students may be eligible to pay a filing fee rather than register in the quarter in which they submit their dissertation. Please see the [graduate thesis regulations](#) on the Graduate Division’s web site for the most up-to-date version of these criteria. The **Doctoral Filing Fee** application is available from the Graduate Division [here](#), and may be submitted to the Departmental SAO after all coursework has been completed and formal degree requirements have been met but before the final oral examination (dissertation defense).

Starting Fall 2016, a filing fee application must be submitted and paid by the quarterly payment deadline prior to the start of the student’s final quarter. In addition, the student must have submitted the final dissertation electronically by the end of the second week of classes. **Students may no longer use the entire quarter to complete and submit their dissertations while using a filing fee.** If the student paid the filing fee and did not meet this deadline, the student must withdraw the filing fee and pay tuition for the entire quarter, plus they are no longer eligible to submit a filing fee in the future. See the Graduate Division web site for details on the updated policy on filing fees.
D. Dissertation Defense

1. Purpose and Content
The final oral examination is a defense of the dissertation. The purpose of this examination is twofold: 1) to evaluate the research conducted for the dissertation 2) to assess the student’s ability to conduct independent research. The exam focuses on the dissertation.

2. Format
The student’s doctoral committee administers the exam. The student presents a brief overview of the research, describing its significance, contribution to the field, methods used to collect and analyze data, substantive findings, and the strengths and limitations of the work. This presentation is followed by an extended question-and-answer period. The exam typically lasts two hours.

All committee members must make a concerted effort to be physically present at the final defense. Under extenuating circumstances (and not out of convenience), one member, who is not the committee chair, may participate via videoconferencing. The member must be able to hear and see what the other committee members are experiencing, and they must be able to comment during the defense. Contact the department SAO at least three weeks prior to exam date to set this up properly and to notify Graduate Division.

The examination is evaluated on a Pass/Fail basis. It may be repeated once if the majority of the committee so recommends. The final defense may be either closed or open to the public, at the determination of the dissertation committee. Students should get permission from the committee before inviting non-members to attend.

3. Preparation, Process & Paperwork
The defense of the dissertation occurs when the dissertation is completed and approved by the chair of the dissertation committee. Sufficient time must be allocated for committee members to read the document. Students are advised to allow sufficient time prior to the oral examination to obtain feedback from committee members, in order to prepare and do well during the final oral examination. The minimum time required by most faculty is three to four weeks prior to the examination; however, some faculty may need more time. Students are advised to plan in advance as it may be difficult to schedule a time that is suitable for all members.

Students usually undergo the final oral exam by the end of the fourth or fifth year. Students are highly advised to allow a minimum of several weeks between
the dissertation defense and the filing deadline to complete any final changes, revisions, and formatting.

**Paperwork:** Request the *Report on the Final Oral Examination* form from the Department SAO at least 48 hours prior to your defense. All committee members must sign this form at the time of the exam. Submit the signed form to the Department SAO after the final defense is complete.

Filing the dissertation completes the doctoral degree. Information about electronic filing is available from the Graduate Division in the *Thesis and Dissertation Formatting and Filing Guide*. Filing deadlines are available here. The faculty approval process is electronic and is initiated by the student from this website.

Students must complete all requirements before the Fielding School of Public Health’s deadline (generally June 1) to be able to participate in the commencement ceremony. Check with the FSPH Central Student Affairs Office for the exact date of the event.

For a change in committee (reconstitution of certifying members), students should complete the *Reconstitution of Doctoral Committee, Certifying Members, or Change in Final Oral Exam Requirements* form available from the Graduate Division here and return to the FSPH Central Student Affairs Office.

**There are many steps to filing the dissertation. Students should familiarize themselves with the *Thesis and Dissertation Formatting and Filing Guide* well in advance of filing.**

**VI. Financial Support**

Student support funds at UCLA are provided to graduate students in the form of grants, fellowships, traineeships, teaching assistantships, graduate student researcher appointments, loans, and work-study awards. For more information on these funds, please visit the Graduate Division website.

Students pursuing the PhD in the Department of Health Policy and Management are supported in their education in a variety of ways. The Department receives funds from the University for student support and has two federally funded National Research Service Award (NRSA) pre-doctoral training grants, described below. Additional university support for merit awards or non-resident supplemental tuition may also be available through the Graduate Division. All admitted students are considered for all available funding, and the Department can apply for University awards, such as the Eugene V. Cota-Robles Fellowship, for eligible students. International students have
limited opportunities for certain funding sources and are not guaranteed funding from year to year; thus, they should thoroughly research and apply to all available opportunities.

For PhD students who are U.S. citizens or permanent residents, the Department historically has been able to provide tuition support and a stipend from University-provided funds and/or federal training grants for the first two years of the PhD program. Students in their third, fourth and subsequent years, and in some cases in their second year, can receive salary earnings, as well as full or partial tuition support through Graduate Student Researcher appointments, Special Readerships or Teaching Assistantships, and UCLA Fellowships such as the Graduate Research Mentorship and Dissertation Year Fellowship. Many HPM students obtain such funding. Students have also successfully applied for external funding such as National Institutes of Health (NIH) or Agency for Healthcare Research and Quality (AHRQ) dissertation fellowships.

International students are not eligible for federal funding (NIH/AHRQ/CTSI training grants, government student loans, or other federal grants), but can be considered for Graduate Student Researcher, Special Reader, or Teaching Assistantship positions, as well as some departmental and university funding sources. However, they need to be prepared to finance their studies from other sources, as funding cannot be guaranteed from year to year (or quarter to quarter).

A. Federally Funded NRSA Training Grants

Incoming, domestic PhD students will be considered for two federally funded NRSA pre-doctoral fellowships (international students not eligible):

**Agency for Healthcare Research and Quality (AHRQ) Pre-doctoral Fellowship.** The program is designed to provide fellows with training and experience in the field of Health Policy and Management research. This award provides full tuition funding, a stipend, and support for travel to the NRSA Fellows Annual Meeting for two years. After the first quarter, students are expected to work 10 hours/week with a particular faculty member on research, which provides an early entry into mentored research and exposure to faculty research for the student. Two to three fellowships are available per year. Second-year funding is contingent on meeting program requirements and making satisfactory progress towards completion of the degree.

**UCLA Clinical and Translational Science Institute (CTSI) TL1 Fellowship.** The Department of Health Policy and Management co-administers a pre-doctoral TL1 fellowship program funded through the Research Education, Training and Career Development Program of the UCLA Clinical and Translational Science Institute. The purpose of the fellowship program is to provide trainees with the
skills required to create new knowledge about health services, including intensive training in the basics of medicine and healthcare, an understanding of the theory and methods of community-partnered research, and practical experience in the development of public policy. Fellowships (including tuition, stipend and travel) will be awarded on a competitive basis to incoming doctoral students and may be renewed for up to four years, contingent on meeting the program requirements, making satisfactory progress towards completion of the degree, and the funding status of the fellowship program.

B. Child and Family Health Program Training Grant

The UCLA Child and Family Health Program provides interdisciplinary training in maternal and child health practice, research, and policy analysis for health professionals.

The Program offers a training grant for MS, MPH, and PhD students in the Departments of Health Policy and Management, Community Health Sciences, and Epidemiology. Students’ focus should be on domestic child and family health. Usually, three to five fellowships are awarded per year, and generally provide tuition and fees, as well as a stipend for the first two years for MPH students and up to three years for PhD students (prior to advancing to candidacy).

Contact the HPM SAO for more information on applying to this training program.

C. Graduate Division Fellowships

UCLA has several funding options for entering students and continuing students. Some of the most popular fellowships include the Graduate Research Mentorship (GRM), Graduate Summer Research Mentorship (GSRM), and Dissertation Year Fellowship (DYF). Descriptions of other common fellowships are available on the Graduate Division web site.

- The GRM is designed to assist students in acquiring and developing advanced research skills under faculty mentorship before they have advanced to candidacy. Students need to have completed at least one, but no more than three years of graduate study. The GRM provides one year of stipend, tuition and support, and a travel award for a conference presentation.
- The GSRM covers a summer stipend and a travel award for a conference presentation.
- Both the GRM and GSRM may be applied for multiple times by the same student, although priority is given to students who are in their
first or second years of study, who have not previously received an award from Graduate Division, and have not advanced to candidacy.

- The Dissertation Year Fellowship (DYF) provides one year of stipend and tuition support during the last year of study. Students must complete all degree requirements within 12 months of beginning their DYF.

1. **Requirements**

   The fellowships vary in their requirements, but the list of requirements can be found [here](#). Most Graduate Division fellowships require an online application, a research plan from the student, and one to two faculty recommendations.

2. **Deadlines**

   Some of the deadlines are as posted on the Graduate Division’s website (see the above links) but many of them, including the GRM, GSRM, and DYF, have departmental deadlines. See the Department SAO for details.

D. **FSPH Student Awards**

   The Fielding School of Public Health offers a wide variety of scholarships, fellowships, training programs, as well as employment opportunities to students and post-doctoral candidates. For more information about these financial opportunities click on the program link or contact the FSPH Student Affairs office. [http://ph.ucla.edu/current-students/fsph-financial-opportunities](http://ph.ucla.edu/current-students/fsph-financial-opportunities)

E. **External funding**

   UCLA maintains a database of extramural funding resources, the Graduate & Post-doctoral Extramural Support (GRAPES) Database. Funding announcements are also often emailed to students by the SAO.

F. **Special Readers, Teaching Assistants, and Graduate Student Researchers (GSRs)**

   "[Academic Apprentice Personnel](#)" is the term applied to registered graduate students who have fulfilled the University’s established criteria for appointment (generally not more than 50% time) to teaching or research assistantships and for which they are compensated at rates approved annually by the Regents of the University of California. These apprenticeships are intended to provide qualified students with relevant training experience for academic and academic-related careers in teaching and research and to augment limited resources from within the University for graduate student support. As a matter of University policy,
apprentice personnel in both the teaching and research series are considered primarily as students being professionally trained.

Graduate students who are recipients of teaching and research assistantships must meet all registration and enrollment criteria established by the Graduate Council and the Department. They must also maintain satisfactory degree progress throughout their appointments and be enrolled in a minimum of 12 units during the quarter for which they are employed in one of these positions.

1. **What are Special Reader, TA, and GSR positions?**

   Special Readers and TAs assist faculty in graduate courses. There are several Health Policy and Management classes that have Special Readers or TAs. Special readers must have taken and received at least a B+ in the course for which they are reading/grading. TAs must have taken and received at least an A- in the course for which they are assisting. Graduate Student Researchers (GSRs) assist faculty with research projects.

2. **How to obtain the positions**

   Announcements for HPM Special Reader/TA positions are made by the SAO in the spring and possibly other times of the year, as positions become available. Any GSR announcements sent to the SAO are emailed to the students. However, asking faculty members directly is the most common way to obtain GSRs.

3. **Compensation**

   Eligible graduate students who serve in Graduate Student Researcher and Special Reader or Teaching Assistant titles for at least 25% time for an entire academic quarter receive tuition, fees, and an hourly wage and are generally eligible to receive paid medical insurance coverage. Non-Resident Supplemental Tuition (NRST) is only paid with GSR positions at 45% time or higher. More information is available in the Academic Personnel Manual. There are many exceptions to these guidelines, especially for students who hold multiple positions. Please check with the Department SAO and MSO for more information. The hourly pay rate for special readers is available from the Graduate Division [here](#). Pay rates for GSRs are determined based partly on experience and are available [here](#) (see the Academic Personnel Manual for information about the steps).
G. Student Loans & Financial Aid

1. FAFSA
   The Free Application for Federal Student Aid (FAFSA) should be filled out each winter by March 2 (preferably after filing your taxes) to determine whether or not you qualify for any educational loans from the federal government. UCLA also uses information from your FAFSA to determine whether or not you qualify for certain types of aid, so it is important to complete this form even if you do not plan on taking out loans.

2. Financial Aid Office
   Funding based on financial need is available only to U.S. citizens and permanent residents. Financial aid includes loans and work-study awards. For more information on these programs, visit the Financial Aid Office.

   A student may receive both a Departmental and Graduate Division award and funding based solely on financial need if the need-based criteria are met.

H. International Students

Since the University cannot assume financial responsibility for its international students, U.S. government regulations require that the University be satisfied that entering international students have sufficient funds to meet all expenses while at UCLA. To meet this requirement, all international applicants must complete and return the Confidential Financial Statement. Be advised that all fees and expenses are subject to change; it is best to plan to have additional funding well beyond the minimum.

Unless you have been officially notified in writing of an award from the Department or the Graduate Division, you should not expect any financial support from UCLA. Teaching and research assistantships, fellowships and stipends, as well as tuition fellowships, are not guaranteed for the full academic year or for subsequent years of study, unless stated in writing.

International students are not eligible for most Departmental funding (but can be considered for Graduate Student Researcher or Special Readership/Teaching Assistantship positions) and need to be prepared to finance their studies from other sources.

For more information, see the Dashew Center for International Students and Scholars (http://www.internationalcenter.ucla.edu/).
VII. Academic & Professional Enrichment

A. Journal Club

The department seminar, known as the “Journal Club,” meets during the fall and winter quarters each year. During the fall quarter, faculty and students discuss the Academy Health “article of the year” nominees. Generally, two articles are discussed each week with a faculty or student presenter for each (listed as HPM 227A). The course listing is to provide time and location information. It is recommended that students enroll in HPM 227A for credit as an elective course. During the winter quarter (HPM 227B), students and faculty have the opportunity to present their own work in progress to the group. Every student must present their dissertation proposal topic in HPM 227B and should register in the course during the year they plan to present their proposal to their committee. Students are expected to attend/audit the Journal Club throughout their time at UCLA—even when not registered for the course. Lunch is provided each week.

B. School of Medicine Seminars

There is also a Health Services Research seminar series in the UCLA Division of General Internal Medicine and Health Services Research. It meets on Fridays during the school year from 12:00-1:00 pm and lunch is provided. The schedule and location may be found at http://gim.med.ucla.edu/pages_research/seminar.php.

C. Additional Seminars

UCLA offers an incredibly rich academic environment. The seminars listed below are likely to be of interest to PhD students in Health Policy and Management, but there are many additional seminars that are not listed here.

<table>
<thead>
<tr>
<th>Seminar Sponsor</th>
<th>Location and Timing</th>
<th>For Additional Information:</th>
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<tbody>
<tr>
<td>UCLA Center for Maximizing Outcomes and Research on Effectiveness</td>
<td>3rd Tuesday of each month from 12:00-1:00 PM</td>
<td><a href="http://cmore.med.ucla.edu/present/default.html">http://cmore.med.ucla.edu/present/default.html</a></td>
</tr>
<tr>
<td>Anderson School</td>
<td>varies</td>
<td><a href="http://www.anderson.ucla.edu/x3681.xml">http://www.anderson.ucla.edu/x3681.xml</a></td>
</tr>
<tr>
<td>UCLA Seminar on Pharmaceutical Economics and Policy</td>
<td>Every other Thursday evening in Fall and Winter</td>
<td>Announcements are sent out by the HPM office. Contact Dr. William S. Comanor <a href="mailto:comanor@ucla.edu">comanor@ucla.edu</a> for details. This is also part of the HLT POL</td>
</tr>
<tr>
<td>Research Center</td>
<td>Time/Location</td>
<td>Website/Announcement</td>
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<tr>
<td>UCLA Center for Health Policy Research</td>
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<tr>
<td>California Center for Population Research</td>
<td>Wednesday from 12:00 - 1:30 PM</td>
<td><a href="http://www.ccpr.ucla.edu/events/ccpr-seminars-2011-2012-academic-year">http://www.ccpr.ucla.edu/events/ccpr-seminars-2011-2012-academic-year</a></td>
</tr>
<tr>
<td>RAND</td>
<td>varies</td>
<td><a href="http://www.rand.org/health/seminars.html">http://www.rand.org/health/seminars.html</a></td>
</tr>
<tr>
<td>UCLA Geffen School of Medicine – General Internal Medicine Seminar Series</td>
<td>Fridays from 12:00-1:30 PM at 911 Broxton in Westwood. Lunch provided.</td>
<td></td>
</tr>
<tr>
<td>UCLA-Kaiser Permanente Center for Health Equity</td>
<td>varies</td>
<td><a href="http://healthequity.ucla.edu/upcoming-events">http://healthequity.ucla.edu/upcoming-events</a></td>
</tr>
</tbody>
</table>

### D. List of Research Centers

There are many research centers and research institutes that are affiliated with UCLA either formally or by sharing personnel with UCLA departments. The list below is not exhaustive but contains the research centers and institutes that are most likely to be of interest to students in Health Policy and Management.

- California Center for Population Research
- California Census Research Data Center
- California NanoSystems Institute
- Center for Adolescent Health Promotion
- Center for Environmental Genomics
- Centers for Environmental Quality and Health (listing)
- Center for Global and Immigrant Health
- Center for Health Policy Research
- Center for Healthier Children, Families, and Communities
- Center for HIV Identification, Prevention, and Treatment Services
- Center for Human Nutrition
- Center for Metabolic Diseases Prevention
E. List of Professional Organizations and Conferences

There are many professional organizations and conferences that may be of interest to students in Health Policy and Management. This list below is not exhaustive. Some conferences have scholarships available for students—check their websites for details.

**AcademyHealth** (AH) “represents a broad community of people with an interest in and commitment to using health services research to improve health care. We promote interaction across the health research and policy arenas by bringing together a broad spectrum of players to share their perspectives, learn from each other, and strengthen their working relationships.” AH holds an annual research meeting that usually takes place in June.

**American Public Health Association** (APHA) “is the oldest and most diverse organization of public health professionals in the world and has been working to improve public health since 1872. The Association aims to protect all Americans, their families and their communities from preventable, serious health threats and strives to assure community-based health promotion and disease prevention activities and preventive health services are universally accessible in the United States. APHA represents a broad array of health professionals and others who care about their own health and the health of their communities.” APHA holds an annual meeting that usually takes place in October or November.

**American Psychological Association** (APA) “is a scientific and professional organization that represents psychology in the United States. The mission of the APA is to advance the creation, communication and application of psychological
knowledge to benefit society and improve people’s lives.” APA holds annual meetings.

**Association for Psychological Science** (APS) is dedicated to the advancement of scientific psychology and its representation at the national and international level. The Association’s mission is to promote, protect, and advance the interests of scientifically oriented psychology in research, application, teaching, and the improvement of human welfare.

**American Society of Health Economists** (ASHEcon) “is a newly formed professional organization dedicated to promoting excellence in health economics research in the United States. ASHEcon is an affiliate of the International Health Economics Association. ASHEcon will provide a forum for emerging ideas and empirical results of health economics research.” ASHEcon holds a meeting every other year, generally in June.

**American Sociological Association** (ASA) “is a non-profit membership association dedicated to advancing sociology as a scientific discipline and profession serving the public good.” ASA holds annual research meetings.

**International Society for Quality of Life Research**’s (ISOQOL) mission is “to advance the scientific study of health-related quality of life and other patient-centered outcomes to identify effective interventions, enhance the quality of health care and promote the health of populations.” ISOQOL holds annual conferences.

**Population Association of America** (PAA) “is a non-profit, scientific, professional organization that promotes research on population issues.” PAA holds annual research meetings.

**Society of General Internal Medicine** (SGIM) “SGIM is a diverse community of physician and other health professional educators, researchers and clinicians, and students and trainees, all of whom are committed to the SGIM mission.” Their mission is “to lead excellence, change, and innovation in clinical care, education, and research in general internal medicine to achieve health care delivery that: is comprehensive, technologically-advanced and individualized, instills trust within a culture of respect, is efficient in the use of time, people, and resources, is organized and financed to achieve optimal health outcomes, maximizes equity and continually learns and adapts.” SGIM hosts an annual meeting.

**Society of Medical Decision Making**’s (SMDM) “mission is to improve health outcomes through the advancement of proactive systematic approaches to
clinical decision making and policy-formation in health care by providing a scholarly forum that connects and educates researchers, providers, policymakers, and the public.” They host a few annual meetings.

F. UCLA Student Groups

There are many student groups at UCLA and in the Fielding School of Public Health. Information fairs are held during orientation and fall quarter. A listing of UCLA student groups is available here. Some groups that might be of particular interest to Health Policy and Management students are described below.

The student chapter of Academy Health is the professional home for health services researchers, policy analysts, and practitioners, and a leading, non-partisan resource for the best in health services research and policy. Its purpose is to acquaint students with the fields of health services research and health policy, and to provide learning opportunities through interaction with health services research and health policy practitioners.

The mission of the Healthcare Business Association is to provide professional connections and education to students interested in the business of healthcare. Its primary goal is to prepare members for successful careers in health-related fields. In addition, it aims to serve as a nexus for healthcare information exchange within the UCLA community.

Public Health Student Association (PHSA) is an organization for all students enrolled in the UCLA Fielding School of Public Health. The PHSA mission is to serve the academic and social needs of the association members, to serve as liaison between students, the administration and faculty, to encourage and promote community involvement by association members, and to stimulate interest in and advance the profession of public health.

Students of Color for Public Health (SCPH) was formed to strengthen the social support, career networking, and advocacy efforts for UCLA Fielding School of Public Health students and alumni of color. Founded in 2001, the SCPH provides opportunities for students across departments to express public health interests and also discuss health issues of concern to populations of color. SCPH contributes to efforts to improve the recruitment, retention, and graduation of students of color, while maintaining ongoing involvement with alumni and community service organizations.

The UCLA Health Policy and Management Student Association (HPMSA) is a professional-quality student-led organization representing all students interested in healthcare management and policy from the Fielding School of Public Health and the Department of Health Policy and Management. HPMSA serves as the
premier professional student membership society of future health administration, health policy and public health leaders. Along with the Health Policy and Management Alumni Association (HPMAA), HPMSA seeks to fulfill the professional, educational and leadership needs of its members.

The Reproductive Health Interest Group was formed as a part of the school’s Bixby Program in Population and Reproductive Health. The group’s mission is to bring interested parties together to learn about and discuss reproductive health issues, share information and engage in service/advocacy projects related to reproductive health. All UCLA Fielding SPH students, faculty and staff are invited to participate.

VIII. Job Market

A. Intro: Academic vs. Non-Academic

The academic and non-academic job markets are quite different in terms of their requirements and how best to search for positions. This guide is not comprehensive but provides a rough map to get you started on the process and highlights many different resources available to UCLA students. UCLA has a nice PowerPoint available online about using your PhD for the non-academic job search.

B. Sample Timeline

For both academic and non-academic jobs, the job search should begin in the summer or fall of the year before graduation (nine-12 months before). Typically, it begins earlier for academic jobs. For academic jobs, a detailed timeline is available from the University of Michigan.

C. Where to Look

The UCLA Fielding SPH Career Services Office and the UCLA Career Center are excellent sources for job listings and other resources. The USPH Career Services office also maintains a list of links (some of which are below), available here.

Additional Resources for academic and non-academic jobs:

- **APHA newsletter**
- **Academy Health**
- **ASHEcon** (health economics jobs)
- **VersatilePhD.com**
- **ResearchGATE**
- **PublicHealthJobs.net**
- •
Additional Academic Sources:
- The Chronicle of Higher Education, Career Information and Job Postings by Discipline
- Academic360.com
- HigherEdJobs.com
- AcademicJobs.net
- Community College Job Postings
- Postdocs.com
- Grants for Individuals: Postdocs & Faculty
- jobs.ac.uk
- 4 International Colleges and Universities

Additional Non-academic Sources:
- Job Search Links by Industry (compiled by UM)
- USAJobs
- Public Health Employment Connection (Emory University)
- Kaiser Family Foundation Listing of Fellowships and Internships

D. What you need and where to get help

1. Applications
   For most non-academic jobs you will need a resume and a cover letter.
   For most academic jobs you will need a CV, cover letter, research statement, and teaching statement. You may also need recommendations.

2. Resources
   The UCLA Career Center offers workshops throughout the year as well as drop-in hours and same day career counseling appointments. They also have websites dedicated to the academic job search and the non-academic job search.

   The UCLA Center for the Study of Women, generally offers interview workshops in the fall. Check their website for the schedule.

   The University of Michigan has a nice set of resources for academic job application materials including samples of CVs, cover letters and teaching portfolios and a set for non-academic jobs, including turning your CV into a resume, resume writing and cover letter writing.

   Tips on non-academic job interviews from the Chronicle of Higher Education.

   Additional resources for academic interviews and job talks.
E. Networking

Networking is a way of building a professional community. Department social events are a way to network within the department. Seminars and conferences are other ways to meet faculty and students from other universities.

F. Teaching Statement

A teaching statement is a one to two page or paragraph (possibly longer) narrative of your teaching goals, strategies, previous courses and courses you would like to teach. The UCLA Career Center and FSPH Career Center have resources available to help you craft this statement, as well as examples. There are some online resources available from Princeton University and some additional online sources that were compiled by Brown University.

G. Research Statement

The research statement is a narrative of your research plan. The UCLA Career Center and FSPH Career Center have resources available to help you craft this statement, as well as examples. Faculty members, particularly those who have served on hiring committees, are also good resources for feedback. A narrative about writing research statements is available from Stanford University. The University of Washington also has a nice document about the structure of research statements.

H. Curriculum Vitae or Resume?

Most academic job applications require a CV, while non-academic jobs may require a resume but may also require something in between the two. CVs are usually for an audience of other academicians or PhDs while resumes are for a more general audience. CVs are generally longer than resumes, which are one to two pages. CVs are a comprehensive list of qualifications for academic or research-oriented jobs including publications and presentations while resumes put more emphasis on practical skills and are focused on what is needed for a particular job—they are also more likely to include a summary or objective statement. Drop-in and scheduled appointments at the UCLA career center can be used to create and review your CV and resume. Some additional online resources are available from the University of Illinois and the University of Chicago.

I. Online Presence

You can create your own webpage through UCLA, here’s how.

IX. Student Life

The UCLA student code of conduct is available here.
A. Department Social Events

The department generally holds a few social events during the academic year that both students and faculty attend. Past events have included a wine and cheese reception, breakfast gathering, and holiday party.

B. Campus Housing

1. Graduate Student Housing

UCLA offers single and family housing for graduate students. Some of the housing, such as Weyburn Terrace, is in Westwood. Family housing is mostly located in complexes in the Palms-Mar Vista area. Shuttles to UCLA operate Monday-Friday during the academic year. An amenities chart is available to help select locations.

2. Community Housing Resources

The UCLA Office of Community Housing “provides non-university owned rental listings and rental resources to the entire UCLA community.”

C. Off-campus Housing

The regions used by the LA Times are large but can give you a good general layout of the city. Popular neighborhoods for UCLA graduate students include Westwood, West LA, Sawtelle, Palms, Brentwood, Santa Monica, Encino, and Sherman Oaks. Most students choose to live on the Westside to reduce commuting times. Westside Rentals and Craigslist are additional online sources of apartment and roommate listings. Management company websites are also good sources of information.

D. Transportation & Parking

The Graduate Division website contains a summary and links for transportation options.

1. Parking on campus

As noted by Graduate Division, “Current and incoming UCLA graduate students are eligible for student parking. However, because UCLA is in a densely populated urban area, parking for students near campus is very limited. Student parking on campus is assigned by a need-based point system that includes class standing, employment/academic obligations, and commuter distance. Apply for parking, by submitting a Student Parking Request Form prior to the quarterly deadline. Only a limited number of permits are issued to students each quarter.

Student parking is generally assigned prior to the start of Fall Quarter
classes and offered for the academic year. Individual commuter parking is generally granted for the academic year, with the option of paying a quarterly or annual fee. Those who pay the quarterly fee are automatically mailed a renewal form for the following quarter. Two-person and three-person carpool parking is granted for the quarter only.”

**Graduate Student Staff, Research Assistants and Teaching Assistants** employed at an appointment of least 40% may purchase parking during the term of their employment only. Parking must be purchased on a quarterly basis. If the Graduate Student has a year-long appointment, the Parking Coordinator must submit a written confirmation statement. The Graduate Student employee may then purchase parking on an annual basis as long as it is verifiable through the UCLA payroll system.

Graduate students who are paid by outside sources other than UCLA will be required to provide documentation to state their position with the University (i.e. stipend, grant).

2. **Public Transportation**
The **BruinGo** program allows UCLA students and employees to travel on any bus operated by Santa Monica Big Blue Bus (BBB) or Culver City Bus (CCB) at a subsidized rate. Passes (unlimited rides per quarter) and co-pay (reduced rate for single rides) are available. UCLA IDs must be presented upon boarding the bus to take advantage of the discounted rates.

Additional information and links are available [here](#).

3. **Shuttle Services**
Campus Shuttles: The free campus shuttle system incorporates the use of buses and vans that are clean, wheelchair accessible and well-equipped with air-conditioning and comfortable seating. For the most current schedules and routes, please look [here](#).

**Campus Express**: The Campus Express shuttle travels in a counter-clockwise direction providing round-trip service from: Weyburn Terrace and Lot 36 in the southwest corner of campus, through Westwood and the University to the Macgowan Hall turnaround in the northeast region of campus.

Schedule: Monday to Friday (excluding Holidays)  7 a.m. to 7 p.m.
Stops approximately every 8 - 10 minutes
Reduced Hours: Summer, Winter, & Spring Breaks: 7:30 a.m. to 6 p.m.
Wilshire Center Route: The Wilshire Center shuttle travels in a counterclockwise direction providing round-trip service from: Wilshire Center through Westwood Village, up Hilgard Avenue with stops at Parking Structure 2 (in front of Molecular Sciences), Gonda Research Facility, 100 Medical Plaza, completing the loop at the Wilshire Center.

Schedule: Monday to Friday (excluding Holidays)  7:30 a.m. to 5:30 p.m.  
Stops approximately every 8-10 minutes

Northwest Campus: The Northwest Campus shuttle travels in a counterclockwise direction providing round-trip van service across the northern region of campus traveling on Charles Young Drive between: Macgowan Hall, Kreiger (Bellagio) Child Care Center, Southern Regional Library and Hedrick Hall.

Schedule: Monday to Friday (excluding Holidays)  11:30 a.m. to 2 p.m.  
Stops at MacGowan Hall at every half hour mark.

E. Health, Health Insurance, and Wellness

1. Arthur Ashe Student Health and Wellness Center
All registered graduate students may use the Arthur Ashe Student Health and Wellness Center, an outpatient clinic geared to the special needs of students at UCLA. The Ashe Center offers a full range of clinical and support services, most of which are prepaid by student registration fees. The clinical staff is comprised of highly qualified doctors, nurse practitioners, and nurses. This is also the entry point for care under the health insurance plan.

2. Student Psychological Services (SPS)
Student Psychological Services (SPS) is a multi-disciplinary mental health center for the UCLA community. Psychologists, clinical social workers, and psychiatrists are available, offering individual and group counseling and psychotherapy to students; consultation, outreach, prevention, and education to students; and training programs for graduates in the mental health professions. Student Psychological Services maintains a strict policy of confidentiality. No information is released without the student’s written consent except where disclosure is required or allowed by law. Emergency counseling is also available on a drop-in, first-come-first-serve basis. If you are experiencing an emergency situation and Student Psychological Services is closed, please go to the UCLA Hospital Emergency Room.

221 Westwood Plaza (John Wooden Center West)
(310) 825-0768 (24-hr help line)

3. **UCLA Counseling and Psychological Services (CAPS)**

“The cornerstone of CAPS services is our confidential individualized therapy and psychiatric care, provided by a diverse and multiculturally competent professional staff. CAPS is a warmly welcoming environment located centrally on the UCLA campus.”

CAPS provides a range of programs in addition to individual services, such as the Wellness Skills Program. This program provides wellness workshops, time-limited skills development groups, biofeedback training, and wellness program consultations at various locations across campus. The Wellness Self-Help Lab at John Wooden Center West includes biofeedback bays, a self-help lending library and access to self-diagnostic computerized tools to increase emotional wellness.

Counselors meet with faculty, staff and students across the campus to provide training on emotional health and wellness, and identifying and referring students with compromised stress resilience. Online resources are designed to allow students, faculty, staff and parents to easily access wellness resources.

4. **Health Insurance**

As a condition of registration, the University requires that all graduate and professional students, including international students on non-immigrant visas, have medical insurance coverage that meets the University’s minimum requirements. Contact the Insurance Office on the fourth floor of the Arthur Ashe Student Health and Wellness Center for details regarding the campus Student Health Insurance Plan (SHIP) or regarding the campus minimum requirements. UCLA funding generally includes the cost of SHIP insurance. Please visit the Arthur Ashe Health Center Website for more information regarding waiving SHIP.

5. **Wellness**

UCLA Recreation offers state-of-the-art fitness workouts, masters swim workouts, intramural and club sports, dozens of recreation classes, water sports at the Marina Aquatic Center, and open recreation at most campus facilities. General access is free, although classes and some activities require payment. Lockers are also available. For information, contact Cultural and Recreational Affairs at 2131 John Wooden Center, (310) 825-3701.
F. Family Services

UCLA offers a variety of family services. Housing services are discussed in the housing section of this document but other services are listed below.

- **UCLA Early Care and Education (ECE)** professionals foster the development of children and create a strong foundation for lifelong learning by providing developmentally appropriate education and quality care support for families and resources for the community. A limited number of student scholarships is available. The waiting list can be long, especially for infant care, so students are encouraged to apply for the waiting list soon after their pregnancy is confirmed.

- **University Parents Nursery School** is a parent participation nursery school for children ages 2 through 5.

- The UCLA-affiliated **Bright Horizons** childcare center is located very close to FSPH in Westwood.

- The **Child Care Resource Program** provides child development information and off-campus resources to UCLA families. The program coordinator is in contact with Westside child care providers and a small number of caregivers who will come to your home. For other parts of metropolitan Los Angeles, resources are available from state-funded Resource and Referral agencies.

- For assistance locating other childcare options within the Los Angeles area, contact Connections For Children at (310) 452–3202.

- The website **GreatSchools** has information, such as API scores and review that might assist parents in choosing schools.

- **Summer Camp at UCLA**: “UCLA Recreation's Summer Youth Programs offers a wide variety of summer camps for children in grades K-12. Located at UCLA, the camps — Bruin Kids, Bruins on Broadway, Bruins On Water, Super 7 and Camps Explore, Voyager, Adventure and Extreme — emphasize each child's needs and personal development within a group setting.”

- **Nursing Rooms**: The David Geffen School of Medicine Dean’s Office and Clinical and Translational Research Center provide a lactation room with a rocking chair, stool, counter space and refrigerator (B level, BE-144). It is open Monday-Friday 24/7 except 7:30pm-8:30pm. Those interested in using the lactation room should contact Regina Olivas, RN, at (310) 825-5225.

G. Student Legal Services

**Student Legal Services** provides confidential legal counseling and assistance regarding a wide range of legal issues to all currently registered and enrolled UCLA students. They help students with a variety of problems, including: landlord/tenant relations; accident and injury problems; domestic violence and harassment; criminal matters; divorces and other family law matters; automobile purchase, repair, and insurance problems; credit, collections, and financial issues;
employment matters; and health care and consumer problems. [They] also frequently assist students with issues they have with other UCLA departments in such areas as housing, financial aid, harassment, discrimination, ADA compliance, student discipline, and faculty misconduct.” Students may make appointments by telephone or in person, and there is a $10 fee for the initial one-hour consultation with an experienced attorney (list of current fees). The office is open Monday through Friday, 9:00 a.m. to 5:00 p.m. (located at A239 Murphy Hall).

H. Diversity Resources

Diversity information for graduate students is available here. UCLA welcomes graduate students from across the U.S. and around the world to become part of a challenging and creative intellectual community. Our graduate population reflects diversity of intellectual interests, as well as representation from different cultures, races/ethnicities, socio-economic backgrounds, gender, socio-political perspectives, religious affiliations and sexual orientation/identities. Here you will find many programs and fellowship opportunities at UCLA and within the UC system to enhance and support graduate education.

I. Entertainment in the UCLA/Westwood Area

The UCLA/Westwood area provides a wealth of entertainment opportunities. The list below highlights some of these opportunities.

Central Ticket Office has tickets for many events and theme parks, often available at a substantial discount. Discounted bus passes and movie tickets are also available.

Fowler Museum at UCLA
The museum explores global arts and cultures with an emphasis on works from Africa, Asia, the Pacific, and the Americas.

Geffen Playhouse
UCLA operated landmark professional theater.

Hammer Museum
The museum explores the capacity of art to impact and illuminate our lives.

Melnitz Movies
Movies are screened at the James Bridges Theater, Melnitz Hall 1409 on the UCLA campus. All movies are FREE to UCLA students, staff, faculty and members of the general public, unless otherwise noted. Melnitz Movies is funded through the UCLA Graduate Students Association and the ASUCLA Student
Interaction Fund. Tickets are available on a first-come, first-served basis (one ticket per person) at the Melnitz box office one hour before showtime.

**Powell Library Music and Dances**
Free concerts and dances are offered throughout the year that often take place in the Powell library Rotunda.

**UCLA Film and Television Archive**
With one of largest collections media materials in the United States, the archive offers a wide-range of screenings & public programs.

**UCLA Happenings - Arts**
Highlights events at UCLA in the arts.

**Center for the Art of Performance at UCLA (formerly UCLA Live)**
Offers dance, music, opera, and theatrical events on campus.

**J. Shopping in the UCLA/Westwood Area**
Westwood has a variety of shops and restaurants, a guide is available [here](#). Nearby shopping areas/malls include: Third Street Promenade, Westside Pavilion, Westfield Century City Mall, and the Grove. There is a farmer’s market on Thursdays from 12pm-6pm on Broxton Ave. between Weyburn Ave. and Lindbrook Ave. There is also a searchable listing of farmer’s markets in LA available [here](#).

**K. For more information about Los Angeles please visit...**
- [Digital City’s Los Angeles](#)
- [Los Angeles Convention & Visitors Bureau](#)
- [City of Los Angeles](#)

**L. Disaster Preparedness and Campus Safety**
No one knows when an emergency will occur, so everyone should understand basic safety practices. Safety information is posted in UCLA classrooms and offices and printed in campus phone books. Be prepared to respond safely to fire, earthquake, or other emergency situations. Campus emergency announcements and bulletins are broadcast via e-mail, online on the UCLA Home Page, and through campus-wide voice mail messages. Details on UCLA’s emergency preparedness program, which includes emergency planning, and procedures,
seismic safety assessment, earthquake preparedness presentations, and emergency response information, and drills are available on the website.

1. **UCLA Police Department**
   Graduate students should take all the usual precautions on and around campus that they would in any urban setting. The UCLA Police Department encourages students to take responsibility for their own safety by taking proactive steps to reduce the likelihood of crimes on campus or to themselves. Crime prevention literature is available at the University Police Department lobby, online, and throughout campus. The Department also offers a number of crime prevention programs and workshops each quarter on topics such as: personal safety, sexual assault awareness and prevention, hate crimes, and drug and alcohol awareness.

2. **Escort Service - (310) 794-WALK**
   Campus Security Officers are available for a walking escort free of charge to students, faculty, staff, or visitors 365 days a year from dusk until 1 a.m. The escort services are provided between campus buildings, local living areas, or Westwood Village within the approximate boundaries of Sunset Boulevard to the north, Hilgard Avenue to the east, Wilshire Boulevard to the south, and Veteran Avenue to the west. Call the provided number for an escort. Please allow fifteen to twenty minutes for your escort to arrive.

3. **Evening Van Service**
   The UCLA Evening Van Service provides a safe means of transportation around campus during evening hours. The vans provide transportation between campus buildings, on-campus housing, and nearby residential areas. The service is free for UCLA students, employees, and visitors. Maps of the van routes are available online.

X. **Campus Resources and Study Spaces**

   A. **Study Spaces and Miscellaneous**

      1. **Biomed Library**
         The [Biomedical Library](#) is located in Room 12-077 on the first floor of the Center for Health Sciences (CHS) Building. The closest campus entrance is the intersection of Le Conte and Tiverton avenues. The mission of the Louise Darling Biomedical Library is to provide access to and delivery of information resources. The primary focus of its collections, services, and staff is to support the health and life sciences research, educational,
patient care, and administrative responsibilities of UCLA faculty, students, and staff.

Use of the Graduate Reading Room is restricted to graduate and professional students in the Schools of Dentistry, Medicine, Nursing, and Public Health and the Life Sciences division of the College of Letters and Science.

The Biomed Library offers laptop lending. Students can check out computers for four hours. The computers can run either Windows or Apple and have Microsoft Office and some statistical software (e.g., Stata). The Technology Learning Center (TLC) is located on the second floor of the Biomed library and has computers available for student use.

2. Doctoral Student Lounge
There is a dedicated space for doctoral students from all departments of public health available in room A1-250. The room is equipped with a refrigerator and couches.

3. Additional Spaces
The UCLA library system has several libraries, the vast majority of which also have study spaces. A listing of the different locations is available here.

4. Lockers
Lockers within the Fielding School of Public Health (on A-level and 2nd through 7th floors) are available to all Public Health students. Locker assignments are handled by the Fielding School of Public Health Dean’s Office in 16-035 CHS, on a first-come, first-served basis.

5. How to check out equipment (laptops, projectors)
Laptops and projector cables can be checked out from the Health Policy and Management Office (31-269 CHS). Laptops with statistical programming may be checked out from the BioMed library. Projectors may be checked out from the Health Policy and Management office.

6. How to reserve classroom space
To reserve classroom space from the University, contact the department SAO with the date(s), times and number of people. The SAO will coordinate with the University about space requirements.
7. Where to make copies
The department copier is located in the Health Policy and Management mailroom—next to the main office. If you are making copies for a class, the instructor will provide you with the copy code to use. Copying and printing is also available in the BioMed library for a fee (approximately $0.10 per page). Limited free printing (250 pages per quarter) is available through the Graduate Student Resource Center, located in the Student Activities Center.

8. Help! I am lost in CHS!
The room layout for the Center for Health Sciences (CHS) is as follows: the first digit is the floor, the second is the corridor, and the last three are the room number. Therefore, room 31-269 would be on the third floor, the first corridor, and room 269. Odd numbered corridors are parallel and so are even numbers. Corridor number 1 is parallel to Charles Young Drive, and corridor 2, transects corridor number 1. The “A” level is below the first floor. You can access this level most easily by using the elevators near the SPH entrance or the stairwell immediately to the left as you enter SPH.

B. Graduate Student Resource Center/ Writing Center

1. Graduate Students Association
The UCLA Graduate Students Association was established to provide for the representation of graduate students and the promotion of graduate students’ interests at UCLA and within the University of California. Their web site has information on GSA structures, activities, and resources.

2. Graduate Student Resource Center
The UCLA Graduate Student Resource Center is a one-stop resource, referral and information center for graduate students. The Graduate Student Resource Center offers programs and workshops on a variety of topics, drop-in counseling, a web and in-house resource library, meeting and study space, and the opportunity for social interaction. More information can be found on their web site.

3. Graduate Writing Center
The Graduate Writing Center offers free writing consultation to graduate and professional school students at all levels and in all disciplines, as well as writing workshops on a variety of topics. You can meet with a trained and experienced graduate writing consultant to work on writing issues ranging from style and argumentation to grammar and syntax. The graduate writing consultants will work with you to develop your writing confidence and your writing skills.
4. **Grant Proposal Advising**

The program is designed to provide experienced professional assistance to encourage the submission and facilitate the success of individual proposals for graduate and postdoctoral fellowships. These fellowships are offered by a variety of agencies including the National Science Foundation, Mellon Foundation, Ford Foundation, National Institutes of Health, Social Sciences Research Council, and Fulbright Fellowship Programs. The awards provided by these agencies are merit-based, competitive and often devised for multi-year study programs. Successful endeavors are prestigious and widely recognized as indicators of scholarly potential and accomplishment.

The program consultants assist each student in planning and preparing the proposal. Their services are designed to supplement, not replace, the necessary guidance of a faculty mentor. They provide critical feedback for the refinement of proposals, suggestions for access to all available scholarly resources relevant to the preparation of proposals and electronic templates to complete the computer-assisted production of the proposal document.

**C. Textbooks**

Textbooks can be purchased online through the UCLA Store website (http://www.uclastore.ucla.edu) or are available in the UCLA Store Health Sciences, (310) 825-7721. It is not uncommon for professors to post textbook information prior to the start of classes through the UCLA Store website, so check for this information prior to the start of classes, especially if you plan to purchase textbook through alternative sources. Students may sell their textbooks back to the UCLA Store for cash at the end of each quarter at the A-level of Ackerman Union, (310) 206-0785.

The most common locations for course readers are:

- Copy Mat, 10919 Weyburn Avenue, 310-824-5276
- Westwood Copies, 1001 Gayley, 310-208-3233
- Course Reader Materials, 1081 Westwood Boulevard, 310-443-3300

**D. Office for Students with Disabilities**

To register with OSD, please call (310) 825-1501, and they will make an appointment for you to meet with a disability specialist. If you are unsure if you qualify, they will explore with you what the issues are and make
recommendations. All services provided by the OSD are free of charge, and information is kept strictly confidential. In order to register with the OSD, students fill out a general information form and provide current documentation of their disability/medical condition.

Office Hours and Locations:
Main Office - A255 Murphy Hall
Hours: Monday - Friday, 8am - 5pm
(310) 825-1501
(310) 206-6083 (telephone device for the deaf)
(310) 825-9656 (fax)
(310) 825-2263 (van service)

OSD Resource Room (Proctoring and Alternative Format) - 181 Powell Library

Hours: Monday - Friday, 8am - 5pm
(310) 825-2651
(310) 267-2008 (fax)

Mailing Addresses:
UCLA Office for Students with Disabilities
Box 951426
Los Angeles, CA 90095-1426

UCLA OSD Resource Room
Box 957128
Los Angeles, CA 90095-7128

E. Computer and Technical Resources

1. Academic Technology Services (ATS)
Offers access to advanced computational facilities and extensive one-on-one consulting (for free!) and training to assist researchers in solving large-scale research problems through computation and modeling. They also maintain a library of statistical reference books available for checkout. ATS also operates and maintains the Disabilities and Computing Lab and the Stats Lab. Consultants at Disabilities and Computing Program (DCP) at ATS help faculty, students and staff with disabilities by providing access to adaptive computing technology and educational programs. ATS also provides a numerous online resources and courses.
The office is located at: 5308 Math Sciences Building.
The number is (310) 825-6635.

2. **Software Central**
   Software Central provides the UCLA community with information about software licensing and volume license agreements that support research and instruction.

3. **Bruin OnLine (BOL) - (310) 267-HELP**
   Bruin OnLine (BOL) is a collection of services that provides UCLA students, faculty, and staff with e-mail, web hosting services, network connectivity (including wireless), and free software and support. Information on creating your account is available [here](#).
   Telephone Technical Support: (310) 267-HELP (4357) option 1
   Email Support: consult@ucla.edu

4. **BruinTech**
   The purpose of BruinTech is to help faculty, students, and staff navigate the diversity of UCLA information technology (IT) services and organizations. The web site reflects the dynamic nature of IT on campus by spotlighting current views and events. In addition, BruinTech publishes a newsletter and offers seminars on relevant IT topics approximately four times a year.

5. **MyUCLA**
   MyUCLA is a customized portal web page where students can access real-time class schedules, grades, campus appointments, traffic, and information about the weather, check their UCLA e-mail account and link to campus events.

6. **Common Collaboration and Learning Environment**
   CCLE is a Moodle site where student can access course information after enrollment. Courses for which students are registered will automatically appear after the student uses the secure logon.

7. **Borrowing a CLiCC Laptop**
   Currently enrolled UCLA students and currently employed UCLA faculty and staff members may check out a laptop using their valid UCLA logon and password. Laptop borrowing privileges may be revoked or suspended based on violations of policies at the discretion of the Library Administration.
XI. Student Affairs

A. **Course Schedule and Classrooms**

Please visit [http://www.registrar.ucla.edu/schedule/schedulehome.aspx](http://www.registrar.ucla.edu/schedule/schedulehome.aspx) for course schedule and room assignments. Course schedules for each are usually posted during the preceding quarter, with room assignment posted later.

B. **University Records System Access (MyUCLA)**

Through MyUCLA, UCLA students acquire academic, financial, and personal information from their University academic records. Students may access the system for up to 10 years after their graduation or last term of attendance. See [http://my.ucla.edu](http://my.ucla.edu).

C. **Registration**

[http://www.registrar.ucla.edu](http://www.registrar.ucla.edu)

Registration consists of paying fees and enrolling in classes.

1. Registration fees and other University charges are due the 20th of each month. BAR (Billing and Receivable) accounts can be viewed through MyUCLA.

2. Enrollment in classes is completed via MyUCLA at [http://my.ucla.edu](http://my.ucla.edu). Students must complete both processes by the established deadlines to be officially registered and enrolled for the term.

Graduate students must be either registered & enrolled or on an official leave of absence every term until their degrees are awarded. As an exception, certain graduate students may be eligible to pay the filing fee (see below). Failure to register or be on an official leave of absence for any term constitutes withdrawal from UCLA.

D. **Paying Fees**

Details on fee payment, enrollment procedures, and deadlines are in the Schedule of Classes at [http://www.registrar.ucla.edu/schedule/](http://www.registrar.ucla.edu/schedule/).

E. **eBill**

BAR accounts are administered electronically (eBill) through MyUCLA. Monthly financial activity is displayed for the current month as well as past account activity for the last 24 months. MyUCLA also includes a link to the Student Financial Services website ([http://www.sfs.ucla.edu](http://www.sfs.ucla.edu)) where students can find important communications from the University regarding registration and University policies. Students can pay their BAR account electronically using Visa, MasterCard, PULSE, NYSE, STAR, Discover, or American Express. Students can
also print a remittance document from the eBill webpage and mail payments with a check or money order. UCLA converts checks into electronic payments.

F. **Enrolling in Classes**

The Schedule of Classes ([http://www.registrar.ucla.edu/schedule/](http://www.registrar.ucla.edu/schedule/)) contains listings of class times, meeting rooms, instructors, and all information necessary for enrolling in classes. Use the Schedule and academic counseling to assemble a program of courses. Students enroll in classes through MyUCLA. The site walks students through the enrollment procedure. Students are assigned specific times—called appointments—when they are allowed to enroll. Use MyUCLA to determine enrollment appointments. Also use MyUCLA for other enrollment-related tasks, such as adding, dropping, or exchanging classes, signing onto the wait list for a class and checking waitlist status, or changing the grading basis for a class.

G. **Grading System**

The following grades are used to report the quality of graduate student work at UCLA:

- **A** Superior Achievement
- **B** Satisfactorily demonstrated potentiality for professional achievement in field of study
- **C** Passed the course but did not do work indicative of potentiality for professional achievement in field of study
- **F** Fail
- **S** Satisfactory (achievement at grade B level or better)
- **U** Unsatisfactory
- **I** Incomplete
- **IP** In Progress
- **DR** Deferred Report

The grades A, B, and C may be modified by a plus or minus suffix. The grades A, B, and S denote satisfactory progress toward the degree, but a C grade must be offset by higher grades in the same term for students to remain in good academic standing. Courses in which a C grade is received, however, may be applied toward the graduate degrees unless otherwise prohibited by the program requirements.

1. **Grade Points**

Grade points per unit are assigned by the Registrar as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.0</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
</tbody>
</table>
2. **Grade-Point Average**

The grade-point average is determined by dividing the number of grade points earned by the number of units attempted. The total grade points earned for a course equals the number of grade points assigned times the number of course units. For example, if a student takes three four-unit courses and receives grades of A–, B–, and C+, then the GPA for the term equals the total grade points (34.8) divided by the total course units (12). The GPA is 2.9. For satisfactory standing, graduate students must maintain a B average (3.0 GPA) in all courses taken at any campus of the University (except UCLA Extension).

3. **Satisfactory/Unsatisfactory Grades**

Graduate students in good standing (minimum 3.0 GPA) may enroll for Satisfactory/Unsatisfactory (S/U) grading in one graduate or upper division course outside the major field each term, in addition to any courses offered only on an S/U grading basis within the major. The grade S is assigned for a letter grade of B or better, but units earned in this manner are not counted in computing the GPA. Students receive neither units nor degree credit for a U grade. They may not elect the S/U option for Summer Session courses without an approved petition. Courses that are offered only on an S/U basis are designated SU in the Schedule of Classes.

4. **Incomplete Grades**

Once an Incomplete (I) grade is assigned, it remains on the transcript along with the passing grade students may later receive for the course. The instructor may assign the I grade when work is of passing quality but is incomplete for a good cause (such as illness or other serious problem). It is the student’s responsibility to discuss with the instructor the possibility of receiving an I grade as opposed to a non-passing grade.

If an ‘I’ grade is assigned, students may receive unit credit and grade points by satisfactorily completing the coursework as specified by the instructor. Students should not reenroll in the course; if they do, it is recorded twice on the transcript. If the work is not completed by the end of the next full term in residence, the ‘I’ grade lapses to an F, NP, or U as appropriate. Once the coursework is completed, the final grade will be noted in the quarter it was removed.
5. **In Progress Grades**
For certain courses extending over more than one term (identified by T1, T2, T3, or T4 in the Schedule of Classes), evaluation of student performance is deferred until the end of the final term of the course. Provisional grades of In Progress (IP) are assigned in the intervening term(s) and are replaced with the final grade when students complete the full sequence. The school or College faculty or the Graduate Division determines credit if they do not complete the full sequence and petition for partial credit.

6. **Deferred Report Grades**
Students may receive a Deferred Report (DR) grade when the instructor believes their work to be complete but cannot assign a grade because of disciplinary proceedings or other problems. If students are given a DR grade, the Office of the Dean of Students assists them in resolving the problem. For graduate students, the dean of the Graduate Division sets a deadline by which the DR lapses to an F if the problem is not resolved and a grade assigned. The DR is changed to a grade, or perhaps to an Incomplete, when the instructor provides written confirmation that the situation is resolved. The DR grade is not included in determining the grade-point average.

7. **Correction of Grades**
All grades except DR, I, and IP are final when filed by the instructor in the end-of-term course report. Thereafter, a grade change may be made only in case of a clerical or procedural error or other unusual circumstances. No grade may be revised by reexamination or, with the exception of the I and IP grades, by completing additional work. Students who are dissatisfied with a grade should review their work with the instructor and receive an explanation of the grade assigned. All grade changes are recorded on the transcript.

H. **Academic Probation**
A graduate student may be disqualified from continuing in the graduate program for a variety of reasons. The most common is failure to maintain the minimum cumulative grade point average (3.0) required by the Academic Senate to remain in good standing (note that some programs require a higher grade point average). Other examples include failure of examinations, lack of progress toward the degree, poor performance in core courses, etc. Probationary students (those with cumulative grade point averages below 3.0) are subject to immediate dismissal upon the recommendation of their department. Check the Standards and Procedures for Grad Study at UCLA for more information.
I. **Late Study List**

Students who pay their registration fees but are not officially enrolled in courses for credit as of Friday of the second week of instruction must file a late Study List. Use an Enrollment Petition for this process. [http://www.registrar.ucla.edu/forms/enrollmentpetition.pdf](http://www.registrar.ucla.edu/forms/enrollmentpetition.pdf)

J. **Registration Cancellation**

Before the first day of classes, students may cancel registration by (1) mailing a written notice to Enrollment and Degree Services, Attn: Cancellation Clerk, 1113 Murphy Hall, UCLA, Box 951429, Los Angeles, CA 90095-1429 or (2) faxing a written notice to (310) 206-4520. Refund is as follows: for new graduate, continuing, and reentering students, a service fee is deducted from the amount of fees paid.

Graduate students who cancel their registration and do not apply for a formal leave of absence must compete for readmission to return to the University.

K. **Withdrawal**

Withdrawing from the University means discontinuing attendance in all courses in which students are enrolled. Students who withdraw during a term need to file a Notice of Withdrawal, available from their departmental office. When students officially withdraw, a percentage of the registration fee may be refunded depending on the date the withdrawal form is filed.

Claims for refund must be presented within the academic (fiscal) year to which the claim is applicable. Consult the Schedule of Classes for policy details and specific refund dates. Students may withdraw only if they have not taken any final examinations or otherwise completed the work in any classes.

Students who register and subsequently discontinue coursework or stop payment on registration checks without an approved petition for withdrawal, leave of absence, or cancellation receive F, NP, or U grades, as appropriate, for all courses in which they are enrolled for that term. A fine is assessed if any check for registration fee payment is returned by a bank for stopped payment, insufficient funds, or any other reason. No fees are refunded, and future registration privileges may be curtailed or revoked.

L. **Graduate Readmission**

For details on the policies below, consult Standards and Procedures for Graduate Study at UCLA at [http://www.gdnet.ucla.edu/publications.asp](http://www.gdnet.ucla.edu/publications.asp).
1. **Graduate Leave of Absence**

Continuing graduate students in good standing (3.0 GPA or above) who have completed at least one term of UCLA graduate work may, with the support of their department and the approval of the Graduate Division, be eligible for leaves of absence. Graduate students are allowed a maximum of three quarters of official leave of absence. Please visit [http://www.gdnet.ucla.edu/gasaa/library/loa.htm#Policy](http://www.gdnet.ucla.edu/gasaa/library/loa.htm#Policy) for more information on the policy and form.

Federal policy governing students on F-1 and J-1 visas restricts leaves of absence to certain conditions. Therefore, the Dashew Center for International Students and Scholars, in consultation with the Graduate Division, individually evaluates each international graduate student request for a leave of absence to determine that it meets federal (and University) eligibility criteria.

Students on approved leave of absence are not permitted to use faculty time or make use of University facilities for more than 12 hours since their last registration and are not eligible for apprentice personnel employment or other services normally available to registered students. There is no need to apply for readmission, since the approved leave is for readmission to a specific term. The Registrar's Office notifies students about registration information for the returning term.

Obtain a Request for Leave of Absence form from the [Graduate Division Forms Website](http://www.gdnet.ucla.edu). See the Schedule of Classes calendar for the filing deadline.

2. **Application for Readmission**

Students who are granted a formal leave of absence do not have to apply for readmission if they resume their graduate work in accordance with the terms of their leaves. All other continuing graduate students who fail to register for any regular session, or who fail to complete a term through cancellation or withdrawal, must compete for readmission with new applicants.

Students who have registered at any time as a graduate student at UCLA and are returning after an absence (except a formal leave of absence) must file an Application for Graduate Admission which is available online at [http://www.gdnet.ucla.edu](http://www.gdnet.ucla.edu). Payment of the nonrefundable application fee may be paid by credit card or by check or money order. Transcripts of all academic work completed since registration at UCLA as a graduate student must also be submitted.
M. **Petitions (Blue Petition)**

The Blue Petition is a form submitted to explain student’s request to be exempted from any rule or regulation of the program. It is the only way to obtain formal approval from the department, the School, the Registrar, or whoever has authority to grant a particular request. All petitions must be signed by the student’s academic advisor and the Department Chair and filed as soon as possible. The School of Public Health requires Blue Petitions which can be picked up at the Central Student Affairs office located in A1-269 CHS.

N. **Transcripts and Records**

The transcript reflects all undergraduate and graduate work completed in UCLA regular and summer sessions. It lists chronologically the courses, units, grades, cumulative GPA, transfer credits, and total units.

Official UCLA transcripts are printed on security paper to safeguard against unauthorized duplication, alteration, and misrepresentation. The paper has a multicolor security background design and a border with the words “University of California, Los Angeles.” Authentication details are located in the lower right-hand corner of the transcript, and the transcript legend is located on the reverse of the document. Transcripts are issued in blue envelopes marked “Official Transcripts Enclosed.” Two versions of official UCLA student records are available from Academic Record Services. These are the academic transcript and the verification transcript. Each is designed to meet specific needs.

1. **Academic Transcript**

The academic transcript is a student’s complete academic record, including a listing of courses taken, transfer credit, units, grades, grade-point average (GPA), earned UCLA degrees, and in-progress term information. In-progress information includes a list of the courses that a student enrolled in during the term the document was requested and other in-progress information such as a change in major or the removal of an ‘I’ grade.

Grades for completed terms are processed immediately following the conclusion of final examinations. Complete academic transcripts are available approximately two weeks after the last day of the term. For graduating students, academic transcripts with the graduation date included are available approximately seven weeks after the end of the term. Students who require earlier proof of graduation should contact a degree auditor in 1113 Murphy Hall. A fee may be charged for this service.
Handbook for Doctoral Students in Health Policy and Management

The minimum period required for processing and issuing academic transcripts for both registered and former students is three working days.

2. Verification Transcript

The verification transcript certifies registration (fee payment), enrollment status, and degrees. For “good student” discounts on auto insurance, insurance forms should be presented in person. The verification fee is required for this service. Verification transcripts confirm student status only after registration fees have been paid for the term. Verification of student workload is based on actual enrolled units and does not consider wait-listed units or list courses for a term.

Verification of degree can be issued after students’ degrees have been posted to their student record, approximately seven weeks after the term ends. Students who require verification before their degree is posted should contact their degree auditor.

The fee for a verification transcript is waived if requested for loan or student aid verifications (proof of request required). Most enrollment verifications for loans and creditors, however, are processed for the University by the National Student Clearinghouse. Approved by the U.S. Department of Education, the clearinghouse is a national organization that facilitates and expedites student enrollment verifications for creditors and other student service-related agencies. The clearinghouse abides by all provisions of the Family Educational Rights and Privacy Act (FERPA).

3. Unofficial Academic Transcripts

Unofficial academic are transcripts that are not printed on security paper. They are needed for university fellowship applications and may only be obtained in person (with ID). There is a limit of one per day but the transcripts may be photocopied.

4. Ordering Transcripts

Official academic and verification transcripts can be ordered through MyUCLA, in person at 1113 Murphy Hall, or by sending a request to UCLA Registrar’s Office, Attn: [Academic or Verification] Transcripts, 1105 Murphy Hall, Box 951429, Los Angeles, CA 90095-1429.

Requests should include the student’s:

1. Name under which he or she was registered at UCLA
2. Dates of attendance at UCLA
3. Date of birth
4. 9-digit student ID number, if available
5. Complete address and telephone number
6. Number of copies requested
7. Mailing instructions including all details and any special handling
8. Full signature

Transcript request forms containing this information are available in the Murphy Hall northwest lobby or at http://www.registrar.ucla.edu/forms/.

For UCLA Extension courses, order transcripts from UCLA Extension, P.O. Box 24901, Department K, Los Angeles, CA 90024-0910.

Requests are not processed if students have outstanding financial, academic, or administrative obligations (holds) to the University. Transcripts of work completed elsewhere must be requested directly from the campus or institution concerned.

More information on ordering transcripts is available by calling (310) 825-1091 or by contacting transcripts@registrar.ucla.edu.

5. **DPR—Degree Progress Report**
   You may access your degree progress report by logging into your MyUCLA account. The Degree Progress Reporting System is a counseling tool to apprise you of your progress toward a degree and should be used in conjunction with the UCLA General Catalog. The DPR is not to be used outside the UCLA community. It is NOT an official transcript and should not be used as such.

   Graduate students may use the DPR to obtain term grade information, however questions about your academic record, grades, advancement to candidacy, degree expected term, etc. should be directed to your Graduate Department, Professor, Graduate Advisor and/or the Registrar.

O. **English as a Second Language**

All non-native speakers of English who are new to UCLA are required to take the English as a Second Language Placement Exam (ESLPE). Student may be exempt from this requirement, or may be required to take up to three courses of the English 33 series according to their performance on the exam. Students may take the exam only twice. Graduate students wishing to take a second test must wait at least one quarter before retaking the exam. Please note that the second of the two scores will be used for the placement decision. If needed, ESL Courses are available to facilitate studies at UCLA. A student who does not fulfill the ESL
requirement will not be permitted to graduate. Please see http://www.appling.ucla.edu/index.php for more information.

P. Student Records

The Registrar prepares, maintains, and permanently retains a record of each student’s academic work. Student files of pertinent documents are maintained up to five years following the last date of attendance. Students may view their documents in Enrollment and Degree Services, 1113 Murphy Hall, (310) 825-1091. Advance notice of two to three days is required for viewing.

Q. Change of Name or Address

Students who wish to change their name on official University records should fill out a UCLA Name Change or Correction form (available in the Murphy Hall northwest lobby) and submit it with documentation supporting the name change to Enrollment and Degree Services. All name changes are recorded on the transcript. If students change their address, they should update their address through MyUCLA.

R. Course Evaluations

At the end of each quarter around Week 9, students have an opportunity to evaluate their instructors and Teaching Assistants. Honest and constructive criticism is required to produce high-quality course curriculum and instructor teaching style. The evaluations will be filled out by the students, analyzed by the UCLA’s Central EIP office, and distributed to the chair of Health Policy and Management Department for review.

S. Academic Dishonesty

Academic dishonesty is a serious crime that is very easily overlooked by people pursuing academia. It is a disturbing issue that both faculty and students must handle seriously and legitimately. In order to protect the integrity of the University and to prevent academic fraud, students and researchers must refrain from academic dishonesty. Please visit our university’s Academic Dishonesty website for more information.

T. Grievance Process

Unfortunately, conflicts between students and faculty members or other students or staff sometimes occur. Depending on the nature of the conflict and the parties involved, students may choose to consult with their academic advisor, with the Department Chair, with Graduate Division, and/or with the UCLA Office of Ombuds Services (http://www.ombuds.ucla.edu/default.htm).

For particular types of grievances, see the list below (http://www.policies.ucla.edu/studentaffairs.htm):
• **Debt Grievances**
• **Discrimination**
• **Sexual Harassment**
• **Challenging the content of student records**
• Employment related — **Academic student employees** are represented by a unit of the UAW

The UCLA Graduate Students Association has created a document on “UCLA Graduate Student Academic Rights and Responsibilities” that provides a general framework of guidance for graduate students with regard to academic issues ([http://www.gdnet.ucla.edu/asis/library/academicrights.pdf](http://www.gdnet.ucla.edu/asis/library/academicrights.pdf)). This document has been endorsed by the Academic Senate Graduate Council but is not legally binding; rather, it is a statement of principles to be used as guidance and support. Many of the items contained within are already specified as rights or responsibilities of students in official university literature, often in greater detail than presented here.

If a student has reason to believe that a faculty member has violated the Faculty Code of Conduct ([http://www.ucop.edu/acadpersonnel/apm/apm-015.pdf](http://www.ucop.edu/acadpersonnel/apm/apm-015.pdf)) and that formal discipline may be warranted, the alleged violator may be reported to the Chair of the department and to the Dean of the division or school with a request that a charge be filed with the Academic Senate Charges Committee ([http://www.registrar.ucla.edu/catalog/catalog11-12-835d.htm](http://www.registrar.ucla.edu/catalog/catalog11-12-835d.htm)). If the Dean, in consultation with the vice chancellor of Academic Personnel, determines that there are not sufficient grounds for the administration to file a charge, the student may, after discussing the matter with the Office of Ombuds Services and a member of the Academic Senate Grievance Advisory Committee ([http://www.senate.ucla.edu/committees/gac/](http://www.senate.ucla.edu/committees/gac/)), file such a charge in person if the student continues to feel it is warranted. It is important to understand, however, that while the charges process might lead to sanctions for the accused faculty member ([http://www.ucop.edu/acadpersonnel/apm/apm-016.pdf](http://www.ucop.edu/acadpersonnel/apm/apm-016.pdf)), there are no provisions for providing restitution to the grievant.

**XII. Administrative Offices**

**A. UCLA offices**

1. **Registrar**

   “The **University Registrar** has operational authority and responsibility for services in the areas of academic publications and scheduling, academic record services, enrollment and degree services, and student information systems. Services include issuance of transcripts and diplomas, verification of attendance, release of public information, registration and
enrollment, collection of grades, and production of official campus publications including the General Catalog and quarterly Schedule of Classes. The University Registrar’s Office operates as the secretary to the faculty and as the official record keeper of the University.”

The Registrar’s service windows are located at 1113 Murphy Hall. The Registrar's Office is open from 9 a.m. to 4 p.m., Monday through Friday (except holidays).

2. Ombudsman
“The mission of the Office of Ombuds Services is to ensure that all members of the University community receive confidential, fair, and equitable treatment in matters of concern or complaint. The Ombuds persons facilitate communication when conflict arises and provide the opportunity for informal dispute resolution.”

Strathmore Building, 501 Westwood Plaza, Suite 105
Phone: (310) 825-7627
8 am–5pm, Monday–Friday or by appointment

3. Financial Aid
“The mission of the Financial Aid Office is to help remove financial barriers and to assist students in meeting the rising cost of attendance at UCLA. The role of our office is to fill the gap that exists between the cost of attendance and funds available from your family, savings and other resources. We will assist you with completing your application for financial aid, determining your level of need and offering financial aid to meet your educational expenses. Our staff is available to answer any questions you may have regarding financial aid to address your eligibility concerns.”

The Financial Aid Office is located in room A129J on the A Level of Murphy Hall. Phone: 310-206-0400. Email: finaid@saonet.ucla.edu.
Mailing address: UCLA Financial Aid Office, A-129J Murphy Hall Box 951435, Los Angeles, CA 90095-1435

4. Graduate Division
“The UCLA Graduate Division is responsible for administering policy established by the Academic Senate and its Graduate Council for master’s, doctoral, and graduate professional degree programs other than the professional degree programs in Dentistry, Law, and Medicine. The Division oversees graduate recruitment and admissions, including the recruitment of a diverse student body, fellowships, teaching and research
assistantships and other graduate student support, and the maintenance of high quality standards in all UCLA graduate programs. The Dean of the Graduate Division also serves as Vice Chancellor Graduate Studies. The orientation handbook is available here.

5. **Graduate Council**

“The Graduate Council is a standing committee of the UCLA Academic Senate. In keeping with the University’s commitment to the philosophy of shared governance, the Council is responsible for the establishment of policy and standards for graduate education at UCLA; the approval, review, and monitoring of graduate degree programs; and recommendations regarding fellowships and assistantships.”

“An excellent example of shared governance, the Graduate Council and the Graduate Division work together to determine and administer policies on graduate education at UCLA. While the organizational structure of the University of California clearly separates the policy and decision-making duties of the Graduate Council from the administrative duties of the Graduate Division, the two are closely intermeshed through the Graduate Council’s delegation of decision-making in certain areas to the dean. The close cooperation between the dean of the Graduate Division and the chair of the Graduate Council ensures that graduate standards at UCLA are upheld and the quality of graduate programs are protected and promoted.”

B. **Fielding School of Public Health Offices**

1. **Dean’s Office**

The Dean’s message can be read here. Contact information for the Dean is available here. A copy of the School’s strategic plan is available here.

2. **Student Affairs – Central Office**

“The Central Student Affairs Office offers information and resources designed to attract and assist potential students with admission and to help current students with enrollment, advising, and degree program issues. Advising for specific program requirements is handled by the departmental Student Affairs Officer. In addition to student advising, the Student Affairs Office staff members oversee course scheduling, school-wide funding opportunities, the new student orientation, the annual awards ceremony, and graduation. The staff members also conduct recruitment and outreach activities at conferences, college fairs, and community-based outreach events.”

A1-269 Center for Health Sciences
Monday – Friday, 10 a.m. – 3 p.m. or by prior appointment
3. **Central Finance Office**
“The Central Finance Office provides support for the School in financial areas such as general budget, financial systems, sales and services, indirect cost recovery and grant submissions. It also provides pre-award and post-award, travel and purchasing support for central administrative offices and faculty members availing of the Contracts and Grants services of the Central Finance Office.”

XIII. **Health Policy and Management Offices/People**

A. **Chair and Department Director**

Jack Needleman, PhD, Fred W. and Pamela K. Wasserman Endowed Chair in Health Services
(310) 267-2706 | (310) 825-3317 | needlema@ucla.edu

Vickie Mays, PhD, Director of the PhD and MS programs
310-206-5159 | 310-825-3317 | maysv@nicco.sscnet.ucla.edu

B. **FACULTY LISTINGS & DIRECTORY**
This section provides a list of core faculty members with their contact information and research interests. For a complete list, including part time and jointly appointed faculty, please visit [http://hpm.ph.ucla.edu/faculty/faculty-bios](http://hpm.ph.ucla.edu/faculty/faculty-bios)

1. **Core HPM Faculty**

**Roshan Bastani, PhD, Professor**
310-206-9266 | bastani@ucla.edu
Study access to health care among low-income, ethnic minority and other underserved groups, with focus testing the efficacy of patient and health care system directed interventions to improve access.

**Cindy Cain, PhD, Assistant Professor-in-Residence**
310-825-2928 | clcain@ucla.edu
Management issues within health care organizations, including health care workers’ well-being and burnout, organizational change processes, and team-based care, late-life and end-of-life care approaches, and much of her research has taken place within hospice organizations.

**Emmeline Chuang, PhD, Assistant Professor**
310-825-8908 | emchuang@ucla.edu
Organization and management of health and human services; inter-organizational relationships; families affected by substance use and other behavioral disorders frontline health and human service workers; dissemination and implementation of complex, service-based innovations.

**WILLIAM S. COMANOR, PHD, Professor**  
310-206-1641 | comanor@ucla.edu  
Economics of Research and Development in the Pharmaceutical Industry

**LAURA ERSKINE, PHD, MBA, MPH Director**  
310-825-4807 | lerskine@ucla.edu  
Management, organizational behavior, leadership, and decision-making.

**JONATHAN FIELDING, M.D., M.P.H., Distinguished Professor**  
310-206-1141 | jfieldin@ucla.edu  
Development of clinical preventive services guidelines; prevention economics and financing; health promotion for children, adults and families in community; clinical and occupational settings.

**PATRICIA GANZ, M.D., Professor**  
310-206-1404 | pganz@ucla.edu  
The study of quality-of-life outcomes in cancer and other chronic diseases; clinical intervention trials in breast cancer; late effects of cancer treatment, and improving the quality of care for cancer survivors; research on the prevention, detection, treatment and supportive care of cancer.

**BETH GLENN, PHD, Adjunct Assistant Professor**  
310-206-9715 | bglen@ucla.edu  
Cancer prevention and control among ethnic minority and Adjunct underserved populations; understanding perceived benefits and barriers to genetic evaluation and testing for breast cancer risk among ethnic minority women.

**MOIRA INKELAS, PHD, Associate Professor**  
310-312-9081 | minkelas@ucla.edu  
Children’s access to health care; tailoring managed care and health care financing policies to the needs of children with chronic illness; the impact of systems on quality and performance; measuring quality of care, and quality improvement.

**GERALD KOMINSKI, PHD, Professor**  
310-794-2681 | kominski@ucla.edu  
Evaluating the costs and cost-effectiveness of health care programs and technologies; improving access and health outcomes, particularly among ethnic and vulnerable populations; and developing models for estimating health expenditures and forecasting population health.

**JAMES MACINKO, PHD, Professor**
Global health; public health policy; health services research; primary care; health inequalities; Brazil

ANNETTE MAXWELL, PhD, Adjunct Professor
310-794-9282 | amaxwell@ucla.edu
Cancer health disparities in diverse populations, especially among several Asian ethnic groups.

WILLIAM MCCARTHY, PhD, Adjunct Professor
310-794-7587 | wmccarth@ucla.edu
Encourage members of special populations to adhere to Dietary Guidelines for Americans (African American adult women, low-income middle school students, low-income patients of community health centers) and to be smoke-free (WIC participants, aerospace workers, Korean and South Asian immigrants); epidemiological investigations of tobacco use in special populations (adolescents, Asian subpopulations, residents of homeless shelters).

CORRINA MOUCHERAUD, Sc.D, Assistant Professor
310-206-1185 | cmoucheraud@ucla.edu
Improving quality of care in resource-poor settings, particularly for women and infants; the processes and outcomes of policy implementation at the global and national levels; and incorporating health system information into quantitative methodologies, to develop more nuanced and relevant results for constrained systems.

JACK NEEDLEMAN, PhD, Professor, Chair
310-267-2706 | needlema@ucla.edu
Health policy issues; hospital nurse staffing and patient outcomes; nursing performance measurement; studies of the costs and quality of care and access to health services; comparing for-profit and nonprofit hospital performance and studying nonprofit and public hospital conversions to for-profit status; performance and quality of care of community health centers and changes in access to inpatient care for psychiatric conditions and substance abuse.

NINEZ PONCE, PhD, Associate Professor
310-267-2706 | nponce@ucla.edu
Understanding macroeconomics effects on health and health care access in low-income countries, and more recently in low-SES neighborhoods and ethnic minorities in the U.S; explore neighborhood effects and health care market factors that may explain persisting racial and ethnic disparities in cancer screening.
NADEREH POURAT, PhD, Adjunct Professor
310-794-2201 | pourat@ucla.edu
Assessing the disparities in access to care of underserved population; access issues among Asian Americans, immigrants, the low-income, and the elderly as well as access to services such as breast and cervical cancer screening and oral health care among others.

THOMAS RICE, PhD, Distinguished Professor
310-206-1824 | trice@ucla.edu
Physicians’ economic behavior; health insurance for the elderly; the Medicare program; health care cost containment; the role of competition in health care reform; managed care.

LINDA ROSENSTOCK, M.D., M.P.H., Dean Emeritus and Professor
310-825-6381 | lindarosenstock@ph.ucla.edu
Environmental health, ethics, and health policy

STUART SCHWEITZER, PhD, Professor
310-825-2595 | sschweit@ucla.edu
Health policy, especially as they pertain to pharmaceuticals, gerontology, and the financing of health care; drug pricing for developing countries.

ARTURO VARGAS BUSTAMANTE, PhD, Assistant Professor
310-206-4744 | avb@ucla.edu
Health care disparities; health services in developing countries; population groups that are overwhelmingly uninsured or that have poor access to health care, predominantly among Hispanics/Latinos; statistical analyses of disparities in health care access, utilization, quality and insurance coverage; cross-border health care utilization and in the effect of health services privatization and decentralization in middle-income countries, predominantly in Latin America.

LEAH VRIESMAN, PhD, M.H.A, M.B.A, Adjunct Assistant Professor
310-206-2602 | vriesman@ucla.edu
The relationship between graduate health management curriculums with educational outstanding new leaders in the field, comparative merger & acquisition theory between the public and private sectors and pharm-biotech market strategies.

FREDERICK J. ZIMMERMAN, PhD, Professor
310-825-1971 | fredzimmerman@ucla.edu
Economic influences on population health, with a particular focus on media use and child health; media exposure (commercial vs. non-commercial; violent vs.
non-violent) on developmental outcomes such as obesity, cognitive development, and executive function.

C. **Staff**

**Allison Kamerman, MS, MSO**
310-825-0240 | ajlevine@ucla.edu
Allison serves as the Management Services Officer for the Department of Health Policy and Management. She handles overall administration of the Department including financial management, academic and staff personnel, student affairs, academic programs, IT, space distribution, and facilities. She is responsible for oversight of all funds including the Executive MPH Program, preparing the annual budget, financial planning and reporting, proposal preparation and post-award administration. She assists faculty and staff in resolving operational, personnel and fiscal matters; participates in faculty and committee meetings as necessary; advises Department faculty and staff of University policies and procedures; and manages all other departmental activities.

**Anna Lim, Administrative Specialist**
310-825-2594 | apark@ph.ucla.edu
Anna serves as the administrative specialist for the Department of Health Policy and Management. She provides administrative support to the Department including, but not limited to, general faculty and student support, event coordination, reimbursements, and ordering and maintenance of service unit supplies and equipment. You may reserve the Roemer Library, Laptops, Projectors, or any other AV equipment by contacting Anna.

**Shirley Rayner, Finance Manager**
310-206-3248 | srayner@ph.ucla.edu
Shirley serves as the Finance Manager for the Department of Health Policy and Management. She is responsible for management of all funds including the Executive MPH Program; preparing monthly financial reports for the MSO; analyzing fund activities and resolving issues; contract and grant administration including pre- and post-award activities; and processing orders, reimbursements, and travel transactions.

**Jill Richardson, Student Affairs Officer**
310-825-7863 | jrichardson@ph.ucla.edu
Jill serves as the Student Affairs Officer for the Department of Health Policy and Management. Her main role is to help guide students through the different stages of their degree program, including but not limited to, academic advising, course enrollment, processing various forms and special actions, and connecting students with appropriate offices when needed. Additionally, she advises
prospective students, helps students and faculty navigate through University policies, and assists with the admissions process, as well as pre-doctoral administration of the training grant.

Yayoi Roth, Assistant to the Chair  
310-983-1355 | ysroth@ph.ucla.edu  
Yayoi serves as the Assistant to the Chair for the Department of Health Policy and Management. She provides administrative support to the Chair and MSO. Her responsibilities in support of the Department include, but are not limited to, managing academic personnel actions, drafting correspondence and reports, administration of post-doctoral trainee appointments, coordinating logistics for special events as well as other Chair or Departmental business as needed.
Appendix 1: Mentoring

There are many things to consider when selecting an advisor or mentor, including research interests, work styles, professional goals, time commitments and other expectations. It is also important to be a good mentee! The resources listed below have a variety of information to help you with many aspects of the mentoring relationship.

- Some general information on mentoring and FAQs are available [here](#).
- Additional information and some questions to consider are available [here](#).
- The University of Pittsburgh and Emory University’s websites have some nice tips on how to choose an advisor/mentor and a list of questions to ask potential advisors/mentors—focusing specifically on choosing a dissertation advisor.

There are several ways to get to know faculty members. Taking a class with faculty members is an excellent way to get to know them. Reading a professor’s papers is a good way to get to know their research interests and shows that you have the potential to be a good mentee. Setting up meetings with professors to ask about their research interests is another good way to get to know them and is encouraged. Working as a GSR or a Special Reader can also help you get to know faculty. Journal club and other department events are good opportunities to interact with faculty.

Below is a template of issues that should be agreed upon in advance by the student and the dissertation committee chair (adapted from materials from NDSU and Harvard). Students rarely use a formal written agreement but these points are a helpful starting place for discussion.

The dissertation committee chair and student should agree on the following:
- Ownership of the dissertation and authorship for any subsequent publications
- Ethical standards and practices of research
- Frequency and duration of regular meetings or other forms of communication (for example, many students meet with their advisors every week or every other week for 30-60 minutes)
- Timeline for completion of draft chapters and the overall dissertation (note: moving away from the university will typically increase the length of time it takes to complete a dissertation)
- Method of transmission of written materials (email or hard-copy) and how far in advance of meetings the chair needs to receive materials
- The number of drafts that will be read by the chair and by the other committee members.
- How the student will get support that cannot be provided by the chair

The dissertation chair agrees that s/he will:
• Provide timely and constructive written and oral feedback that attests to global and specific details of the dissertation and will ensure a quality dissertation
• Assist the student to ensure that he or she is adequately prepared before allowing the student to orally defend his or her dissertation proposal or final dissertation
• Be knowledgeable about the dissertation process, university guidelines, and programmatic issues regarding completion of the dissertation
• Keep the student on track and focused
• Whenever possible, attempt to foresee difficulties or problems with the dissertation process

The student agrees that s/he will:
• Dedicate substantial hours to the dissertation each week
• Keep in mind that s/he is still a student until s/he graduates
• Adhere to proposed timelines and deadlines
• Keep in regular contact with the chair and other committee members
• Inform the chair in a timely manner if meetings need to be cancelled
• Integrate the feedback received from the chair in a thoughtful and scholarly manner
• Keep up-to-date with university guidelines and deadlines regarding dissertations
• Realize that an editor may be required during the dissertation, particularly for those for whom English is not the primary language
• Be honest with the chair about what s/he does not know so that the chair can help the student gain that knowledge
## Appendix 2: Suggested Sequence of Required Coursework

<table>
<thead>
<tr>
<th>Year</th>
<th>Topic</th>
<th>Fall</th>
<th>Winter</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>Required</td>
<td>HPM 200A, HPM 226A</td>
<td>HPM 200B, HPM 226B</td>
<td></td>
</tr>
<tr>
<td>First</td>
<td>Methods</td>
<td>HPM 225A</td>
<td>HPM 225B</td>
<td>HPM 237C</td>
</tr>
<tr>
<td>First</td>
<td>Statistics</td>
<td>Bio Stat 201A</td>
<td>Bio Stat 201B</td>
<td></td>
</tr>
<tr>
<td>Second</td>
<td>Required</td>
<td>Additional Stats Course</td>
<td></td>
<td>HPM 423</td>
</tr>
<tr>
<td>Third +</td>
<td>Required</td>
<td></td>
<td>HPM 227B (once)</td>
<td></td>
</tr>
<tr>
<td>Pre-candidacy</td>
<td>As needed to satisfy unit requirement</td>
<td>HPM 597</td>
<td>HPM 597</td>
<td>HPM 597</td>
</tr>
<tr>
<td>Candidate</td>
<td>As needed to satisfy unit requirement</td>
<td>HPM 599 (with committee chair)</td>
<td>HPM 599 (with committee chair)</td>
<td>HPM 599 (with committee chair)</td>
</tr>
</tbody>
</table>

Also see: [http://hpm.ph.ucla.edu/students-alumni/current-students/current-course-requirements](http://hpm.ph.ucla.edu/students-alumni/current-students/current-course-requirements)

Students usually start cognate and elective courses during their first year, especially in spring quarter. All coursework must be completed by the end of the second year if the student wishes to take the cognate exam in the fall of their third year. Additional coursework may be taken after the exam. The department seminars, Journal Club 227A and B do not need to be taken for credit unless otherwise specified but attendance is mandatory.

*EPI 100 must be taken if an equivalent course was not already completed during a student’s master’s degree coursework.
Appendix 3: Organizational Behavior Cognate

Health care delivery and public health organizations are faced with unprecedented demands and incentives to improve their effectiveness. Consequently, training health services researchers in methods and perspectives central to improving system processes, structures, and strategies is a major priority. The emergence of national research efforts in public health systems and services research, comparative effectiveness research, and implementation science necessitate focused training in organizational behavior.

In the organizational behavior cognate, students will learn about several research areas that are extremely important to health policy and management, including the structure of health care organizations and systems, public health systems and services research, the comparative effectiveness of delivery system interventions, organizational performance improvement programs and their impacts, and the diffusion of evidence-based care and technology across providers and organizations.

It is expected that students develop a strong grounding in psychological and sociological theories of organization. In order to pursue substantive studies in these areas, students must possess strong analytic skills and be capable of using a broad range of research methods. Moreover, cognate students should acquire a range of methodological skills beyond statistical analysis, including survey design and administration and qualitative research methods, such as in-depth and cognitive interviewing.

We anticipate that students graduating from this track will seek faculty positions in schools of medicine, public health, or social science departments, research positions in health services organizations, and research positions in research organizations and institutes.

The organizational behavior cognate objectives and requirements are detailed in this appendix.

Organizational Behavior Cognate Training Objectives

<table>
<thead>
<tr>
<th>Cognate Objective</th>
<th>Program Competencies: PhD Program in Health Policy and Management Research</th>
<th>Course(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To compare and critique the active organizational theories, perspectives and</td>
<td>Conceptual Knowledge: Apply or develop theoretical and conceptual models and skills relevant to health services research</td>
</tr>
</tbody>
</table>
debates in health delivery systems and public health systems research. | Relevant and Important Question Development: Pose important research questions informed by structured evidence assessment, stakeholder positions, and pertinent theoretical and conceptual models and formulate solutions to health problems, practice and policy |  

| 2 | To describe the study designs and analytic methods used in organizational research, with attention to identifying the strengths and limitations of particular approaches. | Study Designs: Recognize the strengths and weaknesses of study designs to appropriately address specific health services research questions | Data Analysis: Demonstrate proficiency in the appropriate application of analytical techniques to evaluate HSR questions | BIO 411 or EDUC 231D  
HPM 415  
Nursing 205A or CHS M216 |
|---|---|---|---|---|
| 3 | To integrate the organizational theories and perspectives through the development of a research proposal. | Conceptual Models and Operational Methods: Use or develop a conceptual model to specify study constructs for a health services research question and develop variables that reliably and validly measure these constructs | Data Collection and Management Methods: Assemble and manage existing data from public and private sources | HPM 415  
Nursing 205A or CHS M216 |
| 4 | To develop a research dissemination strategy, employing important concepts from implementation science and organizational theory. | Knowledge Transfer: Knowledge translation to policy and practice |  | HPM 415 |
| 5 | To develop important organizational research questions through the application of theory to problems in performance measurement and improvement, delivery systems management, and/or public and nonprofit management. | Foundational Knowledge: Acquire knowledge of the context of health and health care systems, institutions, actors, and environment | Cognate Electives |
Cognate Requirements

In addition to the core requirements for the PhD program in Health Services Research / Health Policy and Management, students in the organizational behavior cognate must meet the following requirements:

a. Core Requirements (3 courses)
HPM 415 Seminar in Organizational Analysis (4)
Nursing 205A Introduction to Qualitative Methods in Research (4), CHS 216, or equivalent
BIO 411 Analysis of Correlated Data (4), EDUC 231D or an equivalent course focused on hierarchical modeling*
*satisfies the third course in statistics requirement for the PhD program

b. Electives (Choose 4 electives, with a minimum of one course from the “Organizational Processes and Management” category)

Organizational Processes and Management
Mgmt 240E Entrepreneurial Operations (4)
Mgmt 252 Systems of Employee-Management Participation (4)
Mgmt 254 Management of Pay and Reward in Organizations (4)
Mgmt 259A Individual and Groups in Organizations (4)
Mgmt 259B Advanced Studies in Human Resource Management (4)
Mgmt 281B People in Organizations (4)
Mgmt 282 Task Group Processes (4)
Mgmt 285A Leadership, Motivation, and Power (4)
Mgmt 285B Managerial Interpersonal Communication (4)
Mgmt 286 Negotiations Behavior (4)
Mgmt 407 Managerial Model Building (4)
Mgmt 409 Organizational Behavior (4)
Psyc 222B Interpersonal Influence and Social Power (4)
Psyc 222C Psychology of Intergroup Relations (4)
Psyc 225 Intergroup Relations (4)
Soc C258 Talk and Social Institutions (4)
Soc 265 Problems in Organizational Theory (4)
Soc 285C Special Topics in Sociology (4)

Organizational Research Methods
Mgmt 299M Seminar in Research Methodology (4)
Mgmt 298D Empirical Methods in Strategic Management (4)
Nursing 205B Advanced Qualitative Research Methodology (4)
Nursing 205C Advanced Qualitative Research Methodology (4)
Soc 208A Social Network Methods (4)
Soc 208B Social Network Methods (4)
Edu 222C Qualitative Data Reduction and Analysis (4)

Performance Measurement and Improvement
HPM 214 Measurements of Effectiveness and Outcomes of Healthcare (4)
HPM 215A Healthcare Quality and Performance Management (4)
HPM 217 Evidence-Based Medicine and Organizational Change (4)
HPM 249S Introduction to the Science of Implementing Evidence-Based Care (4)

Delivery Systems Management
HPM 288 Technology and Health Services (4)
HPM 432 Management of Healthcare Delivery Organizations (4)
HPM 440A Healthcare Information Systems and Technology (4)
HPM 440B Health Information Systems: Organization and Management (4)

Public and Nonprofit Management
HPM 286 American Political Institutions and Health Policy (4)
HPM 438 Local Health Administration (4)
Mgmt 298D Law and Management of Non-Profit Organizations (4)
Mgmt 298D Social Entrepreneurship (4)
PPol 205. Bureaucracy and Public Management (4)
PPol M226 Management Challenges and Tools for Nonprofit Sector (4)
PPol M228 Leadership, Development, and Governance of Nonprofit Organizations (4)

Suggested PhD Program Schedule for Organizational Behavior Cognate

Fall Quarter, Year 1
HPM 200A: Health Services Organization and Financing (6)
HPM 225A: Health Services Research Design (4)
HPM 226A: Readings in Health Services (2)
BIO 201A: Biostatistics (4)

Winter Quarter, Year 1
HPM 200B: Health Services Organization and Financing (6)
HPM 225B: Health Services Research Methods (4)
HPM 226B: Readings in Health Services (2)
BIO 201B: Biostatistics (4)

**Spring Quarter, Year 1**
HPM 237C: Issues in Health Services Research Methodologies (4)
HPM M422: Practices of Evaluation in Health Services (4)
Cognate Elective (4) or CHS 216 (4)*

**Fall Quarter, Year 2**
Nursing 205A: Introduction to Qualitative Methods in Research (4) or Cognate Elective (4)*
Cognate Elective (4)
Elective (4)

**Winter Quarter, Year 2**
HPM 415: Seminar in Organizational Analysis (4)
BIO 411: Analysis of Correlated Data (4) or EDUC 231D (4) or Cognate elective (4)*
Elective (4)
HPM 249I: Topics in Health Services (2-4)

**Spring Quarter, Year 2**
EDU 231D (4) or Cognate Elective (4)*
Cognate Elective (4)
Elective (4)
*Note: take one of CHS 216 or NUR 205a, and one of BIO 411 or EDU 231D

**Required Core Seminar: HPM 415: Seminar in Organizational Analysis (4)**
To ensure that students acquire expertise in organizational theory, a core seminar in organizational analysis is required. The objective of the seminar is to introduce important questions and theoretical perspectives relevant to understanding organizational behavior and change in health care and public health environments. The course covers active paradigms in organizational theory, particularly perspectives important for understanding delivery system change. Empirical research is examined to clarify how important organizational constructs have been operationalized and to highlight the methodology-related challenges of studying organizations in health care/public health.

The seminar attempts to accomplish three objectives with respect to the study of organizations in health care/public health:
1) compare and critique the main theoretical perspectives and debates in the field,
2) describe the analytic approaches and methods used in empirical research, with attention to identifying the strengths and limitations of particular approaches, and
3) integrate the theoretical perspectives presented in the seminar through the development of a research proposal.

The seminar will consist of a combination of lecture and discussion, focused on the following:

Theory

- How organizational theory is operationalized in empirical research
- The benefits and limitations of the theoretical perspectives
- Assumptions about organizational behavior made in empirical investigations
- Connections and contradictions between theoretical perspectives
- Contextual factors for which the perspective might be more or less relevant

Research Methods

- Measurement challenges and innovations in delivery systems and public health organizations, including sampling techniques, boundary definitions/unit of analysis, construct validity (i.e., how well do the variables used in the analysis capture important concepts), temporal ordering/causal inference issues, correlated measurement/clustering of observations/multilevel modeling
- How empirical research might be advanced/enhanced
- Potential for methods to advance understanding organizational behavior and change in health care/public health
Appendix 4: Department Policy on Dissertations

At the discretion of a PhD student’s Dissertation Committee, the student may fulfill the PhD dissertation requirement by writing three manuscripts deemed by the Committee to be of publishable quality in a suitable scholarly journal. These manuscripts must, together, form a coherent body of research in a particular scholarly area.

The dissertation must include the proposed research questions, a thorough literature review, a conceptual model, variable definitions, and an appropriate analytical model (or models). It is expected that the literature review and analyses will far exceed that in submitted or published papers. The committee is under no obligation to accept the constraints of previously collected data or a published or submitted paper in making a decision about the potential acceptability of included papers that may be expansions or revisions of previous research or published papers. The intent of the Department is that a PhD dissertation, whatever its format, be guided by the committee. Therefore the norm will be that the committee will be consulted prospectively concerning the dissertation content. However, at the discretion of the committee, up to two of the three manuscripts may be based upon papers that have been previously written, submitted, and/or published by the student while in the doctoral program if:

1. Co-authors attest that the student did most of the work and most of the writing of the manuscript, and
2. The committee agrees that the proposed papers are consistent with the criteria for a three-paper dissertation.

Any papers written by the student prior to entering the PhD program may not be included in the proposal.

In addition to the three manuscripts, the thesis must include an introductory chapter setting out the purpose and scope of the manuscripts and the justification for the particular research focus and methodologies to be employed. The thesis will end with a concluding chapter summarizing the knowledge that has been gained by the three research efforts, together with a discussion of the limitations and the future research opportunities.

Note that this policy contains several underlying assumptions:

1. The student has assembled a PhD dissertation committee
2. The committee may advise the student to follow the traditional single-focus dissertation or may allow the student to write the 3-paper thesis.
3. The 3-paper thesis, if approved, will have a single focus.
4. There will be a single Dissertation committee, even in the case of a 3-paper dissertation.
5. The procedures (and sequence thereof) for writing and approving the thesis are as follows:
   a. The Dissertation Committee is formed
   b. The student discusses the dissertation with the Committee members
   c. The student is examined orally on the thesis proposal and related knowledge (The “Oral Comprehensive Exam”)
   d. Upon passing this Oral exam the student is advanced to candidacy
   e. The student presents the final dissertation to the committee and is examined publicly.