Department of Health Policy and Management

MPH STUDENT HANDBOOK

College of Public Health

Revised September 2015
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I.  Preface

Welcome to Kent State University! We are pleased that you have selected to join the College of Public Health (CPH), Department of Health Policy and Management (DHPM). For up-to-date information throughout the academic year, please refer to the College of Public Health website (http://www.kent.edu/publichealth/). Additional information is provided via the College of Public Health quarterly newsletter and the Department Linkedin professional networking page.

This handbook has been prepared to assist students in planning the steps necessary to achieving the Masters of Public Health (MPH) degree in the College of Public Health, with the specialization in Health Policy and Management (HPM). This handbook attempts to answer some of the most frequent questions asked by MPH students. However, it is assumed that students will have many other questions as they proceed through their program of study. **Students should not hesitate to refer such questions to their Academic Advisor.** Additionally, this document is intended as an introduction to the requirements, administration, and technical dimensions of the MPH Program in the DHPM and is not an official University document. In case of conflicts between this handbook and the Graduate Student Catalog (available at: http://www.kent.edu/academics/catalog), the latter will prevail. Additional resources to guide graduate education at Kent State University are available at: http://www.kent.edu/graduatestudies/guide-to-graduate-education.

The procedures, rules, and regulations stated in this handbook are valid under the normal time limits for earning the MPH degree. Typical time to completion for **full-time** students is as follows:

- Two-three years from time of admission to completion of course work and practicum.

**Part-time** MPH students are encouraged to work closely with their Academic Advisor to ensure that they complete all degree requirements within the time limitations set for graduation. Students have 6 years to complete a Master’s degree at Kent State University. Refer to Graduate Student Catalog for information regarding time extensions. The various forms included in the Appendices of this HPM Student Handbook may be downloaded or students may obtain copies from the Department or Dean’s Office.

II.  College of Public Health

Kent State University’s College of Public Health was established in 2009 to educate and train students to meet the current and projected shortage of public health professionals in Ohio and the nation. It is one of only two colleges of public health in Ohio and the first to offer a Bachelor of Science in Public Health. Our academic programs integrate theory and practice to equip graduates with the knowledge and skills to address the health challenges of the 21st century. Degree programs in the College include the state’s first Bachelor of Science in Public Health (BSPH), a Masters of Public Health (MPH) with five specializations and a Doctor of Philosophy (PhD) degree with three specializations – Epidemiology, Health Policy and Management, and Prevention Science. Kent State University is proud to be on the forefront of this field by being one of only two schools in the state to offer a PhD in Public Health. While this handbook is
relevant for all MPH students in the College, it is tailored to students in the Department of Health Policy and Management (DHPM). The contents of this handbook include the “core” requirements common to the MPH degree, along with requirements unique to the HPM specialization.

**Mission:** The mission of the College of Public Health is to develop and promote sustainable public health solutions, in collaboration with community organizations, through education, research and service for populations served by Kent State University campuses and beyond.

**Objectives:** The primary objectives of the College of Public Health are to:

1. Create an academic environment which promotes the intellectual and professional development of students and faculty;

2. Develop and maintain a commitment to scholarly activity in research, graduate education, and undergraduate education which is commensurate with the goals and mission of Kent State University;

3. Provide programs for all students which meet the educational and technological demands of the disciplines represented in the College;

4. Offer courses in cognate academic disciplines and professional fields which provide the necessary base for the career goals of students and faculty; and,

5. Provide the public with service commensurate with a University.

Implicit in these objectives is a responsibility to teach, which includes but is not limited to, educating undergraduate and graduate students and providing continuing education while promoting and clarifying the role and philosophy of education. A strong commitment to research means creating and maintaining a significant intellectual environment and achieving our broader commitments to the advancement of knowledge and service to the public. Finally, service to the University and to the general public unifies and clarifies the role of the University in the local community, in the State of Ohio, nationally and internationally, and is valued within the College and the University.

a. **Dean’s Office**

The Dean of the College (hereinafter the “Dean”) is the chief administrative official of the College of Public Health and reports directly to and is accountable to the Provost and Senior Vice President for Academic Affairs. Dr. Sonia Alemagno assumed the leadership of the College of Public Health on July 1, 2011. Dr. Alemagno has a proven academic track record in administration, research, teaching, and service. She joined Kent State in 2009 to assist in the development of the new College of Public Health. Her academic appointment is in the Department of Health Policy and Management. Before joining Kent State, she was the chair of the Department of Public Administration and Urban Studies and director of the Institute for Health and Social Policy at the University of Akron. Alemagno’s honors include a National Institutes of Health Career Development Award from the National Institute on Drug Abuse and the University of Akron Outstanding Researcher Award in 2005. In addition, she has been the principal investigator on research projects and Small Business Innovation Research funded by the National
Institutes of Health, the Centers for Disease Control, the National Institute of Justice and the SAMSHA Center for Substance Abuse Treatment. Alemagno earned a master of arts in sociology from Kent State in 1984 and a doctor of philosophy degree in medical sociology from Case Western Reserve University in 1991.

The Dean’s office is located in 326 Lowry Hall. Additional contact information for the college:

**E-mail:** publichealth@kent.edu

**Phone/fax:** 330-672-6500/330-672-6505

**Mailing address:**

Kent State University  
College of Public Health  
P.O. Box 5190  
Kent, OH 44242-0001

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**b. Administrative Support**

Administrative staff of the Kent State University College of Public Health:

**Ken Slenkovich, MA,** Assistant Dean, Operations and Community Relations  
kslenkov@kent.edu, 330-672-6504

**Brent Christman,** Director, Academic Budget and Resource Management  
bchris10@kent.edu, 330-672-5811

**Grace Battaglia-Hoffman,** Administrative Secretary  
gbattag1@kent.edu, 330-672-8763

**Sasikumar Benzigar, MEd, PhD,** Assistant Professor and Manager of Instructional Design and Development, College of Public Health, sbenziga@kent.edu, (330) 672-6555

**Barb Fahrny,** Business Analyst and Moulton Hall Curator, bfahrny@kent.edu, (330) 672-0390

**Karen Kichton,** Administrative Assistant (BEHE & SBS), kkichton@kent.edu, (330) 672-2845

**Jennifer Noble, MEd, MBA,** Director, Academic Services

**Mary Scott-Toepfer, MEd,** Academic Advisor

**Kim Yodice,** Administrative Clerk

**Jamie Rhoads,** Educational Technology Designer

**Josh Filla, MPA,** Outreach Program Officer, Center for Public Policy and Health
c. Academic Department Structure

The College of Public Health is organized into three Departments: The Department of Health Policy and Management, the Department of Social and Behavioral Sciences (SBS), and the Department of Biostatistics, Environmental Health Sciences, and Epidemiology (BEHE). Additionally, within this structure are the Office of Public Health Practice and Partnerships, the Center for Public Policy and Health (CPPH), and the Office of Global Health Programs.

Office of Public Health Practice and Partnerships (OPHPP): The OPHPP provides workforce development programs for public health professionals to meet continuing education requirements. The Office also recruits organizations to provide student experiential learning opportunities, such as field experiences, internships and practicums. The Center is directed by Kenneth Slenkovich, M.A., Assistant Dean for Operations and Community Relations, and Willie H. Oglesby, Ph.D., Associate Professor in the Department of Health Policy and Management. Additional information on this office is provided in a subsequent section of this document.

Center for Public Policy and Health (CPPH): The CPPH conducts research to develop and improve public policies aimed at enhancing the public’s health, and to provide targeted assistance to public, non-profit, and private sector organizations. Information on the CPPH can be found at: http://www.kent.edu/cpph/index.cfm.

Global Health Programs: The Global Health Program’s mission is to create new opportunities in global health for Kent State students, as well as to foster interdisciplinary, collaborative research opportunities for faculty. To date, the program includes locations in Europe, Latin America and Southeast Asia;
building upon relationships that exist between the College of Public Health, Kent State University and international institutions. Academic offerings include concentrated (two-week) and semester-long courses for undergraduate and graduate students held at international sites. Research projects and faculty exchanges also link the college and other Kent State faculty with counterparts at partner institutions.

e. Public Health Student Alliance

The Public Health Student Alliance (PHSA) is the official student organization for the College of Public Health. The PHSA was founded based on the firm belief that students’ of Kent State University participation in humanitarian efforts is important. Accordingly, the PHSA provides various opportunities to volunteer in the community and within the university. PHSA encourages students to become members and get involved in making a difference in people's lives, either through volunteering their time or fundraising for various humanitarian causes.

Getting involved gives students a chance to apply some of the concepts learned in class; presenting opportunities to experience first-hand the world of Public Health. The PHSA also assists students in their career and academic decision-making processes.

The purpose of the Public Health Student Alliance is to:

- Promote the study of Public Health;
- Promote academic and professional networking;
- Provide current information about the public health field;
- Develop a sense of community among all students and staff in the College of Public Health;
- Expand opportunities for student professional development;
- Promote social responsibility through community involvement and service;
- Facilitate student dialogue with local, state, and national organizations; and
- Lend support to incoming and current public health students (i.e. mentoring and tutoring).

PHSA membership is open to all Kent State University students, undergraduates and graduates. Membership applications are available on the College website or in the College Office, 3rd Floor Lowry Hall. Information on the PHSA is available at: http://www.kent.edu/publichealth/meet/phsa/index.cfm.

III. The Department of Health Policy and Management

The MPH with a specialization in Health Policy and Management at Kent State University prepares students for careers in public health, which demands interdisciplinary skills to meet the challenges of a rapidly changing field. Master’s students in the health policy and management specialization will learn to design and implement studies and use advanced quantitative methods to examine critical and emerging health issues. They will also learn management and leadership skills essential to developing and implementing health policy and program solutions.

Students pursuing their MPH with a specialization in Health Policy and Management benefit from active faculty research agendas in areas such as:
Students who graduate with an MPH in Health Policy and Management are practitioners and leaders in a variety of job settings, including Federal and state health agencies, academic health centers and hospitals, policy and research institutes, managed care and insurance corporations, and health planning organizations.

Mission: Consistent with the College, the mission of the DHPM is to train public health leaders and to develop and promote sustainable public health policy and management solutions, in collaboration with community organizations, through education, research and service.

a. Location

The DHPM faculty offices are located primarily on the first and second floors of Moulton Hall. Graduate Assistant offices and the Center for Public Policy and Health are located on the third floor of Moulton.

b. Degree and Certificate Programs

The DHPM currently offers a BSPH degree with Health Services Administration (http://www.kent.edu/publichealth/programs/undergraduate/healthcare-administration.cfm) and Allied Health (http://www.kent.edu/publichealth/programs/undergraduate/alliedcomplete.cfm) concentrations, as well as the MPH and PhD degrees, with specializations in Health Policy and Management (http://www.kent.edu/publichealth/programs/graduate/index.cfm). The Department also offers an accelerated 5-year BSPH-MPH program option. The MPH degree is available in both traditional (Kent campus) and online formats. Information on the online MPH is available at: https://onlinedegrees.kent.edu/programs-courses/graduate/public-health-mph/. Additionally, the Department offers a distinct hybrid Leadership and Organizational Change MPH program designed to equip professionals with tactical skills and relevant knowledge essential to becoming a successful leader. Information on the leadership program is available at: http://publichealth-emph.com/. Finally, the DHPM supports an interdisciplinary graduate certificate program in health care facilities developed by the College of Architecture and Environmental Design, College of Public Health, and the College of Nursing. http://www.kent.edu/healthcaredesign/index.cfm.

c. Centers and Institutes

The Center for Public Policy and Health (CPPH) is administratively housed within the Department of Health Policy and Management. The CHHP’s mission is twofold: 1) to conduct research to develop and improve policies aimed at enhancing the public’s health and 2) to provide technical assistance to
government agencies, nonprofit organizations and community partners. Headed by John Hoornbeek, Ph.D., Associate Professor of Health Policy and Management, the CPPH has worked on a number of assignments including evaluating the effects of consolidation on 12 recent Ohio health department mergers; assisting health departments in Portage County in identifying and pursuing cross-jurisdictional service-sharing arrangements; and working on a comprehensive community health needs assessment, related to the Affordable Care Act, for the three Akron-area hospital systems. The center builds on the foundation of Kent State’s former Center for Public Administration and Public Policy, which provided services and research relating to public policy and administration in a range of policy areas. The only difference is that the CPPH focuses its efforts more intensively on public and environmental health issues. The Center also houses a Substance Abuse Research Program under the direction of Dr. Deric Kenne, Assistant Professor in the DHPM and CPPH Affiliate. As noted previously, information on the CPPH can be found at http://www.kent.edu/cpph/index.cfm.

d. DHPM Faculty and Staff Contact List

Faculty:

Jonathan VanGeest, PhD, Professor and Chair, DHPM
  jvangees@kent.edu
  330-672-6514

Sonia Alemagno, PhD, Professor, DHPM and Dean, College of Public Health
  salemagn@kent.edu
  330-672-6501

Thomas W. Brewer, PhD, Associate Professor, DHPM.
  twbrewer@kent.edu
  330-672-4703

Rebecca Fischbein, PhD, Assistant Professor, DHPM
  rfischbe@kent.edu
  (330) 672-6500

John Hoornbeek, PhD, Associate Professor, DHPM, and Director, Center for Public Policy and Health
  jhoornbe@kent.edu
  330-672-6500

Deric R. Kenne, PhD, Assistant Professor, DHPM
  dkenne@kent.edu
  330-672-7105

Bethany Lanese, PhD, Assistant Professor, DHPM
  blanese1@kent.edu
  330-672-1931

Willie H. Oglesby, PhD, MSPH, FACHE, Associate Professor, DHPM, Coordinator of the HPM Online MPH Program and Assistant Director, Office of Public Health Practice and Partnerships

1 See Appendix III for College of Public Health and DHPM key contacts.
e. **Student Competencies**

Upon completion of the MPH in Health Policy and Management, each student should be able to:

(Core Competencies)

1. Conduct descriptive and inferential statistics according to the study design for answering particular research questions.

2. Develop written and oral presentations based on statistical analyses for both public health professionals and lay audiences.

3. Mitigate the direct and indirect human, ecological and safety effects of major environmental and occupational agents.

4. Apply federal and state regulatory guidelines to programs that control environmental health issues.

5. Identify the main issues related to the organization, management, financing and delivery of health services in the United States.

6. Recognize and critically discuss current and emerging public health issues on local, state, national and global levels.

7. Utilize and justify the social ecological approach to health promotion and disease prevention.

8. Design basic quantitative and qualitative research to address public health problems.
9. Describe how societal, organizational, and individual factors influence and are influenced by public health communications.

10. Implement public health programs and strategies responsive to the diverse cultural values and traditions of the communities served.

11. Use collaborative methods and ethical standards for achieving organizational and community health goals.

12. Apply epidemiologic methods to assess the risk of communicable and non-communicable diseases in the community.

(Specialization Competencies)

D1. Describe the legal and ethical bases for public health services.

D2. Discuss key elements of the policy processes and apply them to public health issues.

D3. Apply the principles of planning, implementation and evaluation of public health programs and effectively communicate outcomes.

D4. Evaluate the financial performance and management of public health organizations.

D5. Apply "systems thinking" for resolving organizational problems.

D6. Develop and demonstrate leadership skills related to a health policy and/or management concern.

IV. Student Responsibilities and Code of Ethics

a. Acceptable Academic Performance

**Grades:** Once grades are submitted, they are final and will not be changed except in cases of administrative error. Grades cannot be changed by allowing students to do additional work (e.g., retaking exams; redoing papers; submitting extra credit papers, reports, etc.) or by using criteria other than those applied to all students in the class. In the event of an administrative error, students must contact the instructor as soon as possible following receipt of the grade in question.

**Grade Point Average:** To be considered “in good standing,” a 3.0 Grade Point Average (GPA) or better in all graduate and required undergraduate work undertaken at Kent State University should be maintained by graduate students. In order to qualify for graduation, the student must have a 3.0 average in all graduate courses attempted.

A student who fails to maintain a 3.0 average is subject to dismissal. In addition, in order to qualify for graduation, a 3.0 average must be maintained for all graduate coursework. Grades below C (2.0) are not counted toward completion of requirements for any advanced degree, but are counted in evaluating a student’s grade point average. Only graduate course credits count toward a graduate degree. A graduate
student who receives a combination of more than 8 credit hours of B- (2.7) or lower grades, or more than 4 credit hours of grades lower than C (2.0) is subject to dismissal. Dismissal may be recommended by DHPM Chair to the college Dean, or the Dean may request the action of the Department Chair, or action may be recommended by the Dean’s designee.

“IN” Grades (Incompletes): The administrative mark of “IN” (incomplete) may be given to students who are currently earning a “C” or better and are unable to complete the required work between the course withdrawal deadline and the end of classes due to extenuating circumstances. Appropriate documentation is required to support the extenuating circumstances. The student must initiate the request for the incomplete mark from the instructor, and it is the responsibility of the student to make arrangements to make up the work. All incompletes must be made up within one calendar year. Instructors are required to complete and submit an Incomplete Mark Form to the Department Chair at the time grades are assigned. This form includes justification for awarding the Incomplete, the work to be completed for the course, and the grade to be assigned if the work is not completed (default grade). A copy of the Incomplete Mark Form is also provided to the student. In the event the instructor assigns an “IN” grade without a default grade, the default grade will be “F” if the work is not completed by the student. Incompletes will not be counted in the computation of grade point averages until the work is completed, at which time an appropriate grade will be assigned based on the instructor’s evaluation of the work submitted and a new grade point average computed. Unless the course is completed or an extension is granted, Incompletes will automatically lapse to the grade designated on the Incomplete Mark Form at the end of one year.

Grade Grievance Policy: If there is a dispute about a student’s grade, then it is possible to engage in the University Academic Appeals process outlined in the Graduate Catalog. A student who has a grievance concerning a graduate course must first contact the professor in charge of the course in order to try and resolve the dispute. If a resolution is not reached, the issue should then be discussed with the Department Chair. All formal appeals must be initiated in writing through the Department Chairperson. Appeals that do not meet established guidelines (See Graduate Catalog) will not be reviewed. If a solution cannot be reached within the Department, or if the issue involves the entire Department, the Dean should be consulted. The University’s policies and procedures, which govern student grievances and student academic complaints, are included in the University Policy Register. Please see the “University Policy Register” Policies: 3342-4-02.102, 3342-02-3 and 3342-8-01.4.

Time Limits: Graduate students must register for courses at Kent State University within two years after the students’ admission date to retain active status. Failing to do so, students must reapply, and all requirements in effect at the time of reapplication must be met. If students are unable to begin formal coursework during the term for which admission was originally granted, they must maintain current demographic information and academic transcripts at the admitting office at Kent State University and indicate the term in which they will register.

Master's degree students will normally complete work within six calendar years after the students' first graduate registration at Kent State University. Any credit being transferred for meeting degree requirements should also have been earned within the six-year period. When an extension of any of these time limits seems to be necessary and proper, the student and Academic Advisor will petition the
HPM Student Handbook

student’s department for an extension. The extension may be denied, in which case the student will be dismissed, or it may be granted with qualification. The student, Academic Advisor and college Dean must be informed of the decision in writing. If the extension exceeds one year, the approval of the college Dean is required. Requests for time extensions exceeding one year must be submitted to the Dean with evidence that the degree candidate is current in his/her field of study.

Additional requirements to graduate are specified in the Kent State University Catalog (available at: http://www.kent.edu/academics/catalog/2012/policies/requirements-graduate.cfm).

**Academic Dismissals:** Students who are unable to maintain the academic standards of the Department are subject to dismissal. Dismissals will be determined by Department Chair. The most common reason for dismissal is failing to maintain a grade of B- or lower (less than a 3.0). When a department has determined that the number of in-progress (IP) or incomplete (IN) grades on a student’s record indicates poor progress toward completion of a degree, it may recommend to the college Dean dismissal of the student. In determining a graduate student’s grade point average, all graduate courses attempted by the student while in a Kent State University graduate program are included in the computation. A change by a graduate student from one department or program to another does not eliminate the grades received under the first enrollment, which are computed in the student’s grade point average. Graduate (but not undergraduate) courses taken by the student over and above those required for the student’s program are included in the grade point average.

A graduate student who has been dismissed from a graduate program normally may not be reinstated for work in the student’s former program, or readmitted in any other program or coursework. However, after one year as a dismissed student, application for reinstatement or readmission may be made based upon evidence that former academic weaknesses have been appropriately addressed. If the Department Chair and Dean agree that another opportunity should be provided, conditional admission will be granted.

**Dismissal Appeals:** A student who is dismissed has the right to appeal the decision. Appeals must be made in writing to the College of Public Health. The appeal letter must be composed, typed and signed by the student. The appeal letter may be delivered personally or sent by mail, and must include original documentation. Appeal letters also may be sent by fax or as an e-mail attachment from the student’s Kent State e-mail address, but must be supplemented by submitting original documentation. Appeal letters for a dismissal made at the end of the fall semester must be received by the Friday before spring semester begins. Appeal letters for a dismissal made at the end of the spring semester must be received by June 15.

Appeals must be based on recent circumstances that were beyond the control of the student. Appeal letters must include the following:

1. An explanation of the extenuating circumstances, such as personal illness/injury, critical family illness or other situations of sufficient severity that they may have adversely affected academic performance. These circumstances must be documented by providing physician statements or other appropriate official documents.

2. Proof of consistent satisfactory academic performance prior to the occurrence of the circumstances believed to be the cause of the dismissal. These efforts must be documented by course instructors, and their statements must be submitted on university letterhead or sent from
each instructor's Kent State e-mail address. If errors have occurred for one or more reported
grades, the course instructor must verify that a grade change has been submitted.
3. An explanation of why action such as course withdrawal, complete term withdrawal, request for
an incomplete grade, etc., was not taken before the end of the semester.
4. A detailed plan of action for achieving academic success for any future enrollment at Kent State
University.
5. The student's full name, Banner ID number, current and permanent mailing addresses, current and
permanent telephone numbers and Kent State e-mail address.

Appeals that do not meet these guidelines will not be reviewed.

b. Academic Honesty

Students are expected to adhere to all University policies related to academic honesty and plagiarism. The
university's policy on student cheating and plagiarism (3342-3-01.8 in the policy register) addresses the
procedure when a student is accused of plagiarizing. The outline below summarizes the steps in that
process:

When a Student is Accused of Plagiarism: If a student is accused of plagiarizing, he/she should expect the following:

1. Instructor will inform the student verbally or in writing that he/she suspects plagiarism.
2. Instructor will provide the student with an opportunity to explain orally or in writing why he/she
believes that they did not plagiarize.
3. If instructor still believes student plagiarized, he/she may impose 1 of 3 sanctions:
   i. Refuse to accept the work for credit (the student would have to do the work over from
      scratch in order to have it count towards his or her final grade).
   ii. Give an F or zero to the student for that assignment.
   iii. Fail the student for the entire course.
4. The instructor has discretion in determining the most appropriate response for the violation and
deciding how severely to penalize the student.
5. Instructor will fill out the online Cheating/Plagiarism Sanction Form, which gets sent to the
Office of Student Conduct. That office will contact the student, the instructor's chair, and the
College of Public Health Dean to communicate the sanction applied. The form also advises the
student of their right to appeal.
6. Instructor may also recommend to the Department Chair that additional academic sanctions be
applied (sanctions impacting the ability of the student to complete a degree).
7. If the Department Chair agrees, the charge will be forwarded to the College of Public Health
Dean for consideration of one of the following degree-related sanctions:
i. Revocation or recommendation to decertify or not to certify.
ii. Rejection of the thesis, dissertation or work.
iii. Recommendation for revocation of a degree.

8. If instructor or Dean believes that the academic sanctions listed above are not sufficient, the charge could be forwarded to the Academic Hearing Panel. If the panel determines that more action is needed, the penalties could increase and the student could be dismissed from the university.

9. Students who commit their first, usually less-egregious act of plagiarism are sometimes asked to attend "Plagiarism School."

Right to Appeal a Sanction: If the student believes that they have been unjustly sanctioned or believe that the sanction applied by the instructor was too severe, the ONLY course of action is to appeal. Appeals MUST be made within 15 class days (days are defined as days in which the university holds classes, except for weekends) of receiving the written notice of sanction. If the student decides not to appeal or waits longer than 15 days, the student is stuck with the sanction. An appeal consists of a letter written to the Office of Student Conduct (119 Twin Towers P.O. Box 5190, Kent, OH 44242), which is forwarded to the Academic Hearing Panel (AHP), which facilitate the following process:

1. A hearing will be scheduled where the instructor must demonstrate that the student plagiarized.
2. The student and/or instructor can call witnesses and cross-examine each other (Note: neither side can be represented by legal counsel).
3. The AHP will make a final decision and send it to the parties within 15 days of the conclusion of the hearing.

University policy does allow you to appeal a decision made by the AHP. That appeal must be made in writing within 7 calendar days of the date of the AHP decision to the Provost (Executive Offices, 2nd Floor Library, Kent State University, Kent, OH 44242). Such appeals are limited to the following reasons:

1. The decision was not in accordance with the facts presented.
2. The decision was reached through a procedure not in accordance with this rule.
3. New information is available which suggests modification of the decision.
4. To determine whether the sanctions imposed were appropriate for the conduct violation which the student was found to have committed.

c. Student Academic Complaint Committee

Not all academic complaints are addressed solely through the Office of Student Conduct. If a student has a complaint that is academic in nature, administrative policy and procedure for student academic complaints (4-02.3) provides an appropriate framework for follow-up at the Department level. Specifically, complaints may be submitted to the HPM Student Academic Complaint Committee. Prior to submitting to the committee, the student is expected to review the matter with the course instructor in an attempt to resolve the issue. Additionally, if resolution is not possible, then the student may discuss the matter with the Department Chair, before lodging a formal complaint. The student may also consult with the student ombudsman in an attempt to achieve informal resolution. If informal resolution is not reached
through consultation with the parties mention above, the student may lodge a formal complaint by submitting said complaint to the Department Chair, who then forwards it to the Student Academic Complaint Committee for consideration. If the complaint is against the Department Chair, then the complaint will be submitted directly to the chair of the Student Academic Complaint Committee. After the committee completes its review, it forwards a written recommendation to the Department Chair, which becomes part of the record. In each individual case brought before the committee, the student complainant may bring a non-attorney adviser to observe, assist and council.

The complainant or respondent may appeal in writing to the College Dean a decision made at the Department level. Appeals must be based on procedural reasons or substantive issues. Upon completion of the review, the Dean will make the final decision. See Policy Register for additional information on procedure and timelines applicable to student academic complaints.

d. Professional Responsibility

Graduate Assistantships (GA) and other ad hoc research and/or service opportunities are intended as extensions of the teaching mission of the Department of Health Policy and Management. While serving in these capacities, students are representatives of the Department and will comport themselves with total professionalism at all times. Students are expected to follow the dress standards for their work environment. While at work, all students will ensure that their level of effort meets or exceeds sponsor expectations. Failure to act professionally may result in a dismissal from the assistantship. At minimum, the student’s annual GA evaluation (see Appendix II) will reflect their behavior, with implications for subsequent reappointment.

Students who are dismissed from a GA position have the option to appeal. Any formal appeal must be initiated in writing through the Department Chairperson and should include documented evidence of satisfactory performance in their GA position. For more information on academic appeals, see policy number 3342-8-06 of the University Policy Register (administrative policy and procedures for student complaints). Appeals that do not meet established guidelines will not be reviewed.

V. Coursework

a. Areas of Study and Academic Advisors

The letter of admission to the College of Public Health MPH program specifies the student’s academic department and name of the Academic Advisor assigned by the Department Chair. It is the responsibility of the Academic Advisor to approve the student's plan of study. MPH students in the DHPM are required to meet with their Academic Advisor prior to the beginning of each semester so that the Academic Advisor can review the student’s progression through the HPM plan of study. The Academic Advisor will present a listing of courses that the student will take in the upcoming semester. This is then signed by the student and Academic Advisor, with a copy kept on file in the Academic Advisor’s office.
b. Health Policy and Management MPH Plan of Study

The MPH curriculum consists of a minimum of 46 credit hours organized in four curricular domains:

- Core Courses (19 credit hours)
- Practicum and Culminating Experience (6 credit hours)
- Courses required for HPM Specialization (15 credit hours)
- Content-related Elective Courses (6 credit hours)

The DHPM curriculum at Kent State University is designed to help students develop real-world knowledge and skills needed to pursue success in the public health industry. Although individualized, the curriculum requirements are outlined below:

1) Core Courses: (19 credit hours)

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<thead>
<tr>
<th>Term</th>
<th>Grade</th>
<th>Hours</th>
<th>Course</th>
</tr>
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<tbody>
<tr>
<td>4</td>
<td></td>
<td>4</td>
<td>BST 52019 Biostatistics in Public Health</td>
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<tr>
<td>3</td>
<td></td>
<td>3</td>
<td>EHS 52018 Environmental Health Concepts in Public Health</td>
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<td>3</td>
<td></td>
<td>3</td>
<td>EPI 52017 Fundamentals of Public Health Epidemiology</td>
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<td>3</td>
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<td>3</td>
<td>HPM 52015 Emerging Issues in Public Health Policy and Practice</td>
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<td>3</td>
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<td>3</td>
<td>HPM 52016 Public Health Administration</td>
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<td>3</td>
<td></td>
<td>3</td>
<td>SBS 50020 Social and Behavioral Science Theories</td>
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</tbody>
</table>

2) Practicum and Culminating Experience: (6 credit hours)

<table>
<thead>
<tr>
<th>Term</th>
<th>Grade</th>
<th>Hours</th>
<th>Course</th>
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<tbody>
<tr>
<td>6</td>
<td></td>
<td>6</td>
<td>HPM 60192 Practicum Experience in Health Policy and Management</td>
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</tbody>
</table>

3) Health Policy & Management Specialization: (15 credit hours)

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<tr>
<th>Term</th>
<th>Grade</th>
<th>Hours</th>
<th>Course</th>
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<tr>
<td>3</td>
<td></td>
<td>3</td>
<td>HPM 53003 Health Care Systems</td>
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<td>3</td>
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<td>3</td>
<td>HPM 53004 Public Health Policy, Law and Ethics</td>
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<td>3</td>
<td>HPM 53005 Financial Management for Public Health Organizations</td>
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<tr>
<td>3</td>
<td></td>
<td>3</td>
<td>HPM 53006 Cost Benefit Analysis of Public Health Programs</td>
</tr>
</tbody>
</table>

2 The curriculum presented is for the 2013-2014 catalog year and beyond. Students admitted previously, and who have not adopted this catalog year, must fulfill the curricular requirements consistent with the academic year in which they were admitted.
4) Content-Related Electives (6 credit hours)

Note: Content-related elective courses should be identified by the student and must be approved by the Academic Advisor. The selection of content-related electives should reflect the student’s scholarly interests. Content-related electives can be courses offered by the DHPM, the College of Public Health or other disciplines outside the college (but within Kent State University).

Course/curriculum revisions are made at the discretion of the Department. Degree requirements are consistent with University policy mandating minimum credit hours to qualify for a Master’s degree. Students are expected to carefully consider the total plan of study and weigh the merits of each course listed in the plan of study.

The Leadership and Organizational Change MPH Program option follows a similar curriculum, although it is organized in a fixed sequential format comprised of 7-1/2 week courses. Students take on average two courses per semester (including program-defined summer semesters) and can complete the program in two years. Instead of content-related electives, students take two courses on leadership and organizational change. Leadership is also stressed throughout the curriculum. Additional information on this Program is available at: http://publichealth-emph.com/. While this Handbook is applicable to all students in the HPM MPH programs, content unique to students in the Leadership and Organizational Change MPH Program is provided in a later section of this Handbook.

The Online MPH Program also follows the same curriculum, although it is also comprised of 7 week courses that are 100% online. Ideal for working professionals, the degree can typically be completed in 24 months or 27 months, with the 24 month option requiring taking two courses concurrently in the last two semesters of study. Part-time students will take longer to complete and need to plan their program of study around course availability. Information on the online MPH Program option is available at: https://onlinedegrees.kent.edu/programs-courses/graduate/public-health-mph/. While this Handbook is applicable to all students in the HPM MPH programs, content unique to students in the Online MPH Program is provided through the program coordinator’s office.

Registration and Course Scheduling: Students, regardless of MPH program, are required meet with their Academic Advisor once per semester in order to develop/maintain their plan of study. The schedule of courses is available on FlashLine (https://flashline.kent.edu). The schedule of courses for an upcoming semester is available a few weeks prior to early registration. Following approval of selected courses by their Academic Advisor, students register for courses on Flashline. Any change from the student’s agreed upon plan of study needs to be approved by their Academic Advisor. Some courses will require a special permission before students can register. In such cases, students should contact Sue Wittmann (swittman@kent.edu) for permission to register. Changes in registration must be initiated by the student. To add or drop a course before the semester begins, students should log in to Flashline and simply make the change. To add or drop a course after classes begin students need to complete a change of registration form (Appendix II). Note: Failure to drop classes by the established deadline for late drops and adds will result in an increase in the percentage of tuition charged.
Changing Academic Advisors: It is possible for students to change Academic Advisors during their MPH degree program. To initiate action, students should discuss this change with their current Academic Advisor. It will be the student’s responsibility to identify another HPM faculty member willing to serve as their Academic Advisor and to notify the Department of this change.

Transfer of Credit Hours: In accordance with University policy, students entering the MPH program may receive credit for up to twelve (12) hours of graduate-level work completed at another institution. To receive credit, students must meet with their Academic Advisor to draft a statement that specifies how the student would like to be credited (i.e., from what course requirements they wish to be exempted from as a result of their previous coursework). This document should include supporting materials such as course syllabi and any relevant grades/evaluations. Eligible work must be graded as A or B quality and the currency of the course credits must be within the degree time limits (six years for master’s degree). Students also have a limited amount of time to transfer in previously completed coursework: one year from the date of first enrollment for master’s students.

Changing Departments: Students wishing to change departments within the College of Public Health must submit a Request for Change of Degree and/or Major form (See Appendix II). Transfers will need approval by the Chair of the Department to which transfer is requested as well as the college Dean.

VI. Practicum

In the latter half of the student’s program of study (usually in the second to last semester), students will register with the HPM Practicum Coordinator to begin the practicum. After approval has been received, students will enroll in HPM 60192 (Practicum Experience in Health Policy and Management) and will consult with their Academic Advisors, other faculty mentors, and the HPM Practicum Coordinator to begin developing their practicum project. Specific guidelines on the practicum process, including examples of practicum projects, student responsibilities and portfolio requirements, are available in the HPM Practicum Guidelines available through the Practicum Coordinator. While these guidelines are not repeated here, the following provides a general overview of process:

The student has the primary responsibility of developing, conducting and presenting the practicum project and ensuring that all requirements are met. The practicum is conducted across three (3) phases:

1. Development Phase:
   a. Topic and sites are selected and approved;
   b. Approval of HPM Practicum Coordinator prior to contacting potential preceptors and sites;
   c. Completion of the Practicum Agreement Form and obtaining all necessary signatures before beginning your project; and
   d. Enrollment in HPM 60192.

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3 It is not advisable that students in the Online or Leadership and Organizational Change programs change Academic Advisors, as they are assigned upon admission to the Program Coordinator who is responsible to guide progress in these unique programs.
2. Implementation Phase:
   a. Completing all required aspects of the practicum project (as described in the Practicum Agreement Form; and
   b. Documenting time devoted to the practicum project.

3. Final Phase:
   a. Preparing the portfolio;
   b. Approval to publicly present the portfolio; and
   c. Satisfactory presentation of the portfolio.

HPM Practicum Guidelines include more specific guidance on portfolio and presentation requirements, as well as copies of all required forms (e.g., Practicum Agreement Form, Preceptor Evaluation Form, and Time Sheets). Students are encouraged to read the Guidelines prior to their eligibility for the practicum, as they contain examples of actual practicum projects. Generally, students are encouraged to reflect on completed coursework, identify areas of interest for further study, speak with faculty mentors and the appropriate HPM Practicum Coordinator, and think about potential community sites when selecting a practicum project. The Kent Program HPM Practicum Coordinator is Dr. Thomas Brewer. Dr. Brewer can be contacted via email at twbrewer@kent.edu or by phone at 330-672-4703. The Online Practicum Coordinator is Dr. Willie Oglesby. Dr. Oglesby can be reached via email at woglesby@kent.edu or by phone at 330-732-7825. Lastly, the Leadership and Organizational Change Practicum Coordinator is Dr. Kenneth Zakariasen. Dr. Zakariasen can be contacted by email (kzakaria@kent.edu) or phone (330-672-2542).

VII. Comprehensive Exam

**General Guidelines:** In order to matriculate, all MPH students must successfully pass a comprehensive examination. The purpose of the comprehensive exam is for students to demonstrate that they have a mastery of the required public health MPH competencies necessary to successfully complete their degree program. *Comprehensive exams are offered twice annually; once in the fall semester and again in the spring semester.* Specific dates are determined by the Department Chair in consultation with faculty and will be announced before the beginning of each academic year. The comprehensive exam consists of two written components. Part A addresses cross cutting knowledge contained in core coursework. Part B addresses the discipline-specific body of knowledge contained in the required HPM coursework. Two grades are possible on the comprehensive exam: pass or fail. Students must schedule to re-take the exam a second time if they did not receive a passing grade on the first try. If any section of the comprehensive exam is deemed unsatisfactory, the student may re-take that particular section. The nature of the public health comprehensive exam is described in greater detail in the sections that follow:

**When to Take the Exam:** As noted, comprehensive exams are offered twice annually; once in the fall semester and again in the spring semester. In the College of Public Health, students are eligible to take the comprehensive exam during their last semester of coursework, provided that they are in good academic standing.
Scheduling an Exam: Comprehensive exams are scheduled by the DHPM Comprehensive Exam Coordinator. An email will be sent to the student clearing them to take the examination. Once a student receives this email, it is the student’s responsibility to contact the department to confirm scheduling to take the exam. The Comprehensive Exam Coordinator will be responsible for formatting and administering the test.

Preparation for the Exam: To assist students in preparing for the comprehensive exam, the comprehensive exam coordinator will provide guidance on the scope of materials from courses and additional materials that should be reviewed before sitting for the exam. Competencies covered in required core and discipline-specific courses will serve as the foundation for study, but additional requirements should be expected.

Purpose and Structure of the Comprehensive Exam: The purpose of the comprehensive exam is to demonstrate that the student has:

1. Mastery of core public health principles; and
2. Mastery of knowledge in the concentration area.

The HPM Comprehensive Exam Coordinator administers the test. As noted, the comprehensive exam consists of a two-part written exam, with final format of the questions determined by HPM faculty. The student, along with their Academic Advisor, will notify the department of their intent to take the comprehensive exam. Following review, each student will receive an email from the comprehensive exam coordinator confirming approval or denial to take the exam. Each student who is approved to take the comprehensive exam will receive emails to their Kent State University email address with further exam information and updates.

Examination Grading: There are two possible outcomes for the comprehensive exam:

1. Pass – The student receives affirmative (passing) votes from the majority of HPM faculty grading the exam.
2. Fail – The student does not receive affirmative votes from the majority of faculty grading the exam committee. Failure may be due to a student’s performance on one or both components (core or concentration) of the exam.

Report of Outcome: Within three weeks of the comprehensive exam, the Comprehensive Exam Coordinator will notify the Department Chair of the outcome. Comments from the graders will be provided for those students who do not successfully pass one or both components of the exam. The Department Chair will subsequently notify the student and the student’s Academic Advisor of the exam results.

Re-take/Appeal: In the event that the student fails either or both parts of the examination, either by agreement of the faculty examiners or following administrative review, the student must retake the exam. Registration is required in the semester in which the comprehensive is taken.

Format of the re-take will be determined by the DHPM Comprehensive Exam Coordinator in consultation with the student’s Academic Advisor. If the student failed both parts of the comprehensive exam, they
will be required to retake both parts. However, if only one part of the exam was deemed unsatisfactory, the student may be permitted to re-take that particular part. Failure to successfully pass the comprehensive exam will result in dismissal from the program.

Students do have the option to appeal their grades on the comprehensive exam. Procedures have been established so that students who wish to appeal an academic decision may do so. Any formal appeal must be initiated in writing through the Department Chairperson. If satisfaction is not obtained at the Department level, students may choose to submit an appeal in writing to the college Dean. If satisfaction is not obtained at the department or college level, appeals are reviewed by the Associate Dean for Graduate Student Services. For more information, please see policy number 3342-8-06 of the University Policy Register (administrative policy and procedures for student complaints). Appeals that do not meet established guidelines will not be reviewed.

**VIII. Graduation**

**a. Application for Graduation**

There is a formal application deadline for each graduation period. This deadline is the first Friday of the semester or term in which the doctoral candidate plans to graduate. The deadline is firm and must be met. Refer to the Graduate Schools Catalog or inquire in the Office of Graduate Student Services for specific dates. If any problems are detected once the clearing process has begun, students will be notified by letter. Problems that are not resolved prior to the deadline communicated through the letter will result in removal of the student from the graduation list. At that time, the student will receive a removal letter explaining the reason for the action and procedures for reapplying for graduation. All required coursework and practicum must be completed before students can be cleared for graduation. Students who are on the graduation list will receive a mailing from Office of the Provost. This letter will contain pertinent information regarding graduation ceremony attendance.

**Reapplication for Graduation:** Those applicants who do not meet all of the above requirements for graduation by the posted deadlines must reapply for graduation. When reapplying for graduation, the candidate must adhere to the same calendar deadlines. The doctoral candidate must also register for dissertation credits for the term in which graduation is anticipated.

**b. Graduation Ceremony**

Students who are on the graduation list will receive a mailing from Office of the Provost. In addition to communication pertinent to graduation ceremony attendance, the letter will also contain information regarding cap and gown rental/purchase. Gowns worn by bachelor's degree recipients are inappropriate attire for the master’s degree candidate.
c. Keeping in Touch

MPH graduates should update the College of Public Health with their current addresses and professional positions. We take pride in our graduates and would like to share their successes and inform them of future University and College events.

Updates on your professional successes are very important for accreditation purposes. The Council on Education for Public Health (CEPH) requires that the College of Public Health report data showing how the College is meeting our goals and objectives, including those related to student success. Thus it is essential that you continue to keep the College of Public Health informed of your achievements. Accreditation has two fundamental purposes: to ensure the quality of the institution or programs, and to assist in the improvement of the institution or program. Accreditation assures students and prospective employers that an educational degree program has met stringent standards of quality. It also ensures that graduates have received quality training and education and are capable of performing the expected range of professional responsibilities.

d. Post-Graduation Activities

Following successful completion of your program of study, the College of Public Health will ask you to compete and submit a Graduate Survey. Your responses to the survey are confidential, used in the aggregate only and will provide the college and department with information that can impact the activities of admissions, advises, career services, and alumni outreach. Information regarding career choices will also help the College of Public Health and DHPM market programs for effectively to prospective students and employers. Additionally, you will be asked to periodically participate in Alumni Surveys.

We thank you in advance for your willingness to participate in these surveys, as they are essential to our ongoing accreditation efforts. The Graduate and Alumni Surveys are essential to the College of Public Health’s ability to report on established goals/objectives for accreditation by CEPH. Please take the time to complete these surveys, as there are clear advantages to students graduating from an accredited college.

e. Consideration of Further Study

Congratulations on your achievement of an important career milestone! The MPH degree opens the door to a number of career opportunities. For those considering taking their degree to the Doctoral level, Kent State University offers a number of programs that may be of interest. Always remember, the Department of Health Policy and Management offers a PhD in Public Health, with a specialization in Health Policy and Management. Other specialization options in Prevention Science and Epidemiology are also available through other Departments in the College of Public Health.

IX. Financial Aid and Assistantships

Departmental awards are for tuition waivers or for stipends plus tuition waivers. In the latter case, students are required to work 20 hours a week as Graduate Assistants (GAs). There is no fixed number of
GA positions in the DHPM, with the number of awards dependent upon funds available. All awards are merit-based.

**a. Eligibility**

Initial decisions regarding financial aid/assistantship funding allocations are made on the basis of students’ applications to the program. After making admissions decisions, the DHPM determines the number of students it can support and makes offers accordingly. Students who do not receive funding offers based on their initial applications may apply for funding on an ad hoc basis each semester, with approval dependent upon available project and/or research funds in the Department to support GAs. All recipients of graduate financial aid, whether full- or part-time assistantships, must enroll in a minimum of eight (8) credit hours per semester.

**b. Expectations and Evaluation Procedures**

Depending on the nature of their appointment, GA’s are expected to fulfill their work- and/or teaching-related obligations in a timely and appropriate manner and maintain timesheet records of their activity (Appendix II). GAs are evaluated annually. This process includes completion of a Graduate Assistant Self-Evaluation Form (Appendix II) and an evaluation by their faculty supervisor. Evaluations are submitted to the Department Chair and will be considered in re-appointment decisions.

**c. Termination of Aid**

Appointments or reappointments, including tuition scholarships, are not automatic. They are contingent upon satisfactory progress toward the degree as well as competent performance of assistantship duties. Aid may be terminated because of the violation of the terms of appointment. Students who are no longer “in good standing” (e.g., a 3.0 average or better in all graduate and required undergraduate coursework) or who have *Incomplete* course grades will not be eligible to be re-appointed. Any student who has been terminated may appeal the decision. The appeal must be initiated in writing to the Department Chair within one (1) week of receiving notice of dismissal. Note: Students funded on an *ad hoc* basis will not receive similar notification, since there should be no expectation that the funding is ongoing.

If a student is dismissed from the program, his/her funding appointment will also be terminated at that time. Any appointee who has been dismissed may appeal the decision; initiated in writing to the Department Chair within one (1) week of receiving the dismissal notice.

**d. Grievance Procedures Regarding Funding Appointments**

When a GA has a complaint about actions by a faculty member and/or administrators relating to an appointment/re-appointment, the GA should attempt informal resolution with the parties involved. If such resolution is not possible, the appointee may initiate a formal complaint by notifying, in writing, the Department Chair. The Chair has the option to seek an informal resolution of the issue. If unsuccessful, the Chair will formally address using University guidelines.
e. Time Limits

A masters student may hold a graduate assistantship (GA), funded by the Department of Health Policy and Management, for up to four (4) semesters. Two summer semesters of seven weeks each will count as one semester. Renewal of appointments is not automatic. All graduate appointments shall automatically terminate at the end of the specified appointment period. No appointment or reappointment of a graduate student to an assistantship commits the Department to reappoint that same student at some later time. Reappointments are based on the availability of funds, Department determination of satisfactory performance and/or department needs.

X. Internships and Employment Services

The College of Public Health has public health career counseling services available to all HPM students/graduates. These “Public Health Ambassadors” are available to meet with students by appointment to answer questions about planning futures in public health. Each Ambassador has decades of public health experience and understand what is required to be successful in the field. They can help students increase their knowledge of public health careers, review job and internship search strategies and learn professional competencies for the public health professional. Questions about this resource can be directed to Ken Slenkovich (kslenkov@kent.edu).

XI. Student Travel

The DHPM allocates limited academic year support for student conference travel for up to eight doctoral students. Only students presenting a paper or poster at a professional conference will be considered for support and only when a paper or poster has been accepted. While funding is not guaranteed, students are eligible to receive support once per academic year. Students seeking such support are to submit a written request to the Department Chair in advance of the conference/meeting that includes the following:

- Conference to attend;
- Dates of attendance; and
- Written confirmation of accepted paper or poster.

Students are encouraged to discuss potential conference paper/poster submissions with their Department Chair prior to submitting to ascertain funding availability. The Chair’s decision regarding student support will be final. Monies will not be provided in advance of travel. Reimbursement will occur after the meeting and require original receipts to be submitted to the College Budget Director.
XII. Email and Computing Policies

Consistent with University policy, in the DHPM university-assigned student e-mail accounts will be the official university means of communication with all students. Students are responsible for all information sent to them via their university-assigned e-mail account. If a student chooses to forward information in their university e-mail account, he or she is responsible for all information, including attachments, sent to any other e-mail account. To stay current with University-, College- and Departmental-information, students are expected to check their official university e-mail account and other electronic communications on a frequent and consistent basis. Recognizing that some communications may be time-critical, the university recommends that electronic communications be checked minimally twice a week.

The University’s electronic communications student policy will provide procedures and regulations to govern the use of electronic communications between the College of Public Health/DHPM and students. Electronic communications may include, but are not limited to, electronic mail, electronic bulletin boards, and information portals. Please refer to 3342-9-01 (Kent state university responsible use of information technology policy) and 3342-9-01.1 (administrative policy on responsible use of information technology) of the Administrative Code, for additional information and guidelines regarding electronic communication.

University procedural standards:

(1) University use of electronic mail. A university-assigned student email account shall be an official university means of communication with all students at Kent state university. Students are responsible for all information sent to them via their university assigned email account. If a student chooses to forward their university email account, he or she is responsible for all information, including attachments, sent to any other email account.

(2) Assignment of student email accounts. New students will be assigned an email account when they participate in the “PASS” program for new freshmen or register for classes. Once an email account is established, the address will be added to web for students at wfs.kent.edu and the student on-line directory at http://www.kent.edu/phonedirectory.

(3) Expectations regarding student use of university electronic communications, which include, but are not limited to, email and information portals. To stay current with university information, students are expected to check their official university email account and other electronic communications on a frequent and consistent basis. Recognizing that some communications may be time-critical, the university recommends that electronic communications be checked minimally twice a week.

(4) Maintenance of student email accounts. Kent state university will maintain a students’ email account for the life of the student to facilitate communication as an alumnus, or until such time that a former student requests that the account be closed.

(5) Mass and targeted electronic communication. The distribution of mass communication to all students or targeted communication to a specific subset of students shall be restricted to Kent state university departments for university business. External requests will not be honored.
Educational uses of email. Faculty may determine how email and other electronic communications will be used in their classes and it is recommended that faculty expectations of all electronic communication requirements be specified in their course syllabus. Faculty should expect that students are accessing official electronic communications and should use such communications for their courses accordingly.

With regard to computing policy, the Department has a responsibility to provide an environment for research and learning that is free of hostility and considerate of the sensibilities of all participants. The University’s network system allows access to all manner of textual and graphic information from all over the world, some of which could be considered offensive by some people and acceptable by others. Individuals who display information of a graphic or textual nature in a public or private area, viewable by others that consider it to be offensive or degrading, are liable to face charges of harassment. The DHPM encourages students to be careful and considerate of others in choosing what they wish to display on their computer screens.

XIII. Diversity

The Department of Health Policy and Management is committed to attracting, training and engaging students, faculty and staff from a variety of diverse cultures and backgrounds; striving for diversity and inclusive excellence at Kent State University. Thus we work to create and ensure an environment that invites and values contributions from all students. To this end, we are committed to respectful dialog both inside and outside the classroom; treating everyone with dignity and respect. Diversity is fundamental to achieving our educational, research and practice goals; allowing us to learn from each other. If you have questions, please make an appointment with the Department Chair or our current University Diversity Advisory Council (UDAC) representative.

Under the University’s Division of Diversity, Equity and Inclusion (see http://www.kent.edu/diversity/index.cfm) there are a number of resources available to students, including:

Women's Center

Kent State University Women's Center facilitates the advancement of and enhances the quality of educational experience and professional life for women students, faculty and staff of all campuses. The Women's Center serves as a resource for advocacy by providing education, information and referral programs and services. The center is dedicated to promoting dialogue and interaction with all campus constituencies concerned with the pursuit of equity and equality. A secondary purpose is to provide collaborative outreach and support services to women in Kent's larger educational and geographical communities.

The Center is located on Kent Campus in the Carriage House off of Midway Drive, near the Main Street (SR 59) intersection. Hours: Monday through Friday, between 8 a.m.- 5 p.m. Contact: E-mail: wc@kent.edu / Phone: 330-672-9230 / Toll free phone: 866-339-3699
Student Multicultural Center

Student academic success is the primary goal that underscores the important role the Student Multicultural Center plays in student development. This goal is achieved by developing and implementing holistic retention programs, sharing information and ideas that assist individuals in embracing diversity and encouraging mutual respect through educational, cultural and social programming. Additional information on the center can be found at: [http://www.kent.edu/smc/index.cfm](http://www.kent.edu/smc/index.cfm).

LGBTQ Student Center

The Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning (LGBTQ) Student Center was created to provide resources and support for LGBTQ students and their allies. The focus of the Center is to provide a welcoming environment where LGBTQ students, their allies, families, and friends may connect with caring and informed staff who can provide assistance, resources, and referrals. Additionally, the Center educates the campus community: students, faculty, and staff about sexual orientation and gender identity, in order to make Kent State University a Safe Space for all of our students. The LGBTQ Student Center office is located in office 229 in the Schwartz Center. The phone number is 330-672-8580. Information can also be found on the web at: [http://www.kent.edu/diversity/centers/lgbtq/index.cfm](http://www.kent.edu/diversity/centers/lgbtq/index.cfm).

SRVSS

SRVSS Office (pronounced "serves"), The Office of Sexual and Relationship Violence Support Services at Kent State University, offers resources and education for students on personal safety, sexual assault and rape, relationship violence and stalking. SRVSS is located in the Carriage House at 125 Midway Drive on the Kent Campus. Contact: (330) 672-8016. ([http://www.kent.edu/srvss/index.cfm](http://www.kent.edu/srvss/index.cfm)).

XIV. Office of Public Health Practice and Partnerships

The College of Public Health Office of Public Health Practice and Partnerships (OPHPP) provides workforce development programs for public health professionals to meet continuing education requirements. In addition, OPHPP recruits organizations to provide student experiential learning opportunities, such as field experiences, internships and practicums.

Kenneth Slenkovich, Kent State’s College of Public Health Assistant Dean, Operations and Community Relations, heads the new office, and Willie H. Oglesby, Ph.D., Associate Professor of Health Policy and Management, is the assistant director.

XV. College of Public Health/DHPM Facilities

**Room Reservations:** Room reservations for Rm 203 Moulton can be made by contacting Mrs. Sue Wittmann at [swittman@kent.edu](mailto:swittman@kent.edu). Room 203 is a mixed use room, suitable for classroom and meeting (conference room) formats. Please have the following information ready:
HPM Student Handbook

- Name, email address and phone number of the contact person
- Event day and date
- Event starting and ending times

Please submit all requests at least one business day in advance of the use date. While the Department will try to accommodate all student requests, priority is given to college and DHPM faculty requests.

**Building Hours:** The Department of Health Policy and Management is located in Moulton Hall, 800 Hilltop Drive, Kent, OH 44240 (located on the north campus between White and Lowry Hall). Generally, Moulton Hall is open to the public from 7:30 a.m. to 10:00 p.m. Monday through Thursday and 7:30 a.m. to 5:00 p.m. on Friday. Semester changes in the building schedule will be posted on the main entrances to Moulton Hall. Only authorized students should be in the building after hours and on weekends. To maintain safety, we ask that students not open the doors to other non-authorized individuals after public hours.

College of Public Health faculty and staff offices are located in Lowry Hall (adjacent to Moulton Hall – see map). As in Moulton Hall, only authorized students are allowed in Lowry Hall after normal building hours and on weekends.

**Printing and Copying:** The primary Department bizhub is located in Moulton Hall, Room 217.

**Centers and Labs:** The Center for Public Policy and Health is located in Moulton Hall Room 304. The SPARK Project Lab is located in Moulton Hall Room 332.

**Student Offices and Lounges:** Graduate Assistant offices are located in Moulton Hall Room 304. Student lounges are located on the first, second and third floor common areas.
XVI. Campus Resources

Campus Information:

Online resources are available to everyone at Kent State University via the Kent State University homepage. These include the following:

- **Flashline** – The University's Web portal, which can be used to check your university e-mail account, among other things. To verify your user I.D. and password, call the Helpdesk at 330-672-4357.

- **KSU Helpdesk** – Get answers to computer questions from the Helpdesk website ([http://support.kent.edu/](http://support.kent.edu/)) or by calling 330-672-4357.

- **Campus Phone Directory** – Search for phone numbers, office addresses, and email addresses.

- **Writing Commons** – The Writing Commons helps students at any level -- from first year students to doctoral candidates -- with any writing projects they have, in any course, in any program. They provide help with all parts of the composing and revising process -- from understanding assignments and getting started, to organizing ideas, to editing and more. Tutoring sessions last up to 45 minutes, and staff are also available to work with students online, through e-mail and chat. Contact by phone at 330-672-1787 or via email at writing@kent.edu.

- **Blackboard** – Course tools (for instructors), access to online courses, and more. For support contact by email: support@kent.edu or call 2-HELP.

University Health Services: Located in the DeWeese building on Eastway Drive, University Health Services provides non-emergent outpatient care to all eligible students, faculty and staff including examination and treatment for illness and minor injuries, women's health care, laboratory, x-ray, physical therapy, pharmacy services, and health education. UHS accepts all Kent State University employee health plans and other major carriers. Self-pay rates are also available for uninsured patients.

The staff includes board certified physicians, nurse practitioners, registered nurses, licensed psychologists, pharmacists, physical therapists, and radiographers. Contact to set up an appointment at: 330.672.2322. Website: [http://www.kent.edu/uhs/index.cfm](http://www.kent.edu/uhs/index.cfm).

Student Accessibility Services: Student Accessibility Services (SAS) provides Kent State University students with disabilities equal opportunity to participate in, contribute to, and benefit from all University programs, services, and activities. Information on SAS is available at: [http://www.kent.edu/sas/index.cfm](http://www.kent.edu/sas/index.cfm). The SAS office is located in Rm. 23, DeWeese Center (Phone: 330-672-3391).

Department of Public Safety and Police Services:

The Department of Public Safety and Police Services are located at the Stockdale Safety Building Kent, OH 44242-0001. The non-emergency phone and fax numbers are: Phone: 330-672-3070 Fax: 330-672-
For emergencies and immediate assistance call 9-1-1. For more information, visit the Kent State Police Services Web site (http://www.kent.edu/police/index.cfm).

Flash ALERTS is Kent State's official emergency text-message notification system. Flash ALERTS expands the university's ability to alert students, faculty and staff to critical news and information – regardless of the time of day or a person's location. The subscriber-only service allows students, faculty and staff to receive urgent notification on a text-enabled mobile phone or device. Sign up is simple. To register, visit the Flash ALERTS Web page (http://www.kent.edu/studentlife/safety/flashalerts/).

In the event of inclement weather or emergency, check the university's home page first for the latest notifications and information.

**Sexual Assault:**

Kent State established the Sexual Assault Response Team (SART) to educate students about personal safety and violence prevention, to empower them to build healthier relationships, and to be responsive to students in need. Please visit the SART (Sexual Assault Response Team) website at www.kent.edu/SART to access support services.

**Parking Services:**

Parking permits are available for purchase online (http://www.kent.edu/parking/students/commuter/index.cfm). All permits must be picked up at 123 Schwartz Center. Semester online parking permit sales dates for graduate students are also posted on the parking services website (http://www.kent.edu/parking/students/index.cfm).

**International Student and Scholar Services:**

International Student & Scholar Services (ISSS) is available to assist international students and scholars on maintaining their visa status while studying at Kent State University. They also host many programs and events, which provide opportunities to meet other international and domestic students. ISSS advisors are also available to help international students and scholars with cultural adjustment issues and other issues they may face as new students to Kent State University and living in the United States. Additional information on ISSS is available at: http://www.kent.edu/issss/index.cfm. You can also contact ISSS by telephone at x27980.

**Kent State University Library:** See Appendix III for a description of library services and contact information.

**XVII. Academic Calendar**

Kent State University’s Academic Calendar is available at: https://www.kent.edu/calendars.
XVIII. Kent Campus Map

A pdf copy of the Kent campus map is available at: http://www.kent.edu/admissions/explore/visit/upload/campus-map.pdf. Additional campus information can also be found at: http://www.kent.edu/campuses/maps/map.cfm.

XIX. Leadership MPH-Specific Information and Policies

As noted, this Handbook is applicable to students enrolled in the Leadership and Organizational Change MPH Program. Classes for the HPM Leadership and Organizational Change Program are held at the following locations:


Classes are held at least one night a week at these locations. Students should refer to their course schedule to confirm days/times and room locations.

Students are encouraged to sign up for Flash ALERTS to keep up with critical information relevant to their campus location (http://www.kent.edu/flash-alerts). Flash ALERTS is Kent State’s official emergency text notification system to alert subscribers of critical information no matter what time it is or where they are in the world. During a campus emergency situation, Flash ALERTS send students a message delivering critical information.

In the event of a university closing or emergency, Flash ALERTS will be sent to all subscribers. The message will include information about the specific situation, as well as an indication of which Kent State campus is impacted.

a. Program Eligibility

The Leadership and Organizational Change Program is designed especially for experienced full-time working adults who want advanced skills in organizational change and leadership development. Applicants should have at least three years professional experience post Baccalaureate.

b. Course Registration

Courses in the Leadership and Organizational Change MPH Program are restricted to only students enrolled in the program. To register, students need to contact the Department for approval. As noted, the curriculum in this program is organized in a fixed sequential format comprised of 7-1/2 week courses. Students typically take one course at a time and can complete the program in two years (including program-defined summer semesters). Instead of content-related electives, students take two courses on
leadership and organizational change. At the beginning of each cohort, students will receive a two-year course schedule. The program reserves the right to make course schedule changes based upon faculty availability.

c. Advising

Students enrolled in the Leadership and Organizational Change Program are assigned to the Program Director, Dr. Ken Zakariasen.

Ken Zakariasen, PhD, DDS, MS, MS(ODA), Professor, DHPM and Director, Leadership and Organizational Change Program
kzakaria@kent.edu
330-672-6500

d. Practicum

To facilitate working adults completing the MPH practicum requirement, students in this program can complete an intervention designed and implemented within the student’s current organization. However, students cannot complete the practicum as part of their normal work-related duties. Dr. Zakariasen, the Program’s Practicum Coordinator, will work with individual students to identify potential projects and approve preceptors. Final proposals must be submitted and approved by Dr. Zakariasen prior to the student beginning their practicum project.

Once approved, all other practicum requirements (e.g., hour requirements, portfolio requirements, public presentation, etc.) outlined in this Handbook or in the HPM Practicum Guidelines apply. Appropriate forms also need to be completed and submitted to the Program Practicum Coordinator as required.

e. Campus Maps

Kent State University Regional Academic Center:
XX. Online MPH Program-Specific Information and Policies

As noted, this Handbook is applicable to students enrolled in the Online MPH Program (beginning Fall 2015). Courses in the Online Program rely on asynchronous sessions, discussion and collaboration; allowing students to work in a manner that is most convenient to them before assigned deadlines, which are set in US Eastern time. Synchronous sessions may be introduced by an instructor upon unanimous agreement of students enrolled in a given course or in a manner that is not a course requirement. Students wishing to change specializations should note that the Health Policy and Management specialization is the only one that is 100% online. Moreover, the tuition and fee structure and support services available in the online program differ from the Kent-based MPH program. This also should be taken into consideration.

a. Program Eligibility and Degree Completion

The online MPH is designed for both part- and full-time students. As noted, students can generally complete the program in 24 or 27 months. Part-time students will take longer to complete and need to plan their program of study around course availability. Given that many students work full-time, we recommend a schedule that includes two courses in the fall, two courses in the spring and one course in the summer. With that schedule, part-time students can complete the program in three years.
b. Course Registration and Access

As indicated, there are no specific times or days of the week required for log in (so long as assignments are completed by specified dates/times indicated on the course syllabus). We recommend logging in at least four times per week to stay up-to-date on course information and assignments. Correspondence with instructors will be conducted within the online course, or via email, Skype, phone calls or other media as determined by individual instructors.

The course management system, Blackboard, will be used to access courses in the Online MPH. This system is accessible like any website. Students will be given a username and password that will allow access to your courses and communities on Blackboard. A full website provides tutorial and user support, Blackboard Learn. The online format allows students to engage in the learning process from any part of the world and any time of the day or night. All that is required is an internet connection. Course content, however, is highly structured. There is a start and finish date to each semester and work must be completed and submitted according to course deadlines established by faculty.

c. Advising

Upon acceptance to the online MPH degree, you will be assigned a Health Policy & Management faculty Academic Advisor. You are required to meet with your Academic Advisor via phone, Skype or face-to-face prior to registering for courses each semester. Students enrolled in the first cohort (beginning Fall 2014) are all assigned to Dr. Billy Oglesby, the Program Coordinator.

Willie H. Oglesby, PhD, MSPH, FACHE, Associate Professor, DHPM, Coordinator of the HPM Online MPH Program and Assistant Director, Office of Public Health Practice and Partnerships
woglesby@kent.edu
330-732-7825

Practicum

The Practicum project is an applied exercise that serves as evidence of a student’s ability to apply knowledge and skills gained in coursework to a public health problem. This exercise is conducted in “real world” settings with support and guidance from community preceptors and Department faculty. Completion of the Practicum requires a minimum of 300 contact hours and the development and presentation of a portfolio.

Practicum is usually completed during the last year of the student’s program of study. Students register with the Online HPM Practicum Coordinator, Dr. Oglesby, to begin. Once site/project approval has been received, students enroll in the Practicum course to begin development of their project. Dr. Oglesby will also approve site preceptors. Preceptors should be academically prepared to 1) provide direction or facilitate your practicum project; 2) have expertise in your subject matter; 3) be available for student consultation; 4) be willing to complete the required paperwork and evaluations; and 5) have an interest in working with students.
Students register for 6 hours of practicum. Upon completion of their project, grades are assigned. Grades are based upon the quality of the portfolio, the presentation, preceptor evaluation, self-evaluation, and faculty assessment. To ensure development of competencies in a variety of public health settings, it is not recommended that students seek to complete their practicum at their current place of employment. The Department may approve a practicum in such settings only provided that certain safeguards can be established to ensure that the educational quality of the learning experience is preserved.

Once approved, all other practicum requirements (e.g., hour requirements, portfolio requirements, public presentation, etc.) outlined in this Handbook or in the HPM Practicum Guidelines apply to students in the Online MPH Program. Appropriate forms also need to be completed and submitted to the Program Practicum Coordinator as required.
# XXI. Appendices:

## Appendix I: Key College of Public Health Contacts

<table>
<thead>
<tr>
<th>Subject/Nature of Request</th>
<th>Point of Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration and Course Scheduling Questions</td>
<td>Sue Wittmann</td>
</tr>
<tr>
<td>Book Orders: Textbooks and Desk Copies</td>
<td>Grace Battaglia-Hoffman</td>
</tr>
<tr>
<td>Cancellation of Classes by GA Instructors</td>
<td>Notification required to Department Chair &amp; Sue Wittmann; Faculty notify students via email list; Sue post sign on door of classroom and office of faculty</td>
</tr>
<tr>
<td>Cancellation of Office Hours</td>
<td>Notification required to Department Chair &amp; Sue Wittmann; Faculty notify students via email list; Sue post sign on door of classroom and office of faculty</td>
</tr>
<tr>
<td>Faculty/Student Pay Issues (Hiring) (Grant)</td>
<td>Barb Fahrny</td>
</tr>
<tr>
<td>Faculty/Student Pay Issues (Hiring) (Non-Grant)</td>
<td>Brent Christman</td>
</tr>
<tr>
<td>Scholarship Requests</td>
<td>Kent State University Student Financial Aid Office (<a href="https://www.kent.edu/financialaid">https://www.kent.edu/financialaid</a>).</td>
</tr>
<tr>
<td>GA Accountability Records (Timesheets)</td>
<td>Sue Wittmann</td>
</tr>
<tr>
<td>Internships/Practicums (HPM)</td>
<td>Ken Slenkovich (Internships); Tom Brewer (Practicums/Kent), Willie Oglesby (Practicums/Online MPH), Ken Zakariasen (Practicums/Leadership Program)</td>
</tr>
<tr>
<td>IT service/problems</td>
<td>Submit ticket via <a href="http://support.kent.edu">http://support.kent.edu</a> and select the “Submit a Ticket” button; SELECT “Computers, peripherals and mobile devices” as the Request type</td>
</tr>
<tr>
<td>Scheduling meetings with the Dean</td>
<td>Kim Yodice</td>
</tr>
<tr>
<td>Scheduling conference/meeting rooms</td>
<td>Sue Wittmann</td>
</tr>
<tr>
<td>Student concerns</td>
<td>Dr. Jonathan VanGeest</td>
</tr>
<tr>
<td>Student records</td>
<td>Sue Wittmann</td>
</tr>
<tr>
<td>Supplies/Misc Equipment Orders</td>
<td>Sue Wittmann for HPM Department; Barb Fahrny for grant purchases</td>
</tr>
<tr>
<td>Telephones</td>
<td>Kim Yodice</td>
</tr>
<tr>
<td>Travel Reimbursements</td>
<td>Kim Yodice for (non-grant) entry into electronic system – submits to Brent Christman for approval; Barb Fahrny for (grant funded) entry into electronic system – submits to Brent Christman for approval.</td>
</tr>
</tbody>
</table>
Appendix II: Selected Forms

a. Request for Transfer of Graduate Credit Form (Sample Image):

/KENT STATE UNIVERSITY
REQUEST FOR TRANSFER OF GRADUATE CREDIT

This is to request a transfer of credit for

(Student Number) (Student’s Name)

I have examined the student’s record and certify that the courses requested for transfer meet the following regulations as specified by Kent State University.

1. A maximum of twelve semester-hours of credit may be accepted by transfer toward a master’s degree from accredited institutions offering the master’s degree. An “accredited” institution is one that is approved or accredited by the appropriate regional accrediting agency (e.g., North Central Association for graduate-level work);
2. A master’s degree and eleven semester-hours or a maximum of forty-three semester-hours may be accepted by transfer toward the doctorate from accredited institutions;
3. Graduate credit was received from the institution where the work to be transferred was taken;
4. The work was of “A” or "B" quality;
5. The credit is less than six (nine) years old at the time the master’s (doctoral) degree is conferred at Kent State University;
6. The work fits into the program;
7. The student’s advisor, department graduate committee, and college or independent school approves

An official transcript showing the courses requested for transfer from

(Official Transcript)

(Name of Institution)

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Title</th>
<th>Semester Hours</th>
<th>When Taken</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
</tbody>
</table>

Signature, Coordinator of Graduate Studies
Chair or Director

Signature of Dean of College or Independent School

Date

Only for Students Actively Pursuing a Graduate Degree at Kent State University

cc: Registrar
Dean
Department
Student
b. Request for Change of Degree and/or Major (Sample Image):

KENT STATE UNIVERSITY
REQUEST FOR CHANGE OF DEGREE AND/OR MAJOR
TO BE COMPLETED BY STUDENT

Name ______________________ KSU ID ______________________

Address __________________ City __________________ State ________ Zip ______________

Phone ______________________

This request is for a: _____ change of major and/or _____ change of degree

FROM: (Major) _______________ TO: (Major) _______________

(Degree) _______________ (Degree) _______________

(College) _______________ (College) _______________

Reason for request ________________________________

______________________________

TO BE COMPLETED BY DEPARTMENT TO WHICH TRANSFER IS REQUESTED

The above-named student, whose folder is attached, is requesting the change in status indicated above. Would you please consider his/her request, complete this section and return this form and folder to the College or Independent School.

☐ I approve the student’s change of status. He/she is accepted into ____________________________

☐ (college, degree and/or major)

☐ I disapprove the change.

__________________________ (Signed) ____________________________ (Date)

COMMENT:

______________________________

TO BE COMPLETED BY COLLEGE OR INDEPENDENT SCHOOL

The student’s request is:

☐ Approved

☐ Disapproved

__________________________ (Signed) ____________________________ (Date)
c. Course Substitution Form

Guidelines:

A student who wishes to satisfy a Kent State University (KSU) College of Public Health Department of Health Policy and Management (CPH-DHPM) requirement with a course that has not been pre-approved from the CPH-DHPM curriculum must submit a Course Substitution Request.

A course substitution request must be accompanied by a syllabus of the course for which approval is sought. In rare circumstances, if a syllabus is not available, an official course description may instead be submitted. A course substitution request will not be reviewed without approved supporting documentation.

Substitution requests for content outside of the CPH-DHPM specialization coursework (e.g., substitutions replacing SBS or BEHE courses), will need to be reviewed/approved by the corresponding Department Chair. Faculty/Advisor support will be considered, but does not solely determine the outcome of a request.

Course substitution requests take five to ten business days to process. Requests that require consultation with other academic departments may take longer. Students are notified of course substitution decisions via an email to their Kent State University email account, with a copy sent to the student's academic advisor. A copy of the form will also become part of the student's academic record. Until a student receives written confirmation that a substitution has been approved, the student should continue to work with their academic advisor to explore other approved options.

Questions or concerns related to a course substitution request should be directed to the student's academic advisor.
Course Substitution Request Form

Student Name: Click here to enter name.

Banner ID: Click here to enter ID.

KSU Email: Click here to enter email.

Date Submitted: Click here to enter a date.

Course Substitution Request Information:

<table>
<thead>
<tr>
<th>Required Course (Course Number and Title)</th>
<th>Substituted Course (Course Number and Title)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Click here to enter course number and title.</td>
<td>Click here to enter course number and title.</td>
</tr>
</tbody>
</table>

Justification:
Click here to enter text.

Click here to enter name.

Click here to enter a date.

Student Signature

Date

Academic Advisor

Name (Please Print): Click here to enter name.

Email: Click here to enter email.

Signature: Click here to enter text.

Date: Click here to enter a date.

Outside Department Review (IF REQUIRED)

Name (Please Print): Click here to enter name.

Email: Click here to enter email.

Signature: Click here to enter name.

Date: Click here to enter a date.

Approved

Denied

Department Chair

Name (Please Print):

Email: Click here to enter email.

Signature: Click here to enter text.

Date: Click here to enter a date.
d. GA Timesheet (Sample Image):

<table>
<thead>
<tr>
<th>Day of Week</th>
<th>Hours Worked</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td></td>
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<tr>
<td>Tuesday</td>
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<td>Sunday</td>
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<tr>
<td><strong>Total Weekly Hours</strong></td>
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</table>

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<tr>
<th>Day of Week</th>
<th>Hours Worked</th>
<th>Tasks</th>
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<td></td>
<td></td>
</tr>
<tr>
<td>Sunday</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Weekly Hours</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graduate Assistant Signature __________________________ Date __________ Graduate Assistant Work Supervisor __________________________ Date __________

(PRINT Graduate Assistant Name Here) __________________________ Department Chair, (if teaching) __________________________ Date __________

PLEASE RETURN FORM TO: Karen Kichton (kkkichton@kent.edu)
e. GA Self-Evaluation Form (Sample Image):

College of Public Health
Graduate Assistant Self-Evaluation Form

Student: ___________________  Review Date: __________
Supervisor: ___________________

To provide positive feedback to our graduate assistants, we will be conducting evaluations of your performance. You are asked to provide a performance evaluation each month and your work, including specific projects, will be evaluated. Performance assessments will be conducted by your supervisor and the Dean's office. All self-evaluations are due April 1, 2013 and must be submitted to the Graduate Assistant Coordinator.

Performance Rating may use last page for definitions:
5 = Excellent  4 = Above Average  3 = Average  2 = Below Average  1 = Needs Improvement

1. Knowledgeable: Student maintains a 3.0 or better GPA in all classes.
   □ □ □ □ □
   Comments: ____________________________

2. Communicative: Student is timely, reliable, and responsive to input and feedback from others. He/she clearly and concisely (verbal & written) communicates complex ideas. Consider the student's oral/written communications.
   □ □ □ □ □
   Comments: ____________________________

3. Professionalism: Student demonstrates respect for deadlines and other professionals.
   □ □ □ □ □
   Comments: ____________________________

4. Initiative: Student assumes responsibility with minimal direction.
   □ □ □ □ □
   Comments: ____________________________

5. Team Player: Student demonstrates a willingness to help others and shows enthusiasm for group efforts. The student has developed a strong rapport and is cooperative with other team members.
   □ □ □ □ □
   Comments: ____________________________

6. In what areas could specific improvements be made over the next appraisal period?
   ____________________________

7. What goals should be established to help improve job performance?
   ____________________________

8. Supervisor Comments: ____________________________
   ____________________________
   ____________________________

9. Student Comments: ____________________________
   ____________________________
   ____________________________

10. What is the overall job performance?
    □ □ □ □ □
    Comments: ____________________________

   Student Signature: ____________________________
   __________
   Supervisor’s Signature: ____________________________
   __________
   Department Chairperson: ____________________________
   __________
## Performance Ratings

The following ratings should be used to evaluate performance on each objective and competency (i.e., skills and values), as well as provide an overall assessment (based on an appropriate blend of ratings).

<table>
<thead>
<tr>
<th>Rating</th>
<th>Title</th>
<th>Definition</th>
<th>Key Points</th>
</tr>
</thead>
</table>
| 5      | EXCELLENT  | Consistently exceeds expectations relative to the achievement of objectives, core skills and values. Recognized as a role model or "go to" person relative to knowledge, research and demonstration of the critical success factors, which are important to the business. | o  Consistently exceeds expectations and objectives  
  o  Mentor and role model for others  
  o  Consistently challenging and "rises the bar" with more difficult objectives  
  o  Self-motivated and self-directed  
  o  Considered to be a high contributor |
| 4      | VERY GOOD  | Consistently meets and often exceeds expectations relative to the achievement of objectives, core skills and values. Consistently works toward continuous improvement and "stretch" achievements. | o  Often exceeds expectations and objectives  
  o  Determines what action is needed beyond stated objectives and follows through  
  o  Requires little supervision and does more than expected  
  o  Self-reliant and requires limited direction  
  o  Considered to be a strong contributor |
| 3      | GOOD       | Fully meets the expectations relative to the achievement of objectives, core skills and values. Successfully performs in all areas. Requires only a moderate amount of supervision and direction. | o  Meets expectations and objectives  
  o  Meets high standards and proficiency  
  o  Required moderate supervision and few as expected  
  o  Considered to be a solid contributor |
| 2      | FAIR       | Meets some of the expectations relative to the achievement of objectives, core skills and values. Requires improvement in some areas. May requires more direction than expected to complete projects and assigned work. Needs to work on improving performance. | o  Meets some expectations and objectives  
  o  Meets revised standards regarding priorities and focus  
  o  Performance needs to improve through communication and coaching  
  o  Written objectives clarifying expectations may be needed (e.g., performance improvement plan) |
| 1      | POOR       | Performs at lower than expected levels. Requires close supervision and immediate corrective action. Demonstrates inability or unwillingness to perform key job functions despite education, feedback and coaching. Students assigned this rating must significantly improve their performance within three months. | o  Failed to embrace improvement opportunities and performance is unacceptable  
  o  Must significantly improve performance within three months  
  o  Written documentation and corrective action are required and performance improvement plan should be in place  
  o  Feedback about performance has been given but performance has not reached satisfactory levels. |
Appendix III: Library Information

Kent State University’s main library is located next to the Student Center. General information on the library and library services can be found at: http://www.kent.edu/library/index.cfm. Calendar hours for the library are available at: http://www.kent.edu/library/about/hourssheets.cfm. Graduate students are encouraged to schedule a time to meet with Clare Leibfarth, subject librarian for nursing and public health. Mrs. Leibfarth can be reached via email at cleibfar@kent.edu or by phone at x24811.

Librarian appointments are designed to help students identify and locate informational resources that can be used to complete classroom and other – related – academic assignments. Appointments are scheduled for approximately 1 hour. Students should arrive on time to take advantage of the entire consultation time. Individuals over 20 minutes late will need to reschedule their appointment. Please contact your librarian if you need to cancel your appointment. Additional library resources can be found using the following links:

Books & More

- Books (KentLINK)
- Books from other Libraries (OhioLINK)

Articles & Journals

- Journal Finder
- Databases A-to-Z | by Subject

Citation Tools

- RefWorks
- Style Manuals

More Research Tools

- Course Guides
- Government Information
- Request an Article
- Resource Guides
- Special Collections & Archives
- Statistical and Qualitative Software Support
- Subject Guides
Appendix IV: Key Elements – Moulton Hall Emergency Response Plan

The Moulton Hall Emergency Response Plan (ERP) is available from the Department office. If you are responsible for employees or other students as part of your job duties, you should schedule a time to meet with your Department Chair to go through the Moulton Emergency Response Plan. Emergency response plans provide general guidance, organizational structure and specific direction on preparedness and response activities intended to preserve life and protect property in the event of an emergency. Many of the key elements outlined here are generally applicable to all buildings on campus. However, students should become familiar with the actual ERP(s) appropriate for their assignment. For students working in Moulton Hall, this appendix is not a replacement for the full ERP. However, all HPM students working and taking classes in Moulton Hall should be familiar with basic elements of this plan summarized here.

Follow these important steps when there is an emergency:

- Confirm the report of an emergency and evaluate its conditions
- Report the incident immediately to the Police Services
- Follow instructions from emergency first responders

The Emergency Response Plan is an adjunct to the Kent State University Emergency Management Plan.

The primary goals of the Moulton Hall Emergency Response Plan are:

- To protect lives, property, and the facility
- To prevent or minimize the impact of emergencies and to maximize an effective response from the campus community
- To provide for the continuity of facility operations

I. Reporting an Emergency or Crime

Kent State University Police and Kent City Fire

911
330.672.2212

In the event that the faculty or staff needs assistance, they should call Police Services at 330.672.2212

The caller should provide Police Services with the following information:

- The KSU Dispatcher will ask you for the location of the incident. Provide them with information so that first responders can locate the area quickly.
- The KSU Dispatcher will ask you questions, such as:
  - What is the emergency type?
    o Medical, Violence, Disruption
    o The number of people involved any weapons, etc.
    o Any injuries
    o Description of suspect(s)
    o Direction of travel of suspects
  - When prompted, provide dispatcher with as much information about emergency as possible
  - If the KSU Dispatcher gives you instructions, follow them to the best of your ability.
II. Campus Emergency Mass Notification

**Flash ALERTS:** Flash ALERTS is Kent State’s official emergency text notification system to alert subscribers of critical information. Flash ALERTS expands the university's ability to send critical news and information to the university community during campus emergencies. KSU Police Services and UCM have dual activation control. During a campus emergency situation, Flash ALERTS can send a text message delivering critical information.

**Tornado Sirens:** The University has several tornado sirens located throughout campus to be used in case of tornado warnings. They are also capable of delivering a voice message for other emergency conditions. Sirens are sounded for 9 minutes. If the hazardous condition still exists after 20 minutes, the sirens are activated for another 9 minutes. This will continue until the hazardous condition is over.

**Mass Email; Kent.edu:** UCM has the ability to send out mass emails and make changes to the University website to provide updated information during emergency conditions. Emails are sent to all active University emails for faculty, staff and students. Website changes include posting an emergency banner and the placement of announcements describing the emergency condition, instructions and updates.

III. In Case of Fire or Severe Weather:

**Fire:** If fire alarm is activated,

- Evacuate the building following the evacuation procedures
- Staff members should help coordinate students once they have left the building. People must be moved at least 500 feet from the building and clear from the pathways where first responders will be entering.
- Staff members will help make sure people do not impede the response of first responder. If safe, staff members should be stationed near exits to ensure no one enters the building.

If the fire alarm ceases to sound, staff members will still not allow people into the building. People will only be allowed to enter the building once it is determined to be safe. The message will be delivered by a police officer or other first responder.

**Severe Weather:** During a Tornado warning:

- Upon notification of a tornado warning (Tornado Sirens, AMPS, etc.), proceed immediately to tornado shelter areas. Signs on the walls will direct people to these areas.
- People may also go to a pre-designated safe room, basement, storm cellar or the lowest building level. If there is no basement, go to the center of an interior room on the lowest level (closet, interior hallway)
- Sirens are sounded for 9 minutes. If the hazardous condition still exists after 20 minutes, the sirens are activated for another 9 minutes. This will continue until the hazardous condition is over

Rally Point 1: Gazebo front lawn

Rally Point #2: Bus Stop C-Lot