# Department of Sociomedical Sciences

## MS and MPH Students Handbook: Table of Contents

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Disclaimer
The information contained in this handbook is correct for the academic year 2019–20. The most up-to-date version can be found at https://www.mailman.columbia.edu/people/current-students/academics/student-handbooks

Although the degree and academic requirements in place normally will not change within any given academic year, Mailman School and departmental policies are reviewed and updated regularly. The Department of Sociomedical Sciences reserves the right to make changes at any time with appropriate notice to the community (e.g., email notification).
Overview

The Department of Sociomedical Sciences is dedicated to addressing the social forces that influence health. Our research, teaching, and service are premised on the idea that to understand patterns of illness in society and to create effective programs that improve population health, it is essential to account for the broad contextual factors that structure people’s actions, and to weigh the ethical and political factors that shape policy debates.

Sociomedical Sciences draws upon a diverse range of analytic methods and conceptual frameworks from the social and behavioral sciences and humanities, including sociology, anthropology, psychology, history, and political science. Using these tools, our faculty and students explore a wide array of public health issues including sexuality, aging, obesity, urban health, HIV/AIDS, homelessness, tobacco and drug use, healthcare access, mass incarceration, occupational and environmental health, and immigrant health. Our work emphasizes the critical importance of factors such as socioeconomic status, race, ethnicity, gender, and sexuality in determining health vulnerabilities.

In 1968, the Columbia University School of Public Health became the first institution in the country to offer a graduate degree in Sociomedical Sciences (SMS). Dr. Jack Elinson, the first chair of SMS, coined the term "sociomedical sciences" to incorporate the social sciences of sociology, anthropology, economics, history, political science, and social psychology into a multidisciplinary study of health and medicine.

Within SMS, four degrees can be pursued: The Master of Public Health (MPH), the Master of Science (MS), the Doctor of Public Health (DrPH), and the Doctor of Philosophy (PhD). MPH graduates from SMS go on to hold leadership positions in government, community-based and non-governmental organizations, health care organizations, universities, think tanks and research consultancies, foundations and philanthropies, and media organizations. The MS degree is of particular interest to mid-career professionals with health related interests in fields such as nursing, medicine, health policy, bioethics, journalism, and law; post-doctoral students seeking to enhance their training by gaining additional analytic tools for public health policy making; and students seeking preparation for further study in a doctoral program.

General Information and Resources

The Department of Sociomedical Sciences is located on the 5th and 9th floors of 722 West 168th Street. Professor Kathleen Sikkema is the Chair of the Department of Sociomedical Sciences. Professor Marita Murrman is the Deputy Chair of Masters Programs and Professor Robert Fullilove is the Practicum Director, responsible for the practica of all the MPH students. Andrea Constancio is the Associate Director of Academic Programs. She is responsible for all academic affairs related to the MPH, MS, and doctoral programs including admissions, academic progress, practicum, and graduation. Her phone number is 212-342-0287, and her e-mail address is ac995@cumc.columbia.edu.
**Financial Aid**

Students who need financial aid should contact the Financial Aid Office in the Mailman School of Public Health (212-305-4113, sphfinaid@columbia.edu). The types of student aid available, including loans, awards, and work-study employment, are outlined on the school web site. Fellowships and grants from government agencies and private foundations are available for graduate students. The amounts awarded, eligibility for the awards, and the basis for selecting recipients vary. Students interested in exploring these funding possibilities should consult with the Office of Financial Aid.

**Email & Accessing Information**

**Columbia UNI & Email**

An official Columbia University email address is required for all students. The University has the right to send official communications to the University email address, which is based upon the University Network ID (UNI) assigned to the student.

The University expects that every student will receive email at his or her Columbia University email address and will read email on a frequent and consistent basis. A student’s failure to receive and read University communications in a timely manner does not absolve that student from knowing and complying with the content of such communications.

*Students may elect to redirect (auto-forward) email sent to their University email address. Students who redirect email from their official University email address to another address do so at their own risk. If email is lost as a result of forwarding, it does not absolve the student from the responsibilities associated with communications sent to their official University email address.* [policylibrary.columbia.edu/student-email-communication-policy]

**SMS Listerv and E-weekly**

The department regularly sends information for master's students such as program announcements, practicum opportunities, and job postings for students. We also have a department weekly newsletter, sent Monday afternoons, with department announcements, shout-outs, and upcoming events and programs for all SMS faculty, staff, and students.

**Mailman Public Health and Columbia**

The Mailman School of Public Health website, [www.mailman.columbia.edu](http://www.mailman.columbia.edu), provides information on academics, financial aid, career services, and other important topics. Important announcements are shared with students in a weekly e-mail produced by the Office of Student Affairs every Thursday by means of “Transmission Action.”

On the Columbia University home page ([www.columbia.edu](http://www.columbia.edu)), under “Students,” are quick links to schedules of classes, schedules of finals, grades, registration holds and bulletins. Students can also access this information directly through Student Services Online (SSOL), ssol.columbia.edu.

Students can access scholarly information and reference materials through the Columbia
Libraries website, www.columbia.edu/cu/lweb. In addition to the collections, Columbia University Libraries/Information Services provides many services to support graduate students - library.columbia.edu/services/grad-students.html.

Columbia Transportation Services

Columbia Transportation provides travel options and information that allows the Columbia community to make safe, efficient, and timely travels to, from, and between Columbia's campuses.

Campus Shuttle Service

A free campus shuttle bus service is available between the Columbia University Medical Center Campus, the Morningside Campus, and Harlem Hospital. A valid Columbia University identification card is required. The shuttle runs between from early morning until late at night, except in the summer, when there is no evening service between the Health Sciences and Morningside Campuses. For up to date information about this and other shuttle bus services operated by Columbia University please check the Transportation Web site at transportation.columbia.edu.

Campus Safety Escorts

During the school year, the Department of Public Safety at the Morningside Campus provides a Walking Safety Escort Service performed by trained Columbia University students. Two trained students, equipped with a Public Safety radio, will be sent to accompany students or staff to their door any time from 7pm to 3am, seven nights a week.

Morningside Campus Escort Service

This service is available from West 108th Street to West 110th Street between Amsterdam Avenue and Riverside Drive, and from West 111th Street to West 122nd Street between Morningside Drive and Riverside Drive. Please allow 5 to 15 minutes to arrive and ask them to show a Columbia University ID. For more information on the Walking Escort Service, contact the Department of Public Safety's Operations Desk at (212) 854-SAFE (7233).

Medical Center Escort Service

On the Medical Center Campus from 6:00PM until 6:00 AM escorts are provided by Public Safety personnel on foot; vehicles may be used if available. The escort area is West 163rd Street to West 168th Street, Riverside Drive to Amsterdam Avenue and from West 168 Street to 178 Street, Broadway to Haven Avenue. A valid Columbia ID Card is required to obtain an escort. Please call 212-305-8100 to request an escort. Allow 10-15 minutes for the escort to arrive.

Mailman Bias Response and Support System (BRSS)

The Mailman School of Public Health is committed to creating an inclusive working, learning, and living environment where all are respected. The occurrence of bias related incidents, involving conduct, speech, or expressions reflecting prejudice are an opportunity for learning and growing as a community. All students, faculty, staff, and alumni and anyone observing or experiencing a potential bias-related incident involving our Mailman
community members can use BRSS. BRSS is one of many tools provided by Mailman that will support us as we co-create a community dedicated to learning and developing skills needed to bridge differences. More information and to access BRSS, [www.mailman.columbia.edu/research/office-diversity-culture-and-inclusion/bias-response-and-support-system](http://www.mailman.columbia.edu/research/office-diversity-culture-and-inclusion/bias-response-and-support-system).

**Columbia Gender-Based Misconduct Policies for Students**

Students are encouraged to familiarize themselves with university resources and policies regarding sexual assault, sexual violence, sexual harassment, and gender-based misconduct. Students who believe they have been subjected to gender-based discrimination or harassment are encouraged to report these incidents. Upon receiving a report, the University will respond promptly, equitably, and thoroughly. For more information or to report an incident of gender-based or sexual misconduct, [https://sexualrespect.columbia.edu/](https://sexualrespect.columbia.edu/) or telephone to (212) 854-1717.

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**Academic Affairs**

**Registration Process**

Incoming MPH students should note that the school registers students for their first semester core courses. In subsequent semesters, students will use Student Services Online (SSOL) to register for department, certificate, and elective courses.

Registration for classes is held at the beginning of each semester and at the beginning of each summer session. You will receive information about these registration periods from the Office of Student Affairs. Students should check SSOL for any holds on their accounts and to view their next registration appointment times.

Each semester, course schedules for the entire university are published online in the Columbia Directory of Courses ([www.columbia.edu/cu/bulletin/uwb/](http://www.columbia.edu/cu/bulletin/uwb/)). The Mailman School of Public Health publishes a separate course schedule available online at [www.mailman.columbia.edu/people/current-students/academics/course-directory](http://www.mailman.columbia.edu/people/current-students/academics/course-directory).

Many courses require permission. In these cases, a note in the Mailman School online course listing will indicate who should be contacted for permission. Students who register without permission may be dropped from the class even after having registered for it.

**Holds**

The Office of Student Affairs may prevent a student from registering for classes by placing a hold a student’s registration. Examples include academic holds for incomplete courses, library holds for outstanding materials and/or fees, Bursar’s Office holds for any money owed, or Health Services holds for failure to comply with immunization requirements. Holds on registration must be cleared before a student will be allowed to register. To clear the hold, the student must settle the outstanding obligation(s) that caused the hold.
Change of Program Period - Add/Drop

Changes in your class schedule may be made during the add/drop period, usually the first two weeks of the semester. There are no extra charges for adding or dropping courses during this period.

Courses: Required, Selectives and Electives

Students should review their respective academic plans to ensure they are taking classes necessary to complete their degrees as prescribed. This includes department required courses and certificate requirements. MPH students may find their academic plans in the online Certificate Requirements database. It is important to note some certificate courses are set with very specific prescribed and sequential course plans, while the department requirements may be satisfied in semesters 2 thru 4. Students in the MS degree program may find their requirements listed on page 18.

Selectives refer to department or certificate required courses in which a student selects from two or more courses.

A certificate elective is a course that is applied toward the student’s certificate and that has not already been taken for required credit. Some certificates specify a selection of courses from which the student must choose electives and other certificates are open and flexible and have a wide range of options for electives.

A general elective is any graduate level course taken in or outside of SMS. General electives may be taken at other schools of the university. Within Columbia University most graduate level courses are indicated by course numbers of 4000 or higher. If students are unsure if the course is graduate level they should consult with the Associate Director of Academic Programs.

Tutorials

A tutorial is an individualized course of study in which a student works with a faculty member in a less structured setting than a classroom course. One-to-one student/faculty tutorials may include, for example, participation in major research or other projects, small individual projects, pilot projects, literature review, and field experience. A tutorial may be taken for one, two, or three credits depending on the amount of work it entails. No more than 3 credits of tutorials may be applied toward the degree credits.

Students interested in taking a tutorial should first obtain a faculty member’s agreement to serve as the instructor. The student then must complete the Tutorial Form and submit it to the Associate Director of Academic Programs no less than 72 hours prior to the last registration day of the semester.

Cross Registration

One of the advantages of attending Columbia University is the ability to integrate one’s
educational experience at the Mailman School with coursework from other schools at the University. In addition to the Columbia Directory of Courses, students may also find courses of interest at Teachers College.

Depending on degree requirements and in consultation with one's advisor and the Associate Director of Academic Programs, Mailman students are encouraged to take appropriate courses from across the University. Columbia MPH students may not cross register during their first semester (the Core). Cross registration must be done during the change of program period at the start of the term using a paper form available through the Mailman Office of Student Affairs.

There are a few schools that have their own policies and procedures for cross registration. Additional steps and approvals may be required, in addition to the paper form stated above.

**Pass/Fail**

This option is designed to permit students to register for credit in courses relevant to but outside of their area of study. For students in the Columbia MPH, up to nine credits of elective course work may be taken for Pass/Fail with the approval of the instructor and the advisor; for dual degree, accelerated, and MS students, up to six credits. No core courses or required courses may be taken for Pass/Fail.

**Course Waivers**

Students may request a waiver or exemption from a course requirement if they believe that they have satisfactorily completed a graduate-level course that is of comparable rigor and scope to that of the required SMS course. Students initiate this process by submitting a written request that identifies the course to be waived and describes the prior course. Students should attach to the statement a syllabus for the prior course and transcript indicating the final grade for this course and submit a signed and dated written request along with the supporting material to the Associate Director of Academic Programs.

**Transfer of Credits**

Up to six transfer credits may be granted to MPH degree candidates for appropriate graduate level courses. Courses must be appropriate to the student's degree program, meet Mailman School academic standards and be approved by the department. The courses must have been completed within the preceding five years at an accredited institution and not have been counted toward another degree or credential. The grading should be ordinal (a letter grade) and the grade earned should be B+ and higher. Online courses taken during the period in which a student is matriculated at the Mailman School are not eligible for transfer. Transfer credits may not be applied toward the Core curriculum. Please consult with the Associate Director of Academic Programs about applying for transfer credit.
Incomplete Grades

There is no automatic grade of Incomplete. Students are expected to complete all course assignments and exams on schedule by the end of a semester. An incomplete grade (IN) may be given only when a student has met the attendance requirement but certain course assignments have not been completed for reasons satisfactory to the instructor. The instructor may grant an extension for a specific period of time, typically not more than several weeks. Students must complete a "Request for Incomplete" form in the Office of Student Affairs and have the faculty sign the form.

Students must complete work necessary to resolve INs by the following deadlines noted below - approximately 18 weeks from the end of the term in which the class was taken. Faculty have the discretion to shorten the deadline. Requests for extensions must be submitted via email to the Office of Student Affairs prior to the deadline and are reviewed on a case-by-case basis. Extensions are not guaranteed.

INs unresolved by their deadlines will default to UWs unless otherwise indicated by faculty on the Incomplete Request Form.

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<th>Semester of Incomplete</th>
<th>Deadline for Completion</th>
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<td>Fall</td>
<td>May 1</td>
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<tr>
<td>Spring</td>
<td>Last day of Fall change of program period</td>
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<tr>
<td>Summer</td>
<td>Before the first day of Spring registration</td>
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Students who carry incomplete grades into a new semester will have the balance of IN credits counted toward the maximum number of credits allowed in the new semester. Because students register for a new semester before the receipt of the prior semester’s grades, students may have to drop courses not required in the new semester’s academic plan. If the balance of IN credits prevent a student from taking the necessary required courses in the new semester, the student may be asked to take a Leave Of Absence until they resolve all INs. All INs carried into a new semester must be resolved before a student may add credits freed up by completed INs. Dual degree students whose residency moves to their partner school may not cross-register for Mailman courses while carrying IN credits from Mailman.

Students who carry INs beyond their final semester must maintain continuous enrollment with the Mailman School until they resolve their INs. Continuous enrollment allows access to School and University services (e.g., advising, libraries, etc.); it also accounts for the processing of the INs and the conferral of a student’s degree. In general, students may not take Leavess Of Absence after their final semester to avoid this continued enrollment.

Leave of Absence / Inactive Status

Leave of absence or medical leave must be approved Andrea Constancio, Associate Director of Academic Programs, and by Lillian Morales (212-305-8690, lm31@columbia.edu), Associate Director of Academic Standards and Academic Record in the Office of Student Affairs. A student who takes a leave that extends beyond two years will be required to re-
apply for admission through the Office of Admissions. Contact the Office of Admissions at 212-342-5127 for more information about re-admission.

**Filing for Graduation**

The university grants degrees three times a year: February, May, and October. The precise dates vary from year to year. Check the academic calendar for dates.

Students may file an application for graduation when they anticipate fulfillment of all degree requirements by the graduation date. Applications for graduation must be filed with the Mailman Office of Student Affairs. The filing deadlines are absolute. They are published each year in the academic calendar.

Acceptance of a graduation application is conditional. Students who file for graduation but fail to complete required work will not graduate. The next time they file for graduation, they will have to complete all degree requirements before re-application for graduation will be accepted. In addition, students may be charged for extended registration. The extended residence registration course for master’s programs allows students who have completed all coursework to remain active with a part-time status for one additional semester. In order to give students access to the resources they need to complete remaining coursework in this extended semester, students will be required to register for a zero credit course that will be charged at $500. It will activate (or reactivate) a student’s UNI and provides virtual library and facility access. However, it will neither provide access to financial aid nor to housing.

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**Learning Objectives**

**Learning Objectives: Mailman School of Public Health**

Upon satisfactory completion of the degree requirements, graduates will be able to demonstrate a broad knowledge and skills base in the core areas of public health, with particular emphasis in a selected field of public health, and will be able to:

- Apply epidemiologic methods to the measurement of disease rates, prevention of infectious diseases, and the development and evaluation of health programs and policies;
- Apply statistical methods of estimation and hypothesis testing and explain the basics of correlation and regression for the purpose of analyzing the health of populations;
- Analyze how environmental contaminants (chemical, physical and other exposures) interact with biological systems and their effect on human populations for the purpose of evaluating risk reduction strategies;
- Assess the impact on health policy options of social, political, technological, economic and cultural forces, and apply basic management techniques to address organizational challenges to providing health care;
- Examine public health issues and responses from a social and behavioral sciences perspective and explain social, cultural, political, economic, and behavioral determinants of disparities in health status among population sub-groups; and
• Demonstrate knowledge and skills for effective practice in their selected field of study.

**MPH Learning Objectives: Department of Sociomedical Sciences**

The MPH degree in Sociomedical Sciences (SMS) Sciences prepares students to create programs and policies that address the social determinants of health. Students are provided with the knowledge and skills to apply theories, concepts, and methods from the social and behavioral sciences to improve the health of individuals and communities. These general goals are reflected in specific learning objectives for MPH students developed at the school, department, and certificate levels. Upon satisfactory completion of the MPH program in SMS, graduates will be able to:

- Apply concepts, theories, and methods from the social and behavioral sciences to understand and address public health challenges through program and policy development.
- Develop theory-driven research questions.
- Employ relevant quantitative research methodologies and describe the methods of assessing reliability and validity of measures used in quantitative research to study these questions.
- Identify, collect and analyze qualitative data through methods including in-depth interviews, focus groups, ethnography, and participant observation.
- Communicate research and program findings through action-oriented recommendations that are appropriate for varied audiences and sectors.
- Describe how ethical considerations shape research design and conduct with human participants and demonstrate working knowledge of the major categories of IRB review of human subjects research.
- Demonstrate proficiency in written, oral and visual communication.
- Describe the importance of cultural competence in communicating public health content.

**MS Learning Objectives: Department of Sociomedical Sciences**

The Master of Science (MS) degree in Sociomedical Sciences prepares students to analyze the social determinants of health using theories, concepts, and methods from the social and behavioral sciences. Upon satisfactory completion of the MS program in Sociomedical Sciences, graduates will be able to:

- Analyze public health challenges using social and behavioral science concepts, theories, and methods.
- Develop theory-driven research questions and employ relevant research methodologies to study these questions.
- Demonstrate understanding of epidemiological concepts and methods.
- Describe how ethical considerations shape research design and conduct with human participants and demonstrate working knowledge of the major categories of IRB review of human subjects research.
- Demonstrate proficiency in written, oral and visual communication.

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**Academic Advising**

Students are assigned a faculty academic advisor that is based on student’s application, research topics & interests, program and/or certificate.

The advisor is responsible for guiding the student’s planning and progress through the program, in view of intellectual and professional goals. Advisors help students choose classes, develop a thesis topic, select a practicum, and position themselves to achieve their goals. In addition to the faculty advisor, Andrea Constancio, Associate Director of Academic Programs, is assigned to all students as a secondary advisor. Ms. Constancio is the most appropriate person to consult with about administrative and logistical aspects of the program, such as the rules and facilities of the university, program requirements, registration and course schedules.

We try to match student and faculty advisor by interests, but sometimes there may be a need to change in a student-advisor match. Students who would like to make such a change, or who otherwise need help in managing their advisement, are encouraged to contact Andrea Constancio.

Email your advisor during the first two weeks of your first fall semester and request a time to meet for 30 to 45 minutes. Before the meeting, read this handbook and the information sheet for your certificate. In your first meeting, you and your advisor should plan the academic program you will follow after you complete the first-semester Mailman core.

At the meeting, be prepared to discuss the following items:

- The certificate you are in and why you selected it.
- What certificate you will choose if you entered the program as “undecided.”
- When you plan to graduate.
- How many courses per semester you are planning to take after you have completed the first-semester school-wide core. In general, full-time students are advised to take 4 to 5 courses depending on certificate; part-time students are required to take a minimum of 2 courses per semester.
- Whether you plan to take any summer courses. Summer course offerings are limited at the Mailman School. Therefore, you should investigate appropriate elective course offerings at other schools within the university.

Begin the meeting by telling your advisor about your background, interests and future career goals. You and your advisor should go over your planned course of study. Although there are many courses that are predetermined by the requirement for the school, SMS, and your certificate, you should discuss these in the context of your career plans and interest.

You may want to focus your discussion with the advisor on issues beyond course requirements to include the following:
• Elective courses: The number of elective courses available to you depends on your certificate. To choose appropriate elective courses, think about your current interests and future career plans, and ask your advisor for his/her recommendations.

• Practicum: Start to think about the skills you will need for your future career. Some of these skills cannot be developed through course work alone. The practicum should be an opportunity to develop such skills. Ideally, the practicum project should form the basis for the master’s thesis.

• Thesis: Discuss the thesis type and thesis topics that make most sense based on your interests and career goals. Many students do not know what topic they may want to work on for a thesis at this point, but talking about it with your advisor can help you choose a topic when you need to (by the end of the first year). You can also discuss with your advisor how to go about finding a topic. Your advisor will also be able to help you choose one or more possible thesis sponsors when the time is right to begin contacting possible sponsors (toward the end of the second semester).

• Employment opportunities: Whether you plan to work part time during your matriculation at SMS or thinking about employment after you graduate, your advisor is a good person to discuss employment opportunities. He/she may know of projects at the school or beyond that you may be able to become involved with. You may also want to discuss what kind of employment may be most beneficial in terms of your academic and career plans.

• You should return to these topics in your next meeting with your advisor.

You should consult with your advisor or the Associate Director of Academic Programs each semester before registering for your classes. You can email the list of courses you plan to take each semester; your advisor can approve the list via email. If you are not following the plan you and your advisor agreed upon, you need to email your advisor and the Associate Director of Academic Programs to explain the reasons for the requested changes.

You should also stay in contact throughout the semester and email or call him/her with any questions, concerns, or changes in your agreed-upon course of study.
Degree Requirements

**MPH Degree Requirements**

In the Department of Sociomedical Sciences, the MPH degree is offered in three formats, the Columbia MPH (two-year), the Accelerated MPH (one-year), and Dual Degree program. All programs require coursework, practicum, and Human Subjects certifications. Columbia MPH and Dual Degree students also complete a thesis. The coursework requirements are as follows:

- **Mailman Core (15 credits)**
  
  The Core is built around six studios (listed below), which represent the core areas of knowledge in the field of public health. Additionally, cross cutting competencies are embedded throughout the semester, including systems thinking, public health biology, and program planning.

  **The Columbia Core Studios:**
  
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<thead>
<tr>
<th>Studio</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>P6020 Foundations of Public Health (Foundations)</td>
<td>1.5</td>
</tr>
<tr>
<td>P6031 Research Methods and Applications (REMA)</td>
<td>4.5</td>
</tr>
<tr>
<td>P6040 Determinants of Health (Determinants)</td>
<td>3</td>
</tr>
<tr>
<td>P6051 Public Health Interventions (Interventions)</td>
<td>1.5</td>
</tr>
<tr>
<td>P6052 Global &amp; Developmental Perspectives (Global &amp; Development)</td>
<td>1.5</td>
</tr>
<tr>
<td>P6060 Health Systems (HTHSYS)</td>
<td>3</td>
</tr>
</tbody>
</table>

  It is through this integrated experience that students achieve the foundational and interdisciplinary knowledge necessary to move forward in the MPH program.

- **Integration of Science and Practice (ISP) I & II (3 credits)**
  
  In addition to the Core, Mailman students will take the case-based Integration of Science and Practice (ISP) course. The mall group ISP sessions bridge the gap between classroom learning and the real-world experience of working as a public health professional.

- **Leadership Development (1.5 credits)**
  
  All Mailman students also receive intensive leadership training through the Leadership Development course in the spring semester, which focuses on teamwork, leadership, and innovation in public health. Students will learn how to work effectively in both large and small teams while embracing the complexity and diversity of working in complex systems and organizations as a window into true public health practice.

- **SMS Core Curriculum (15 credits / 12 credits for Accelerated Students)**
  
  In addition to completing the Mailman School core, SMS students must take four department core courses (three credits each) that provide an overview of the field of Sociomedical Sciences and the application of social sciences to public health. Two-year certificate Columbia MPH and Dual degree students complete a master's thesis for three
credits. See the Thesis section of this handbook for further details. The master’s thesis is not required for Accelerated students.

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Columbia MPH &amp; Dual Degree</th>
<th>Accelerated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SELECTIVE (3 credits):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P6728 Health Promotion Theory, Research &amp; Practice or</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>P8745 Social Determinants of Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REQUIRED (3 credits):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8796 Quantitative Research Design</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>REQUIRED (3 credits):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8785 Qualitative Research Methods</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>SELECTIVE – one course required from below (3 credits):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P6775 Health Communication</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>P8703 Health Advocacy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8705 Evaluation of Health Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8741 Structural Approaches in Global Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8746 Persuasion &amp; Coercion in Public Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8747 Ethics of Public Health [not offered 2019-20]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8757 Global Politics of Aging</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8771 Community Based Participatory Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8772 Public Health interventions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8792 Dissemination and Implementation Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REQUIRED – Certificate &amp; Dual degrees (3 credits):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P8707 SMS Thesis Proposal (1) and P8708 SMS Thesis (2)</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td><strong>TOTAL SMS MPH Credits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pracitcum Hours</td>
<td>280</td>
<td>140</td>
</tr>
</tbody>
</table>

**Columbia MPH Certificate Program (52 credits minimum)**

The balance (17.5 credits) of the required credits (52 minimum) for the MPH degree consists of certificate-specific courses and electives. Every student in the two year Columbia MPH program enrolls in a certificate program that provides training in a focused area of expertise, in addition to the student’s departmental discipline, and leads to a Columbia University approved credential.

**Accelerated Program (42 credits minimum)**

The Accelerated MPH is an intensive, one-year program designed for highly motivated professionals seeking to enhance their career with a degree in public health. The curriculum is similar to the innovative curriculum of the two-year Columbia MPH but completed in three semesters (fall, spring, summer). The profile of a typical Accelerated MPH student is an individual who has earned a doctoral degree, an MD student mid-way through their study, or an individual who has several years of work experience. Students in the accelerated program do not earn a certificate.
There is a 45 credit limit on tuition across this three semester program (Fall/Spring/Summer). Any courses taken over the 45 credit limit must be paid for on a per credit basis. The summer courses as described in the program plan are included in the flat tuition rate but must not exceed 45 credits.

**Dual Degree Programs (42 credits minimum)**

The Mailman School offers dual master’s degrees with 10 schools across the university through our MPH program. Applicants seeking admission to dual degree studies must apply separately to each of the two collaborating schools and must meet the admissions requirements of each. Once both schools grant admission to their individual degree programs, the student may begin an integrated dual degree program. Dual-degree students can begin their coursework at the Mailman School or the partner school.

Dual-degree students are required to take 42 public health credits. Most of these students will complete the majority of their program in their first year of residence at the Mailman School and complete some requirements in their second year (when students are in residence at partner schools). The requirements in year two potentially include some coursework and the student’s capstone/thesis.

**Registration and Tuition for Dual Degree Programs**

- The MPH Core Curriculum, which all MPH students take during their fall semester, constitutes 18 of the required credits and cannot be waived, substituted, or taken out of sequence. With prior planning and permission, Mailman School department course requirements can, on occasion, be substituted for partner school courses. However, the total number of required public health credits (42) will not reduce.
- All students in the dual-degree programs will spend a consecutive Fall and Spring semester at Mailman earning a minimum of 33 credits through a flat-fee tuition model.
- All students will earn an additional nine credits in either the summer of their first year or in year two as a cross-registrant (or a combination of both). Some of these credits may be added to the Fall and Spring semesters of the first year.
- Certificate programs are not available to dual-degree students.

It is extremely important that dual degree students seek guidance from the program coordinators and academic advisors in both programs and the Director of Student Services in the Mailman School of Public Health. Students must be careful to both register for the correct number of credits in each school and to complete all program requirements for each school. Dual degree students must consult with and get approval from the SMS Associate Director of Academic Programs, Andrea Constancio, before registration.

Master’s thesis and practicum experiences usually can be coordinated between the two programs so that they may be used to satisfy requirements for both programs.
**Required Examinations and Certifications**

All CUMC students, faculty, and staff must complete HIPAA certification and our students must also complete the CITI Human Subjects Protection training. Students may access information and training from [research.columbia.edu/content/compliance-training](http://research.columbia.edu/content/compliance-training).

**Health Insurance Portability and Accountability Act (HIPAA)** SMS students are required to pass the HIPAA certification exam. To take the HIPAA training course and certification, log on to [www.rascal.columbia.edu](http://www.rascal.columbia.edu); from the “Training Center” go to “Course Listings,” and select training module “TC0019 (HIPAA: Health Insurance Portability and Accountability Act Training Course).”

**Human Subjects Protection (IRB) Training** All SMS students are required to pass a certification exam on Human Subjects Protection. Study materials and the certification exam are available online at [www.rascal.columbia.edu](http://www.rascal.columbia.edu/).

Login with your UNI and password. From the “Training Center” go to “Course Listings” and select “TC0087 - Human Subjects Protection Training.” For more information on the Columbia Institutional Review Board Human Subjects Review Committee, visit the IRB website ([www.cumc.columbia.edu/dept/irb/about.html](http://www.cumc.columbia.edu/dept/irb/about.html)).

Students should complete this certification during their first or second semester because it is required for both the practicum and the master’s thesis.

**Practicum Requirement**

In the Department of Sociomedical Sciences, students in the two-year Columbia MPH and Dual Degree programs must devote a minimum of 280 hours to the practicum. Students in the one-year accelerated program must complete 140 hours. See the Practicum section of this handbook for details.
**MS Degree Requirements**

The MS degree in Sociomedical Sciences trains students to apply social science theories, concepts, and methods to public health practice and policy making. The program offers coursework in anthropology, ethics, history, psychology, and sociology, along with a wide range of public health topics and methods. Students can customize a program that reflects a particular disciplinary focus or can craft a more interdisciplinary course of study.

The course of study consists of 30 credits including a master's thesis, and is designed to be completed in either full-time (two semesters) or part-time (three or more semesters). No required courses may be taken for Pass/Fail. No more than 3 credits may be taken in tutorials (see pg 7).

The table below lists the required and selected courses for this 2019-20 academic year.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>P6025 Introduction to Public Health (online module)</td>
<td>1.5</td>
</tr>
<tr>
<td>P6400 Epidemiology</td>
<td>3</td>
</tr>
<tr>
<td>SMS Master's Thesis (P8707 and P8708)</td>
<td>3</td>
</tr>
<tr>
<td><strong>Theory Selective (choose 2 from the following list):</strong></td>
<td>6</td>
</tr>
<tr>
<td>• P6728 Health Promotion: Theory, Research, and Practice</td>
<td></td>
</tr>
<tr>
<td>• P8736 Theories &amp; Perspectives Sexuality and Health</td>
<td></td>
</tr>
<tr>
<td>• P8745 Social and Economic Determinants of Health</td>
<td></td>
</tr>
<tr>
<td><strong>Methods Selective (choose 2 from the following list):</strong></td>
<td>6</td>
</tr>
<tr>
<td>• P8705 Evaluation of Health Programs</td>
<td></td>
</tr>
<tr>
<td>• P8785 Qualitative Research Methods</td>
<td></td>
</tr>
<tr>
<td>• P8796 Quantitative Research Design</td>
<td></td>
</tr>
<tr>
<td>• P8771 Community-Based Participatory Research</td>
<td></td>
</tr>
<tr>
<td>• P8772 Public Health Interventions</td>
<td></td>
</tr>
<tr>
<td>• P8777 Survey Research Methods</td>
<td></td>
</tr>
<tr>
<td>• P8771 Community-Based Participatory Research</td>
<td></td>
</tr>
<tr>
<td>• P87902 Introduction to Mixed Methods</td>
<td></td>
</tr>
<tr>
<td><strong>Public Health Selective (choose 2 from the following list):</strong></td>
<td>6</td>
</tr>
<tr>
<td>• P6750 Confronting Obesity: Society, Structures, and Policy</td>
<td></td>
</tr>
<tr>
<td>• P6775 Health Communication</td>
<td></td>
</tr>
<tr>
<td>• P8701 Social Dimensions of Aging</td>
<td></td>
</tr>
<tr>
<td>• P8703 Health Advocacy</td>
<td></td>
</tr>
<tr>
<td>• P8741 Structural Approaches in Global Health</td>
<td></td>
</tr>
<tr>
<td>• P8746 Coercion and Persuasion in Public Health</td>
<td></td>
</tr>
<tr>
<td>• P8750 Race &amp; Health</td>
<td></td>
</tr>
<tr>
<td>• P8757 Global Politics of Aging</td>
<td></td>
</tr>
<tr>
<td><strong>General Electives:</strong> (may include courses outside of Mailman)</td>
<td>4.5</td>
</tr>
</tbody>
</table>
All MPH students in accredited schools of public health in the United States must complete "a planned, supervised and evaluated practice experience (as part of their) public health professional degree program." For the Mailman School of Public Health at Columbia University, the length of time for this practice experience, or practicum, is required to be equivalent to one full term semester. Within the Department of Sociomedical Sciences (SMS), students in the Columbia MPH (two-year) and Dual Degree programs devote 280 to the practicum, while students in the accelerated MPH (one-year) devote 140 hours. For students in the two-year program who are working full-time in the field of public health in an area related to their certificate, the practicum requirement is 140 hours.

The practicum should provide the opportunity to apply the concepts and methods of social science and public health learned in the classroom to actual public health problems. During the practicum, a student works under the guidance of a supervisor (Practicum Preceptor) who agrees to orient, supervise, and evaluate the work of the student.

The settings of student practica vary by program and certificate. The acceptable content of a practicum is flexible to meet a diverse range of student interests, educational needs, professional objectives, and career goals. However, in all cases the practicum experience must be consistent with the academic goals and objectives of the Mailman School and the Department of Sociomedical Sciences.

Robert Fullilove, EdD (ref5@columbia.edu) is the Practicum Director. He is available to help guide students through the process of finding and completing a practicum.

**General Objectives**

The practicum provides an opportunity to apply material learned in class and to develop professionalism. The practicum will allow the student to:

- apply classroom knowledge in a real-world setting;
- experience the nature of work in his/her specialized area of training;
- carry out a project useful to an organization or group;
- develop and refine professional public health skills;
- gain confidence, competence, and satisfaction in completing projects;
- develop insight into personal skills and attributes;
- learn additional skills;
- meet regularly with a qualified Practicum Preceptor who can both guide the student’s experience in a specific area of interest and serve as a role model and/or mentor;
- attend meetings and seminars to learn about the work of other relevant organizational/project personnel;
- explore opportunities for master’s thesis topics based upon the needs of the organization or project and individual interests (Note: It is encouraged, but not
mandatory, that the practicum serve as the basis of the thesis);
• obtain job references from public health professionals who can speak to the student’s abilities in an applied context; and
• obtain a position with the organization or group when relevant openings are available upon graduation.

Roles and Responsibilities

The agency, program, project or individual that agrees to accept a student for a practicum experience also assumes an educational role. Someone at the agency must be identified as the Practicum Preceptor, who agrees to help arrange the student’s experience and define activities that will meet the objectives of both the student and of the agency/project. The roles and responsibilities for students and preceptors are outlined below:

**Preceptor**
- Define the scope of the practicum with student;
- Determine the need for any special training or certifications (HIPAA, IRB.);
- Develop a schedule with the student;
- Schedule regular meetings to chart development and progress;
- Include the student in meetings or seminars related to the practicum area;
- Clarify to whom student should report if preceptor is not available;
- Review and sign the Practicum Summary Report at the end of the practicum.

**Student**
- Ask for background reading or other information prior to meeting with preceptor;
- Discuss the scope of the practicum;
- Clarify with the preceptor whether the work will be independent or in collaboration with others;
- Clarify to whom she or he should report if preceptor is not available;
- Discuss how time should be allocated and hours recorded;
- Comply with time commitments whether or not preceptor is on site;
- Discuss work schedule and progress with the preceptor on a regular basis;
- Document involvement in the project (e.g., project activities, data collection, meeting minutes) in a data/record notebook if applicable;
- Complete any special training required.

Prior to the Practicum

Most full-time MPH students will complete their practicum in the summer between years 1 and 2 (e.g. 35 hours/week x 8 = 280 hours). However, other arrangements are acceptable: a practicum may be carried out over a semester during the academic year, or over a full calendar year (e.g. 7 hours/week x 40 weeks = 280 hours), depending on the student’s schedule and the needs of the sponsoring organization.
Many factors influence a student’s final practicum selection. Although it is helpful to have specific interests already in mind, the practicum also affords a great opportunity to explore areas of potential interest. Some students use this time to learn more about areas they may be considering for a career.

As students are balancing their areas of interest, family commitments, geographic and financial constraints, it may help to consider some of the following:

- How geographically mobile am I? Do I want to do a domestic or an international practicum? Must my practicum be in NYC?
- What do I envision myself doing after graduation?
- Do I want to use my practicum as a possible future job placement and, if so, in what job or agency do I envision myself working after graduation?
- What skills would I like to practice in my practicum? What would I like to learn?
- Do I have career goals that include further academic pursuits, such as obtaining a PhD or other advanced degree?
- Do I want to do a practicum that offers the possibility of a publication or presentation at a scientific session?
- How important are financial consideration, such as whether my practicum must be paid?
- Do I want to do my thesis as an extension of my practicum?

Finding a Practicum Placement

There are many ways to find a practicum placement. Students may contact a faculty member or an organization with which they would like to work. Students can search Mailman Career Link the Career Services search engine, for paid and unpaid internships and should also review the Friday OCS Announcements for featured internship opportunities.

Students can also get ideas for potential practica by reading previous students’ practicum agreement forms and summary reports, available on the 5th floor. Occasionally, email announcements of available practica are sent to the student listserv. Students may discuss options with the Practicum Director, Robert Fullilove, and students should also discuss the timing and general goals for their practicum with their advisor.

Office of Field Practice (OFP)

The Office of Field Practice provides an array of resources to support and promote student participation in public health field-practice, including the administration of various School-wide components of the required practicum within the MPH curriculum. OFP works with all academic departments and programs, and develops inter-disciplinary practice sites available to students across the School.

The OFP Team has created multiple tools and assignments to assist in this submission process, including “How To” guides for students, faculty and practicum administrators. All
students will have access to the OFP CourseWorks website, beginning spring semester of first year.

There are several steps and assignments students must take to i) submitting the Scope of Work and ii) receive the stipend.

**It is important to note the completed SOW must be approved before students may begin the practicum.**

**i) Practicum Scope of Work Form**

The practicum scope of work (SOW) form is an important tool for planning your practicum and meeting the School’s requirements for engaging in a structured and approved practicum process. It is mandatory for all students to develop a practicum SOW in collaboration with the practicum organization, and to get the completed SOW approved by their faculty adviser and the departmental practicum director/ coordinator before the start of the practicum. Your practicum stipend will be disbursed only after the approval of your SOW. The Office of Field Practice has developed an online system to make the submission process quick and easy.

Once the practicum agency and project have been identified and agreed upon, it is the student’s responsibility to submit the SOW via the online SOW Database. The objectives and activities of the practicum should reflect as many of the core competencies of SMS and the student’s certificate as possible. These objectives should be initially outlined in the form by the student with input from the practicum preceptor.

**4 Steps to Complete the Scope of Work form:**
- Step 1: Student Completely Answers all Questions in the Form
- Step 2: IRB Review
- Step 3: Faculty Advisor Approval
- Step 4: Final Review by the Associate Director of Academic Programs for Department Approval

As stated above, online SOW approval by either faculty advisor or the Associate Director of Academic Programs is required before students begin their practicum.

**ii) Practicum Funding/Stipends**

OFP administers a small stipends program. The program provides students who complete their initial requirements on time with a small sum to partially support their expenses during the practicum. The initial requirements are in the Assignments section of the OFP CourseWorks page. The Office of Field Practice begins the processing of stipends starting in mid-April, based on approved SOW and Compliance with Safety and Security as needed. The entire process from time of departmental approval of your SOW (not submission of the SOW) to receipt of funds in your account averages one month.
Students are responsible for covering the full cost of their practicum and personal expenses. Some agencies offer paid practicum opportunities. For Mailman students, a paid practicum is acceptable, but not required.

The anticipate stipend amounts for the 2019-20 academic year are listed below

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>International 6-month practica (Global health certificate students)</td>
<td>$2000</td>
</tr>
<tr>
<td>International 2-3 month practica (non-Global health certificate students)</td>
<td>$1000</td>
</tr>
<tr>
<td>Domestic sites (outside of tri-state area)</td>
<td>$500</td>
</tr>
<tr>
<td>Local (tri-state area - NY, NJ, CT)</td>
<td>$250</td>
</tr>
</tbody>
</table>

**During the Practicum**

Once a student begins the practicum, the preceptor who coordinates and supervises the student’s work is responsible for seeing that the specific objectives and activities agreed upon in the practicum agreement are being carried out according to schedule. The preceptor orient the student to the agency and project and meets with the student on a regular basis to monitor the student’s progress. During the practicum, the student is responsible for performing according to the practicum agreement and for fulfilling the usual responsibilities of punctuality, accountability, and appropriate deportment and initiative expected of all public health professionals. If there are any problems or concerns the Practicum Director is available to meet with the student and/or the student’s preceptor. If for any reason the student or the preceptor is unable to fulfill his or her responsibilities according to the practicum agreement, plans and activities for the practicum may be changed or modified with the approval of the advisor and the practicum preceptor.

**Following the Practicum**

After completion of the practicum all Mailman students are required to file for completion and complete a brief evaluation of the practicum experience, both of which are the final step in the SOW online database.

In addition, all SMS must complete the online SMS Practicum Summary Report. When applicable, and with the authorization of the preceptor, students should submit (upload) a sample of any products they helped develop (i.e. survey instrument, evaluation plan, policy brief, curriculum) as a supplement to the Summary Report. Summary Reports are made available to future students as examples of practicum projects.
The Master’s Thesis

Introduction

The master’s thesis is the capstone requirement of all master’s students in the Department of Sociomedical Sciences. The thesis is intended to reflect the training you have received in the department and demonstrate your ability to design, implement, and present professional work relevant to your fields of interest.

Writing the thesis is an essential experience that furthers your career development. Employers want public health professionals who can analyze data and evidence, write articles and reports, and design studies, needs assessments, and/or health promotion interventions. If you plan to continue your academic studies, developing expertise and demonstrating your ability as a writer are two important skills required of doctoral candidates. A well-written paper is a great asset that you can bring with you to a job interview or include in an application for further study. The thesis must be written in English.

Planning your Thesis

Students who complete the degree in two years should begin exploring ideas for a thesis no later than their second semester. If you plan to complete the degree requirements in two years, you must have a thesis sponsor by early in the fall semester of your second year, when you will register for the thesis proposal course. Many students use their practicum experience as a basis for their thesis, although this is not required.

Selection and Role of the Thesis Sponsor

Toward the end of your first year (for students completing the degree in two years) you should identify a general thesis topic and a member of the SMS faculty as a potential thesis sponsor. The role of your thesis sponsor is to provide guidance and feedback to you throughout the research and writing of the thesis.

It is the student’s responsibility to approach a faculty member and get her/his agreement to serve as a thesis sponsor. A list of eligible SMS faculty members and their research topics is included in the appendix to this Handbook. You may need to approach more than one faculty member if the first one or two you approach cannot serve as your sponsor (e.g., because they are already working as sponsor of other students’ theses or because they are otherwise unavailable).

In rare cases you may wish to consult and otherwise involve other faculty or non-faculty individuals as advisors for your project. Students may arrange to have two co-sponsors: 1 SMS faculty sponsor and 1 outside sponsor. Including other advisors in the thesis process should be done with the permission of the academic coordinator (Andrea Constancio) or the thesis course instructor (Prof Murrman).
Outsiders approved as co-sponsor must agree to the thesis formats and structure noted in this handbook and the deadlines and grading process listed in the Coursework's site.

You should schedule, as soon as possible, ongoing meetings with your thesis sponsor, where you obtain regular feedback during the process of preparing your thesis. Early planning for these meetings is important because you and/or your sponsor may have other commitments that may make scheduling difficult. It is your responsibility, not your thesis sponsor's, to ensure that a sufficient number of sessions are scheduled.

When a student and sponsor have agreed to work together, the student should write a memorandum summarizing the discussion and the student's understanding of the agreement between her/him and the sponsor. Some issues to discuss and address in the memo are:

1. Schedule of student-sponsor meetings
   a) Are there times when sponsor or you are not available to meet due to travel or other obligations?
2. When should written drafts be handed in?
3. How would communication take place? Preference for written comments, in-person discussions, emails exchange, etc.
4. If thesis work is done on sponsor's research data (if another researcher's data, same questions apply to him/her)
   a) What data will be available to student?
   b) When will data be available to student?
   c) Does sponsor approve that the thesis will be written by student and she/he would be the sole author on the thesis? How would later publication be handled? Student should first author? Would sponsor be co-author?
5. Sponsor's other expectations from student
6. Student's expectations, special needs, and requests

It is also recommended that you participate in a study group with one or more other students and use the group format to ensure that you are making progress toward finishing your thesis on time.

**Institutional Review Board (IRB) Approval of the Thesis**

Students whose thesis involves some form of human subjects research will need to All research involving human subjects must be submitted to the Institutional Review Board (IRB) for review. An IRB review may involve an exemption, an expedited review, or a full review. Only the IRB, following a review of the research protocol, may grant an exemption. That is, neither the faculty sponsor with whom you are working nor you can make the determination that your project is exempt. If you believe that your project should be exempt, you must apply to ask the IRB for an exemption.

The following are examples of the types of theses that REQUIRE review by the Columbia IRB:
• Collection of data using human subjects using quantitative or qualitative research methods, including interview of few respondents, focus groups, etc..
• Analysis of previously collected (also called "secondary") data
• Collection or analysis of data from human subjects even if the IRB has already the study (even if it is your sponsor’s project).
• Analysis of data from human subjects that was already collected and approved by another institution’s IRB, even an institute where you work(ed) or where you are doing (did) your practicum
• The following is an example of a thesis that would NOT require IRB approval:
• Research activities that involve only the analysis of de-identified data within a publicly available dataset need not be submitted to the IRB for review or for a determination that the project falls into an "exempt" category. For examples of publicly available datasets see links at the CU library website at www.columbia.edu/acis/eds/dset_guides/health.html

The university’s guidelines on students as researchers are available on the web site of the CUMC IRB: http://www.cumc.columbia.edu/dept/irb/policies/index.html#irb. Any student considering conducting human subjects research for her thesis should consult these guidelines to determine the appropriate steps to take for IRB review.

**Submission of IRB protocols**

An IRB protocol must have a Principal Investigator (PI). The Columbia University Medical Center IRB does not permit students to be listed as the PI on an IRB protocol. Theses that are submitted to the IRB need to be submitted with the Columbia University faculty member who is the Sponsor listed as the PI on the IRB protocol. The students should be listed as an Investigator.

In the protocol, the project should be identified as thesis research that you are conducting under faculty mentorship.

The IRB review process can be complex and lengthy, so any theses that may require IRB approval should be started as soon as possible. If you seek to work on a thesis project that may require an application to the IRB, you should discuss your project with your thesis sponsor before beginning the process and obtain her/his agreement to serve as the PI on your project.

All personnel listed on the protocol (including students) need to have passed the Human Subjects Protection Training exam and the Health Insurance Portability Accountability Act Training Course (HIPPA) exam.

Submission of IRB protocols and correspondence with the IRB is conducted on-line using the university’s research administration system, RASCAL (see www.rascal.columbia.edu/). At the RASCAL website, click on “Human Subjects (IRB),” and “Create a Protocol.” Under “Rascal Human Subjects” you can also click on “Helpful IRB Information,” for a comprehensive
archive of information and frequently asked questions.

The Thesis Course

Two-year Columbia MPH, Dual Degree, and MS students are required to register for their thesis as a yearlong, two-part course sequence, P8707 SMS Thesis Proposal (1 credit) and P8708 SMS Master’s Thesis (2 credits). The courses lead students through the process of writing the thesis: from developing ideas and writing the thesis proposal (due during P8707) to completing the thesis (due at the end of P8708).

P8707 and P8708 do not have weekly class meetings throughout the semester. Instead, there are a limited number of sessions early in each semester. Most of the work on the thesis is done by the student individually and in collaboration with her/his thesis sponsor. The purpose of registering for the course is to provide students with guidance and resources via the Courseworks site and periodic meetings.

SMS Thesis Proposal (P8707) Fall Semester

In the fall of their second year, students will register for a 1-credit course entitled SMS Thesis Proposal (P8707). The aim of the work in this semester is to complete a thesis proposal. By mid-November, the student should submit a hard copy of the proposal, approved and signed by the thesis sponsor, to the Associate Director of Academic Programs. Students who have fulfilled this requirement will receive a grade of Pass. If a proposal has not been approved by the end of the semester, the student will receive a grade of credit pending (CP). Students may get a CP grade only with written permission of the thesis sponsor. Permission must be sent to the Associate Director of Academic Programs before the last day of classes. If the student has not completed the work, and the CP grade has not been changed to a Pass grade by the beginning of the Spring semester, the students will not be eligible to register for P8708 in the spring semester and her/his graduation will be delayed.

Formatting the Thesis Proposal

During P8707, you will work toward preparing a thesis proposal. Your thesis proposal should consist of the following:

1) Cover page: The title of your thesis, the type of thesis (e.g., literature review), your name, your certificate, your projected date of graduation, and the name and signature of your thesis sponsor (the signature is required to indicate that the Sponsor has approved the final proposal).

2) Description of project (approximately 2-3 pages):
   a. Statement of the problem: A general statement of the issue to be addressed.
   b. Background and significance: Briefly sketch the basis for the proposal, the existing knowledge on the topic, the theoretical framework, and the importance of the project for public health in general and your area of specialization in particular.
c. Specific aims: State concisely and realistically what the proposed project is intended to accomplish, such as the hypotheses to be tested, the product to be produced, the theory to be reviewed.

3) Project plan and timeline (approximately 2-3 pages):
   a. Provide a brief description of the proposed project, including the target population(s) or sample(s) to be used, theory to be applied, the areas to be covered, program components, proposed methods, and data analysis plan (if you plan on using data).
   b. Include in the project plan a timeline when tasks will be completed.

Examples of thesis proposals will be available on the Courseworks page of P8707.

**SMS Master’s Thesis (P8708) Spring Semester**

In the spring of their second year, students will register for *SMS Master’s Thesis (P8708)*, a 2-credit course. Successful completion of P8707 is a pre-requisite for registering for P8708. The aim of the work in this semester is to complete the thesis.

**Formatting the Thesis**

- The thesis must be written in English.
- A title page, including:
  - title
  - student’s name and certificate
  - thesis type (e.g., review article, research report)
  - sponsor’s name
  - the following note: “Department of Sociomedical Sciences, Mailman School of Public Health, Columbia University, In partial fulfillment of MPH degree requirements, for graduation [graduation month and year]”
- If the thesis reports on research involving human subjects, the page following the title page should include a statement about IRB approval, including protocol number or, if exempt, reasons for exemption.
- Font: Use a standard typeface, such as Arial, Helvetica, Palatino Linotype, Georgia, or Times New Roman, and a font size of 11 points or larger (use font size 12 for Times New Roman). All text color must be black.
- Line spacing: 1.5
- All pages must be 8.5 x 11
- Page Margins: 1” all around.
- Figures and Tables: You may use a smaller type size but it must be in a black font color, readily legible, and follow the font typeface requirement. Color can be used in figures, but any text in the figures should be in black type.
- Section Headers: Begin each text section with a section header.
**Depositing the Completed Thesis**

After the thesis sponsor has approved the final version, the student should deposit two copies of the thesis.

- One hard copy of the thesis is given to the thesis sponsor. The sponsor will read and assign a final grade to this copy.
- One electronic copy (either PDF or MS-Word format) is uploaded to the student’s dropbox on the P8708 Courseworks site. Name the file using the following format: `lastnameMPHthesis.pdf` (or `.docx`)

No signature is required on either of the copies. However, you must have your sponsor’s verbal or email approval that the thesis is ready to submit.

**Policy on Late Submission**

All copies of the thesis must be submitted following the formatting instructions and by the due date. If the approved thesis is not submitted on time, the students will receive a grade of incomplete (IN) and his/her graduation may be delayed.

**Important to note:** that students who carry a grade of IN beyond the semester of their expected graduation must maintain continuous enrollment until they resolve their INs. The Office of Student Affairs (OSA) will enroll these students in extended residence – a zero credit course with a $500 fee. Extended residence gives students part-time status and access to University resources needed to complete outstanding coursework; it does not constitute eligibility for financial aid or University housing.

**Grading of the Thesis**

The sponsor will grade the thesis based on the following criteria:

- How well defined is the topic of discussion/research problem/theoretical issue?
- How well-developed and appropriate are the theoretical/conceptual frameworks?
- How well-developed is the literature review (i.e., are the relevant sources on the topic cited and discussed)?
- How well-supported/convincing are the discussion points, inferences and conclusions?
- How well-organized, well written, and readable is the thesis?
- How innovative and sophisticated is the overall thesis and the presentation of arguments?
- Are there other strengths and weaknesses?

**Outstanding Thesis Award**

Each year the department gives an award for outstanding SMS master's thesis based on the judgment of a panel of faculty reviewers. The award is presented to the student at the Mailman School student awards ceremony at the May commencement.
**Writing the Thesis**


In writing, think about your audience. An effective essay is one that argues a point. Imagine that you are arguing your point to a class or to friends. Write in a formal (social science) style. Use simple language. Avoid jargon. Use terms consistently.

**Reference Style**

The thesis must use a standard reference and citation style such as the *American Psychological Association’s Publication Manual* or the *Chicago Manual of Style*. Consult with your thesis sponsor about which style you should use.

**Appendices**

Appendices are not required but maybe appropriate for your thesis. Material included in an appendix might include questionnaires, scales, interview schedules, maps, and photographs. Appendices should be included after the reference section. There is no limit on the number of appendices or the number of pages in the appendices.

**Acceptable Thesis Formats**

The thesis may be in one of the following formats:

1. A Review Article
2. A Research Proposal
3. A Needs Assessment Proposal
4. A Program Evaluation Proposal
5. An Intervention Proposal
6. A Research Report

The following sections provide guidelines for each format.

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1. **Review Article**

**Overview**

Writing a review article consists of selecting a problem, reviewing what is currently known in the scientific literature, and building an argument that will lead to a set of suggestions and
recommendations. Review articles typically fall into one of the following categories:

_{Theoretical reviews_} focus on the theoretical underpinnings and frameworks around a particular issue, develop an argument that constructively critiques current thinking, and propose alternative ways or frameworks for analyzing the issue.

_{Methodological reviews_} focus on a particular method or methodology for research, evaluation, or intervention on a specific research problem, discuss the strengths and limitations of the method, and offer a critique and suggestions for future work.

_{Research reviews_} focus on scanning findings from research on a particular issue, summarizing findings, analyzing trends discovered in the summary, and suggesting new research directions in the field.

_{Policy reviews_} focus on analyzing the impact of a specific policy or set of policies in certain populations, and suggesting arenas for advocacy and points of intervention.

In a review article, you must be economical. Even if you have many interesting ideas, concentrate on one or two major themes. Introduce the theme or themes early on, preferably in the first paragraph (e.g., “In this essay I will argue that...”). Use a title and headings to help your reader move along through your essay. These will make it clearer when you move to the next step of your argument, or from one topic to another.

Often, the most important part of the writing process is in the editing stage. You are unlikely to come up with a finished product on your first draft. Allow yourself the freedom to write unreservedly, but then edit your work closely. Even if you didn’t start out with a clear structure, outline your essay after it is written. This also provides an opportunity for you to add headings if you didn’t start out with them. Make sure your arguments are built logically and coherently. Careful editing will help you to see where you drift from a main argument, or where a second argument needs an introduction. Don’t hesitate to remove passages if they distract from the main theme(s) of your essay. Even if these extrinsic arguments are interesting, it is better to be coherent and stay on topic. You may expand on such passages in another essay or place them in a footnote.

Provide proof for your statements and arguments. Imagine your readers are a jury in a court of law. What is your reasoning? Where is your evidence? In the social sciences, we use and cite sources of both ideas and facts. But remember, evidence may be of mixed validity – use it critically. Don’t just say, for example, “youth have unsafe sex because of low self-esteem.” Be clear when you are mentioning this as a fact based upon research evidence by citing the source of the information. If instead you are proposing this as a hypothesis, let your readers know. If the hypothesis is someone else’s, cite the source. Furthermore, you will help the reader assess the evidence you provide by qualifying it. Is there overwhelming evidence for this assertion, or is it merely suggested by one study? Is the evidence convincing to you? It is more than all right if you don’t know the answer to everything. Raise questions. Discuss problems.
Draw conclusions and take sides. Your review article should reflect your own thinking. Take care not to be simplistic or overzealous. Complex problems often have complex, somewhat conflicting, or even bewildering conclusions. This makes them interesting.

Of the six possible thesis formats, the review article is the most flexible in its structure and organization. The structure of a review article will depend in part upon the content of the material that you collected for it. Its organization depends on the ways that you want to build your argument. In general, however, your review article should contain the components listed below. The length of these sections will vary; the overall length of a review article should be between 25 and 30 pages.

**Abstract**

Content: The abstract of your proposal is a concise summary of your research problem, objectives, and research design. It is the last thing that you should write and the first thing that you should present.

Length: 200 to 400 words

**Introduction**

Introduce the central issue or topic of your argument, state the significance of the issue or topic, and present an overview of the overall manuscript.

**Argument/Subtopics**

Divide the second part of your essay into the different subtopics that will allow you to build the argument that you are trying to articulate in your paper. Here you need to be strategic and creative in efficiently conveying the elements of your argument. Subheadings are very useful in delineating the different subtopics. You may want to elaborate a progression in your argument that starts from the basic points and moves through to the more elaborated ones.

**Discussion/Final Concluding Remarks**

In the concluding part of your argument, you ought to summarize the primary points of your general thesis, advance any new directions, and provide recommendations or suggest approaches you have come up with after analyzing this body of information.

**Literature Cited**

Use the reference style consistent with the writing style of the thesis.
2. Research Proposal

Overview

Writing a research proposal consists of developing a set of arguments that illustrate the public health relevance at the theoretical and/or programmatic level of the topic of investigation, and presenting a convincing methodology to investigate the issue. This type of research proposal may be designed from multiple methodological perspectives, including but not limited to quantitative studies such as surveys and secondary data analysis, historical studies such as those using archival data, and ethnographic and other types of qualitative studies.

There is no single formula for writing a proposal that will assure approval and subsequent funding. Nonetheless, there are general tips that may assist you and targeted resources that are available to guide you in writing proposals. Consult the Courseworks page for resources on writing research proposals. For example, the “Quick Guide for Grant Applications” by the National Institutes of Health offers specific tips on writing the different sections of a research proposal for funding at this government agency.

Abstract

The abstract of your proposal is a concise summary of your research problem, objectives, and research design. It is the last thing that you should write and the first thing that you should present.

Length: 200 to 400 words

Research Protocol

Section 1: Specific Aims

In this section, you should describe: the research problem, the overall purpose of the study; the specific objectives of the study (i.e., what you explicitly want to investigate), the hypotheses (if applicable), and the implications of the study. For example, an excerpt from an on-going study at the National Institute for Child Health and Development is provided below:

| Research Problem | Understanding the impact of social inequalities on health has become a public health priority in the new millennium. Social, political, and economic factors now are acknowledged to be “fundamental causes” of disease that affect behaviors, beliefs, and biology. Throughout industrialized countries, lower socioeconomic status (SES) has been clearly linked to poorer health. Additionally, SES gradients in adolescent health have been documented in both the United States and Europe. The goal of the study is to investigate the population-level impact of SES on adolescent health in the United States. That is, we seek to determine the population attributable risk (PAR) for lower education and lower household income on adolescents’ physical and mental health. |
| Overall Purpose Specific | |
Objective

We hypothesize that lower household income will have substantial population-level effects on two major public health problems of youth: depression and obesity.

Hypothesis


Approximate length: 1 page.

Section 2: Background and Significance

This section provides a literature review. Here the goal is to present: 1) a detailed description of the research problem, including the magnitude, scope, and significance of the research problem that you have elected to address; 2) the key findings in the scientific literature regarding your research problem; 3) how your study will contribute to the existing knowledge gained from prior findings; and 4) the theoretical perspective that your study is guided by (e.g., social learning theory, social constructionism) and your reason for selecting it.

Approximate Length: 5 pages.

Section 3: Preliminary Work (if relevant)

In this section, you should describe the findings from prior studies that you have conducted or have been involved with. Do not repeat findings mentioned in the prior section. This section allows you to argue why you and/or your team will be capable of conducting the proposed study. Since your research experience may be limited, we suggest keeping this section particularly short, or do not include it at all if it does not make sense to do so.

Approximate Length: 2 pages.

Section 4: Research Design

• Overview of Research Design: Briefly describe the overall approach of your study. If it has phases, describe these, too (e.g., household survey of clients of the Visiting Nurse Services of New York).
• Source(s) of Data: Depending upon the type of study that you are designing, you should include as many of the following sub-sections as necessary:
• Sample: In writing this sub-section, try to answer the following questions: What is the general study population from which you are planning to draw your sample? Who are you selecting to participate in your study? Who is not eligible? In other words, what are the inclusion and exclusion criteria for your study? What are the reasons for your selection criteria? How many people do you plan to include in the study? What are the reasons for your sample size? How much power does your study have to detect
an effect? What are your estimates of participant attrition? How do you plan to recruit research participants? Be very specific. For example, Latina women between the ages of 60 and 75 who reside in upper Manhattan, New York City will be recruited.

- Archival Materials: In writing this sub-section, try to answer the following questions: Which archives do plan to visit? What are your reasons for selecting these archives? What type of materials will be included as part of the study? Which materials will be excluded?

- Secondary Data Sets: In writing this sub-section, try to answer the following questions: What is the data set that you have selected for your research? How were the data collected for the selected data set? What are the benefits and limitations of the data set?

- Research Setting: Describe in detail the geographical and/or social community that you have selected for your study and the reasons for your selection.

- Data Collection Method(s): Present a general overview of the method(s) you selected, your reasons for selecting it, and how this is going to be implemented in your data collection. If your research proposal only concentrates on secondary data analysis, you should focus this section on the types of measures that you are going to use in your analysis.

- Analytical Methods: Specify the types of methods that you are going to use to analyze your data (e.g., logistic regression, historical trends, content analysis) and the reasons for your selection.

- Data Management: How are you going to organize the collection and storage of data? You should include a timeline or timetable for the 12 months of the project period.

Approximate length: 12 pages.

**Section 5: Feasibility**

In this section, consider the feasibility of the proposed study. Discuss the resources that will be needed to implement the research project. Take into consideration the resources needed to complete the study. If these exceed the benefits of the study, it is unlikely that it will be funded. As part of the feasibility section, include a timetable to show when and how the different components of the research study are going to be implemented.

Ethical Concerns: Discuss the most salient ethical concerns related to your research proposal, whether or not these relate to human subject research or broader ethical implications of your research study, and what mechanisms you propose to use to address them. While you are not expected to write a Protection of Human Subjects Protocol for an Institutional Review Board, you must write at least one Informed Consent Form.
Section 6: Discussion

In the discussion summarize and review the aims and methodology of the proposed research addressing mainly how well this proposal addresses the main issues and questions raised in the background and significance and specific aims sections. The most important part of this discussion is a consideration of the strengths and limitations of the study. All studies have limitations. Here you can show that you understand your proposed study’s limitations and discuss why the study if valuable despite its limitations.

Approximate Length: 5 pages

Literature Cited

Use the reference style consistent with the writing style of the thesis.

3. Needs Assessment Proposal

Overview

Writing a needs assessment proposal is similar to writing an evaluation or research proposal. A needs assessment proposal may focus on examining health related needs (and assets) in a particular target population or community or it may be conducted in preparation for an intervention program. Needs assessment proposals are divided into the following three components: the abstract, needs and assets assessment plan, and the references.

Abstract

The abstract of your proposal is a concise summary of the significance, purpose, objectives, and preliminary findings of your needs assessment study. It is the last thing that you should write and the first thing that you should present.

Approximate Length: 1 page

Needs Assessment Plan

Section 1: Background and Significance

Here the goal is to present: 1) a detailed description of the significance of conducting a rigorous needs assessment in the area that you have selected; 2) a description of the target population/community and setting for your needs assessment; 3) a summary of the demographic and general health data for the community/population you have selected; 4) the theoretical perspectives and conceptual models you are using to
frame your needs assessment; 5) the plan for assessing assets, capacity, and resources (some of this content may be incorporated under other sections above; and, 6) what is particularly innovative and significant about your proposal.

Include a logic model diagram, particularly if you use the Intervention Mapping or the PRECEDE approach to guide your needs assessment.

Approximate Length: 3-10 pages.

**Section 2: Preliminary Findings**

Key findings in the scientific literature and reports from secondary data. Summarize evidence you have found that supports items you have in your final Logic Model (e.g. health problem, quality of life, behavioral factors, Personal Determinants of behavior factors, environmental factors, Personal Determinants of environmental agents).

Approximate Length: 5-25 pages.

**Section 3: Data Collection & Analysis Design**

Based on your preliminary findings, there are likely topic areas that will require additional research. You need to decide upon the most effective design for investigating these remaining questions.

State the purpose, objectives and research questions of your needs assessment that remain unanswered from your literature review. Summarize the needs assessment design/approach including: approach to working with stakeholders, quantitative/qualitative/mixed methods to be employed, and potential indicators and methods of analysis. While there are no limitations placed on proposals, students should consider the feasibility of their proposed design.

Approximate Length: 2-7 pages.

**Section 4: Limitations & Ethical Concerns**

Limitations – Discuss methodological and other limitations of your proposal and data collection plan. Include discussion of threats to internal and external validity, how those are addressed, and why they may be justified.

Ethical concerns - Discuss the most salient ethical concerns related to your needs assessment proposal, whether or not these relate to human subjects research or broader ethical implications of your study, and the mechanisms you propose to use to address them. You are not expected to write a Protection of Human Subjects Protocol for an Institutional Review Board.

Approximate Length: 1-4 pages.
Section 5: Dissemination of Findings and Conclusion

Use and Dissemination of Findings – Discuss plans for including stakeholders in interpretation of the results, disseminating the findings, and ensuring that the needs assessment findings will be used and translated into action. Explain the implications of your needs assessment plan and include recommendations for interventions, as appropriate.

Approximate Length: 1-4 pages.

Literature Cited

Use the reference style consistent with the writing style of the thesis.

4. Program Evaluation Proposal

Overview

Writing an evaluation proposal is very similar to writing a research proposal. An evaluation proposal typically focuses on assessing the effects of or the impact of a particular program, event, program, or intervention. Evaluation proposals are divided into three main components, namely: the abstract, the evaluation protocol, and the references.

Abstract

The abstract of your proposal is a concise summary of your evaluation problem, objectives, and evaluation design. It is the last thing that you should write and the first thing that you should present.

Length: 200 to 400 words

Evaluation Protocol

Section 1: Specific Aims

In this section, you ought to describe the overall purpose, specific objective(s), and implications of the evaluation. For example, below please find an excerpt from an ongoing study at the National Institute for Child Health and Development:

Unintentional injuries are the leading cause of death among U.S. children and a major cause of childhood morbidity. Most injury morbidity and mortality occur in the home or automobile, and may be decreased through the use of preventive safety practices. The purpose of this evaluation is to determine the effectiveness of tailored injury prevention information provided in the primary care setting on
Specific Objective:

parent adoption of injury prevention practices. Initial investigation demonstrated the potential feasibility and effectiveness of a computer-tailored information approach to the provision of injury prevention education during well-child visits. The objective of this evaluation is to test the impact of the delivery of concurrent tailored parent and physician information on (1) physician-parent communication during the well-child visit regarding injury prevention behaviors and (2) subsequent parent adoption of new safety practices. This evaluation will inform the potential development and use of strategies employing tailored communications for pediatric injury prevention in the primary care setting.

Source: Research Study: Pediatric Injury Prevention Health Communications Study (Principal Investigator: Dr. Nansel) at the Prevention Research Branch from the National Institute for Child Health and Human Development (www.nichd.nih.gov/about/despr/prbrsh.htm).

Approximate Length: 1 page.

Section 2: Background and Significance

This section is dedicated to your literature review. Here the goal is to present: 1) a detailed description of the evaluation problem and the significance of conducting a rigorous evaluation of the problem that you have selected; 2) the key findings in the scientific/evaluation literature regarding ways to evaluate your selected problem; 3) a discussion of how your study will contribute to the already existing knowledge base from prior findings; 4) the theoretical perspective from which your evaluation design emerged; and 5) any conceptual innovations in the approach of your evaluation. Remember to be concise.

Approximate Length: 5-7 pages.

Section 3: Evaluation Design

This is the part of the proposal where you need to be the most creative. After you select a specific evaluation problem, you need to decide upon the most effective design for investigating it. Therefore, you need to determine how much detail to present in each of the following subsections and whether other subsections are needed to describe additional aspects of your proposal:

Overview of evaluation design - Briefly describe the overall design/approach of your evaluation (outcome vs. process evaluation, pre-post study vs. field experiment, quantitative vs. qualitative vs. mixed methods, etc.) and your reasons for selecting it.

Target Program - Describe the program/intervention that you plan to evaluate, its components, target population (e.g., urban youths), setting, key stakeholders and expected goals. Include an evaluation logic model.

Evaluation Questions and Data Sources – Outline key questions your evaluation study seeks to answer and briefly introduce what data sources will be utilized.
Indicators - Identify and define the specific indicators that you are going to use in your evaluation, and your reasons for selecting these indicators.

Data collection methods - Describe the methods and strategies that you are going to use to assess the indicators of the proposed evaluation. For each data collection method/strategy, present a general overview, your reasons for selecting it, and how it is going to be implemented in your data collection. This is where you can include details on the study design, sampling, instruments etc.

Analytical methods - Specify the methods that you are going to use to analyze your data (e.g., logistic regression, time series analysis, analysis of variance [ANOVA], and content analysis) and the reasons for your selection.

Data management - Describe how you are planning to organize the collection and storage of your data.

Validity - In this part of your proposal, you ought to identify the issues of internal and external validity of your evaluation design, and discuss the ways that you are going to address them in your evaluation.

Ethical concerns - Discuss the most salient ethical concerns related to your evaluation proposal, whether or not these relate to human subjects research or broader ethical implications of your evaluation, and the mechanisms you propose to use to address them. You are not expected to write a Protection of Human Subjects Protocol for an Institutional Review Board.

Use and Dissemination of Findings – Discuss how you plan to work with key stakeholders to engage them in the evaluation and to facilitate use of the findings.

Approximate Length: 15-18 pages.

Section 4: Feasibility

In this section, you ought to discuss the feasibility of conducting the evaluation design that you propose. The viability of the evaluation is a very important component of your proposal. Take into consideration that if the resources necessary to complete the evaluation exceed the actual benefits, it is unlikely that such an evaluation will be funded. As part of the feasibility section, include a timetable to show when and how the different components of the evaluation are going to be implemented.

Approximate Length: 1-2 pages.

Literature Cited

Use the reference style consistent with the writing style of the thesis.
5. Intervention Proposal

Overview

Anyone who will be responsible for helping individuals or communities change health risk behavior, initiate health-promoting behavior, change environmental factors, and/or manage chronic illnesses must be able to design effective programs and develop plans to implement, evaluate, and sustain these programs. Writing a Master’s Thesis about planning a health promotion program to ultimately produce health outcomes frequently focuses on changing behavioral factors and/or environmental conditions. But the most immediate impact of a program is usually on well-defined determinants of the specific behavior(s) and related environmental conditions.

There are a number of recognized program planning models that can be used to design health promotion programs (e.g. PRECEDE/PROCEED). While planning models are technical by design, it is important for you to avoid using technical language in your thesis whenever possible. The guidelines provided below have been adapted from work by Bartholomew-Eldredge, Markham, Ruiter, Fernandez, Kok, and Parcel in their book Planning Health Promotion Programs: An Intervention Mapping Approach (4th edition), San Francisco: Jossey-Bass, 2016. In using this model, you will note that a number of the key elements you will need to address have already been described in the sections on writing a Research Proposal, Needs Assessment Proposal, and Evaluation Proposal. Executive Summary

Executive Summary

This section is devoted to your literature review. Here the goal is to present: 1) a detailed description of the health problem and quality of life factors including their magnitude, scope, and significance; 2) key findings in the scientific literature regarding behavioral and environmental factors and their determinants; 3) a critical analysis of programs that have been tested to influence the health problem; 4) gaps in the intervention literature that your program will attempt to fill; and 5) the potential significance your program could ultimately have on the health status and quality of life of your target population and the contribution it could make to existing knowledge.

Students should describe the methods and framework used in the description of the health problem and quality of life impacts. Students should describe the drivers and determinants of the health problem at each level within the Social Ecological Model. This assessment should be based on a review of the secondary literature where primary data is unavailable. For speculations or descriptions based in anecdotal evidence, students should note where primary data is needed to support their claims/assumptions.

Approximate Length: 1-2 pages.
**Background and Significance**

This section is devoted to your literature review. Here the goal is to present: 1) a detailed description of the health and quality of life problem, including its magnitude, scope, and significance; 2) key findings in the scientific literature regarding factors and determinants of the problem; 3) a critical analysis of programs that have been tested to influence the health problem; 4) gaps in the intervention literature that your program will attempt to fill; and 5) the potential significance your program could have on the health status and quality of life of your target audience and the contribution it could make to existing knowledge.

Approximate Length: 5 pages.

**Method**

In this section explain the importance of developing theory- and evidence- informed programs, taking an ecological approach to assessing and intervening in health problems. Describe the program planning model you used to plan your health promotion program and your justification for using this planning model. Describe the target population for your program and the community in which they live, when appropriate.

Succinctly explain the steps in the program-planning model you used to plan your program and how you applied each step. If you used Intervention Mapping, this would involve explaining Steps 1 through 3 using brief examples. When discussing Step 1, students should explain the framework and associated tasks for Step 1, and then refer the reader to the Background section after explaining the framework of the Logic of Risk and its use in the literature review. After describing how you applied each step, you can refer the reader to your appendices for details related to each step.

Each step should be broken down into its own subsection.

Using Intervention Mapping, Step 4 should be the main focus of your thesis. Specifically, you should describe the setting(s) for your program and specify your program theme (and sub-themes) and why you selected this theme (and sub-themes). Describe the scope and sequence of your intervention including examples of what program materials/products will be developed/adapted, how these will be delivered, and by whom. Also, discuss the specific strategies you will use to gain your target population's attention and help them process information centrally and the strategies you used to achieve cultural appropriateness throughout your proposed intervention. Though not required, students often find it helpful to break each strategy into its own subsection to clearly outline each strategy.

In Step 5, discuss the purpose and importance of having a program adoption, implementation, and sustainability plan. Explain your plan and how you developed it.

Throughout the thesis, explicitly describe how you applied each step or phase of your planning model in designing your program and planning for its implementation and
sustainability. For example, if you chose to use Intervention Mapping as your program planning model you would need to describe how you applied each of the six steps, and their required tasks, to designing and implementing your program.

Approximate Length: 15-18 pages excluding logic models and tables required when using the Intervention Mapping program-planning model. These should go in the appendices.

**Evaluation Plan**

Your proposal for a health program must include a plan for evaluating the program. The evaluation can be a process and/or outcome evaluation and should be both quantitative and qualitative in nature.

Your evaluation plan should be guided by a concern for maximum rigor under feasible and realistic conditions. Take into consideration that many program grant requests for proposals do not set aside separate funds for evaluation. Therefore, the resources needed to conduct the evaluation should be realistic and your design should reflect these resources.

Briefly describe the overall design/approach of your evaluation and your reasons for selecting it. Describe your program's goals and specific objectives. Identify and define the specific indicators and measures that you are going to use in your evaluation, and your reasons for selecting these indicators. Describe the methods and strategies that you are going to use to assess the indicators of the proposed evaluation. Identify issues related to internal validity, construct validity, and external validity of your evaluation design, and discuss the ways that you are going to address them in your evaluation. Specify the methods that you are going to use to analyze your data (e.g., logistic regression, historical trends, analysis of variance [ANOVA], content analysis) and the reasons for your selection. Describe how you are planning to organize the collection and storage of your data. You need to include a timeline or timetable for the program in the appendices. Discuss any ethical concerns related to your evaluation plan, whether or not these relate to human subjects research or broader ethical implications of your evaluation and the mechanisms you propose to use to address them.

If using Intervention Mapping, follow the tasks outlined in Step 6. Preliminary evaluation questions should be generated for Process and Outcome measures. Evaluation framework(s) should be selected and described briefly (e.g. RE-AIM, CFIR, CDC Framework for Program Evaluation, etc.). Evaluation questions should be generated based off of the evaluation criteria outlined in the selected evaluation framework.

Approximate Length: 4-5 pages.

**Implications and Recommendations**

Finally, discuss any limitations, implications, and contributions of your health program to the target population and existing knowledge/research.
Approximate Length: 1-2 pages.

**Literature Cited**

Use the reference style consistent with the writing style of the thesis.

6. Research Report

**Overview**

A research report is a paper describing an original piece of empirical research the student has carried out. A research report should be attempted only after you are familiar with the research area, have access to research data (that you collect yourself or that has been collected by others), and are confident in your ability to analyze the data and present it in a research report.

**The Structure of a Research Report**

In addition to an abstract and reference list, research reports are divided into four main components: the introduction or literature review, the methods, the results, and the discussion.

**Abstract**

The abstract of your proposal is a concise summary of your research problem, objectives, research design, research findings, and conclusions. It is the last thing that you should write and the first thing that you should present.

Length: 200 to 400 words

**Introduction/Literature Review**

Introduce the central issue or topic of your argument, state the significance of the issue or topic, and present an overview of the overall manuscript. Describe the research questions that the research aims to address and what hypotheses will be tested.

This section provides a literature review. Here the goal is to present: 1) a detailed description of the research problem, including the magnitude, scope, and significance of the research problem that you have elected to address; 2) the key findings in the scientific literature regarding your research problem; 3) how your study will contribute to the existing knowledge gained from prior findings; and 4) the theoretical perspective that your study is guided by (e.g., social learning theory, social constructionism) and your reason for selecting it. Remember to be concise.
In this section, you should describe: the research problem, the overall purpose of the study; the specific objectives of the study (i.e., what you explicitly want to investigate), the hypotheses (if applicable), and the implications of the study.

Divide your introduction into the different subtopics that will allow you to build the argument that you are trying to articulate in your paper. Here you need to be strategic and creative in efficiently conveying the elements of your argument. Subheadings are very useful in delineating the different subtopics. You may want to elaborate a progression in your argument that starts from the basic points and moves through to the more elaborated ones. Also, introduce here any topic that touches on some of the main arguments that your discussion covers. You will have to start your writing with the introduction so that you build main arguments of the research, but then revisit the introduction to cover any new issues that have been raised by your research results.

Approximate length: 4-5 pages

**Methods**

Overview of Research Design: Briefly describe the overall approach of your study. If it has phases, describe these, too (e.g., household survey of clients of the Visiting Nurse Services of New York).

Source(s) of Data: Depending upon the type of research that you conducted. Some of the sections that are often included are:

Sample: In writing this sub-section, try to answer the following questions: What is the general study population from which your sample was drawn? Who is not eligible? (what were the inclusion and exclusion criteria for your study?) How many people were included in the study? How were participants recruited into the study (e.g., random sampling technique)?

Archival Materials: Which archives did you visit? What were your reasons for selecting these archives? What type of materials were included as part of the study? Which materials were excluded?

Data Collection Method(s): Present a general overview of the method(s) for data collection, and/or the procedures used (e.g., personal interview, focus group).

Instruments used: Describe the instruments or measure used in the study.

Analytical Methods: Specify the types of methods that you used to analyze your data (e.g., logistic regression, historical trends, and content analysis) and the reasons for your

*Some of the tips provided here were adopted from instructions developed by David R. Caprette, Rice University available at www.ruf.rice.edu/~bioslabs/tools/report/reportform.html#methods*
selection.

Approximate length: 5-6 pages

**Results**

In text, describe each of your results, pointing the reader to observations that are most relevant.

Provide a context, such as by describing the question that was addressed by making a particular observation.

Describe results of control experiments and include observations that are not presented in a formal figure or table, if appropriate.

Depict analyzed data in figures (graphs), tables, or in text form. But avoid repeating a description of the same findings in these different modes. If results are presented in a table, they do not need to be repeated in the text. You should refer to the table and describe highlights of the results presented there. In text, refer to each figure as "figure 1," "figure 2," etc.; number your tables as well (see the reference text for details).

Do not discuss or interpret your results, you will have the opportunity to do that in the Discussion section.

Approximate Length: 6-8 pages (results sections for quantitative studies are typically shorter than for qualitative studies).

**Discussion**

The purpose of the discussion is to provide the reader with an integration and interpretation of the results and provide conclusions that address the research aims presented in the introduction.

Begin with a description of the results. What did you find, how your findings related to the research aims you set up at the introduction? Which findings, if any, are clear and straightforward? Which findings are equivocal? Interpret your findings responsibly and honestly. Do they provide good evidence for answering the research questions? Do they open more questions? How are your results different from your hypotheses?

What do your results tell us about the theory you used to understand the issues under investigation? Do they support the theory? Are they consistent with the theory?

Describe limitations of your study. The most relevant limitations are those that threaten the interpretation of your results in the way that you have. What possible other explanations are there that may have explained your results? Perhaps a bias in the sample or an imperfect
measure led to results that are spurious? Every study has its limitations. A good discussion is one that provides insight into the study results by taking into account potential alternative interpretations and biases.

How do your results fit in with the literature on the topic you studied? Are your results completely at odds with what others have found? If so, why is that? Why should the reader trust your results, interpretations, and conclusions?

What new questions come to mind in view of the research results and discussion? What future studies would you recommend be done, or what future studies would you be interested in conducting to forward our understanding of the research questions?

What is the significance of your findings? What is the significance to the specific area of investigation and, more generally, to public health? Are there any implications for prevention or intervention design?

In interpreting your results and in discussing them or their implications to public health do not exceed your findings. Do not conclude with statements that could have been made even if you did not present your findings. Especially avoid presenting clichés and truisms as conclusions or recommendations of your findings.

Approximate length: 6-8 pages

**Literature Cited**

Use the reference style consistent with the writing style of the thesis.
Appendix A
Thesis Faculty Sponsors

Aidala, Angela (aaa1), Associate Research Scientist (PhD - Sociology). Micro (individual dispositions, beliefs, choices) and macro (cultural systems, economic structures) interlinkages in the etiology and impact of drug use, health, and illness behaviors; the family and intergenerational relations; research methodology.

Bayer, Ronald (rb8) - on leave spring 2020
Professor of Sociomedical Sciences (PhD - Political Science). Ethical and social policy issues in health; AIDS and screening for AIDS.

Bogart, Jane (jb925), Adjunct Assistant Professor of Sociomedical Sciences (EdD, MA, MCHES). Health promotion; health and human behavior theory; health in higher education; needs assessment; program evaluation (quantitative, qualitative, & mixed methods); health and student academic success; social determinants of mental and physical health; suicide prevention, gender and sexuality; substance use.

Caton, Carol (clc3), Professor of Clinical Sociomedical Sciences (in Psychiatry) (PhD - Sociology). Epidemiology of homelessness, drug use, and severe mental illness, psychosocial and family studies of people with severe mental illness; evaluation of community mental health and substance abuse treatment programs.

Chowkwanyun, Merlin (mc2028), Assistant Professor of Sociomedical Sciences (PhD, MPH). History of public health; health social movements; racial inequality; environmental health and toxic substances policy; immigration; GIS; oral history, interviewing; archival research; text-mining, databases, cloud/parallel computing methods.

Colgrove, James (jc988), Professor of Sociomedical Sciences (PhD, MPH). Vaccination; Government responsibility for public health; the relationship between individual rights and communal responsibilities from the 19th century to the present; the role of the law and other forms of coercion in public health; ethical issues in public health.

DiAquoi, Raygine (rcd60), Assistant Professor of Sociomedical Sciences (EdD, Sociology of Education). Critical Race Theory; racism over the life course; racial socialization; racial inequality; interviewing, photo elicitation/visual elicitation methods.

Fullilove, Robert (ref5), Professor at Columbia University Medical Center of Sociomedical Sciences (Ed.D). AIDS epidemiology effects of racism on health; educational achievement; drug abuse and AIDS risk behaviors.

Giovenco, Daniel (dg2984), Assistant Professor of Sociomedical Sciences (PhD, MPH). Tobacco control policy and disparities in tobacco use; impact of marijuana legalization; population survey data analysis; GIS and community mapping techniques; neighborhood field data collection.

Gooden, Lauren (lkg2129), Assistant Professor at Columbia University Medical Center of Sociomedical Sciences (PhD-Epidemiology). Areas of HIV testing and prevention; HCV prevention and treatment; and access to and engagement in care.
Hatzenbuehler, Mark (mlh2101), Associate Professor of Sociomedical Sciences (Ph.D., Clinical Psychology). Mental health of lesbian, gay, and bisexual (LGB) populations; the influence of laws and social policies (e.g., anti-bullying policies, same-sex marriage policies) on LGB health; structural forms of stigma and discrimination; measuring stigma, prejudice and discrimination in health disparities research; social/ecological determinants of health among stigmatized populations; biopsychosocial processes linking stigma and health.

Hernandez, Diana (dh2494), Assistant Professor of Sociomedical Sciences (PhD-Sociology). Areas of poverty and social inequality; race, ethnicity and immigration; health, law and public policy and qualitative methods and evaluation.

Hirsch, Jennifer S. (jsh2124), Professor of Sociomedical Sciences (PhD - Anthropology and Population Dynamics). Gender, sexuality, and reproductive health; U.S.-Mexico migration and transnational communities; HIV/AIDS (heterosexual transmission, cultural and political-economic approaches); the application of anthropological theory and methods in public health; faith-based approaches to public health.

Hopper, Kim (kh17), Professor of Clinical Sociomedical Sciences (PhD - Sociomedical Sciences/Medical Anthropology). Homelessness; the "de facto" public mental health system; recovery from severe psychiatric disorders; ethnographic methods; ethics and research.

Klitzman, Robert (rlk2), Professor of Clinical Psychiatry (in Sociomedical Sciences) (MD). Disclosure of HIV status; disclosure and privacy of genetic and other health information; physician-patient communication and relationships; bioethics; cultural and policy responses to epidemics; communication of gay men and lesbians with health professionals; use of club drugs among gay men.

Kunzel, Carol (ck60), Associate Professor of Clinical Sociomedical Sciences and Dentistry (PhD - Sociology). Clinician behavior; social-behavioral models of clinical decision-making; diffusion of innovation; adherence to clinical guidelines; early oral cancer detection; access of HIV+ patients to dental care; sociology of the professions.

McNeil, Michael (mm317), Adjunct Assistant Professor of Sociomedical Sciences (EdD, MS, CHES). Health promotion; program evaluation (quantitative, qualitative, & mixed methods); health in higher education; health and student academic success; professional preparation; technology and health; alcohol & other drugs; tobacco control; sleep; stress; & time management.

Meunier, Etienne (em3196), Associate Research Scientist (PhD, Sociology). HIV/AIDS and STI prevention and treatment; sexual minorities, LGBTQ populations, and queer theory; individual and cultural norms; qualitative, ethnographic, and mixed-method research.

Murrman, Marita K. (mkm27), Professor at Columbia University Medical Center of Sociomedical Sciences (Ed.D. - Health Education). Multi-level program/intervention design; competency-based curriculum design and evaluation (for programs in the U.S. and South Africa); health promotion and disease prevention; TB and HIV/AIDS; public health workforce development.

Nathanson, Constance (can2002), Professor at Columbia University Medical Center of Sociomedical Sciences (PhD - Sociology). Comparative cross-national politics and sociology of public health; health-related social movements; gender and sexuality; gender and health outcomes; reproductive health; sociology of health and medicine.
Oppenheimer, Gerald (go10), Professor at Columbia University Medical Center of Sociomedical Sciences (PhD - History; M.P.H. Epidemiology). History of HIV/AIDS; history of public health; history of epidemiology, particularly heart disease epidemiology; history of social medicine; history of race and research.

Philbin, Morgan (mp3243), Assistant Professor of Sociomedical Sciences (PhD, MHS). Social policies/structural factors; Gender and sexuality; Biomedical HIV prevention; adolescent health; sexual minority health; health disparities; substance use; qualitative and ethnographic research methods.

Rosner, David (dr289) - on leave fall 2018
Professor of Sociomedical Sciences (also History) (PhD - History). History of public health; history of urban health; race and mental health; occupational and environmental disease; health in New York City; history of hospitals and medical care.

Schiavo, Renata (rs3406). Senior Lecturer of Sociomedical Sciences (PhD, MA). Global health (U.S.and international settings); health communication for behavioral, social, and organizational change; health equity and social determinants of health; health systems; multi-sectoral partnerships and interventions; cultural competence; new and traditional media; risk communication; community engagement and participatory planning methods; program evaluation; capacity building, training, and workforce development; systematic reviews; qualitative research methods; epidemics and emerging diseases; maternal and child health; immunization; global handwashing; chronic malnutrition.

Shelton, Rachel (rs3108), Assistant Professor of Sociomedical Sciences (ScD- Society, Human Development & Health; MPH). Racial/ethnic and socioeconomic-based disparities in cancer screening and preventive health behaviors; adherence and decision-making regarding HPV vaccine, colorectal, breast, prostate, and cervical cancer screening; development, evaluation, and dissemination of cancer prevention/control interventions, particularly for low-income and medically underserved populations; Lay Health Advisor and Patient Navigation programs; role of social, cultural and contextual factors in influencing health behaviors and outcomes.

Siegel, Karolynn (ks420), Professor of Sociomedical Sciences (also Social Work) (PhD - Sociology). Psychosocial oncology; psychological adjustment to chronic or life threatening illness; AIDS; childhood bereavement; stress and coping; illness and mental health; aging.

Sivaramakrishnan, Kavita (ks2890) Associate Professor of Sociomedical Sciences (PhD - History) Global health history; international health and politics of disease surveillance, history of public health and society in south Asia; population health politics; historical and comparative perspectives on age and aging; health and volunteering across cultures; history of chronic disease in colonial and contemporary settings, WHO and history of social determinants of health; non western medicine and traditions of ethics, healing and professionalization

Sommer, Marni (ms2778), Associate Professor of Sociomedical Sciences (DrPH). Gender and sexuality; global health; adolescent health; qualitative and participatory research methods; intersection of puberty and girls’ education; Tanzania, Eritrea, sub-Saharan Africa.

Staudinger, Ursula M. (ums2103), Professor of Sociomedical Sciences and Psychology (PhD - Psychology). Opportunities and challenges of increases in average life expectancy; lifespan psychology; positive plasticity of aging (e.g., cognition or personality); aging in the work context;
resilience in old age; the development of wisdom over the life span.

**Annika Sweetland (acs2124),** Assistant Professor of Clinical Sociomedical Sciences in Psychiatry (DrPH, MSW). Global mental health; tuberculosis and mental health; implementation & dissemination science; cross-cultural measurement of psychiatric disorders; m-health; science of e-learning; bridging the gap between research and policy.

**Van Wye, Gretchen (gv2218).** Adjunct Associate Professor of Sociomedical Sciences (PhD – Chronic disease epidemiology MA – Health Communication). Communication of scientific and health messages to lay, professional, and community audiences; chronic disease intervention design, implementation, and evaluation; social determinants of health; public health practice.

**Wilson, Patrick (pw2219).** Associate Professor of Sociomedical Sciences (PhD - Psychology), community psychology, HIV/AIDS prevention and health promotion in ethnic and sexual minority populations, ecological-level influences to mental and physical health, and program evaluation and community research.

**Wingood, Gina (gw2326),** Professor of Sociomedical Sciences (ScD- Society & Health; MPH) Research focuses on the design, implementation, evaluation and dissemination of HIV prevention programs for African American women and adolescents in clinical and non-clinical settings (i.e. church settings). Research portfolio in women’s health, social justice, dissemination and implementation science and; reduction of stigma associated with HIV and diabetes. Assess efficacy of prevention interventions using self-reported outcomes, biological outcomes and social media.
### Appendix B
Frequently Used Contacts

<table>
<thead>
<tr>
<th><strong>Sociomedical Sciences, Administration</strong></th>
<th><strong>305-5656</strong></th>
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</thead>
<tbody>
<tr>
<td>Kathleen Sikkema, PhD, Department Chair</td>
<td>305-0561</td>
</tr>
<tr>
<td>Marita Murrman, EdD, Deputy Chair Master’s Programs</td>
<td>305-0561</td>
</tr>
<tr>
<td>Robert Fullilove, EdD, Practicum Director</td>
<td>305-0195</td>
</tr>
<tr>
<td>Andrea Constancio, MSW, Associate Director Academic Programs</td>
<td>342-0287</td>
</tr>
<tr>
<td>Yasmin Davis, Administrative Manager</td>
<td>305-1200</td>
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<tr>
<th><strong>Office of Student Academics Affairs (OSA)</strong></th>
<th><strong>305-3927</strong></th>
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<tbody>
<tr>
<td>Eric Ratner, Director of Student Affairs</td>
<td>342-3717</td>
</tr>
<tr>
<td>Lillian Morales, Associate Director Academic Records &amp; Standards</td>
<td>305-8690</td>
</tr>
<tr>
<td>Sarah Tooley, Associate Director of Student Support</td>
<td>305-0541</td>
</tr>
<tr>
<td>Carlos Correa, Assistant Director of Student Affairs</td>
<td>342-4550</td>
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<tr>
<td>Christina Ferrari, Assistant Director of Student Life</td>
<td>342-4174</td>
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<tr>
<th><strong>Office of Diversity, Culture, and Inclusion (ODCI)</strong></th>
<th><strong><a href="mailto:msph-odci@columbia.edu">msph-odci@columbia.edu</a></strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Raygine DiAquoi, Assistant Dean</td>
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</tr>
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<td><a href="mailto:ed2847@cumc.columbia.edu">ed2847@cumc.columbia.edu</a></td>
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<tr>
<th><strong>Office of Educational Programs (OEP)</strong></th>
<th><strong><a href="mailto:msph-oep@columbia.edu">msph-oep@columbia.edu</a></strong></th>
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<tbody>
<tr>
<td>Lauren Westley, Program Coordinator Core Lead</td>
<td>342-5294</td>
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<tr>
<td>Troy Hoffman, Program Coordinator Certificate Lead</td>
<td>304-5233</td>
</tr>
<tr>
<td>Paul McCullough, Program Coordinator Operations</td>
<td>305-9504</td>
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<tr>
<th><strong>Office of Field Practice (OFP)</strong></th>
<th><strong><a href="mailto:msph-ofp@columbia.edu">msph-ofp@columbia.edu</a></strong></th>
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<tbody>
<tr>
<td>Ana Jimenez-Bautista, Director</td>
<td>305-5157</td>
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<tr>
<td>Tabitha Rodriguez, Administrative Assistant</td>
<td>342-0179</td>
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<tr>
<th><strong>Office of Student Financial Services</strong></th>
<th><strong>305-4113</strong></th>
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<tbody>
<tr>
<td>Clare Norton, Associate Dean for Enrollment Management</td>
<td>305-8698</td>
</tr>
<tr>
<td>Charles Liriano, Assistant Director</td>
<td>305-4113</td>
</tr>
<tr>
<td>Eric Halperin, Financial Aid Officer</td>
<td>305 1294</td>
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<tr>
<td>N’Téajiedd Flowers-Gordon, Financial Aid Officer</td>
<td>305-1294</td>
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<th><strong>Office of Career Services</strong></th>
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<tr>
<td>Heather Krasna, Assistant Dean and Director</td>
<td>305-1548</td>
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<tr>
<td>Adi Clerman, Associate Director</td>
<td>305-3803</td>
</tr>
<tr>
<td>Edmund Asiedu, Assistant Director</td>
<td>305-7146</td>
</tr>
<tr>
<td>Henryne Tobias, Assistant Director</td>
<td>342-3600</td>
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