Welcome

to the Department of Global and Community Health
at George Mason University

The Graduate Student Handbook for the MPH concentration in Public Health Practice will provide you with an overview of the curricula and technical requirements and students policies of the Department of Global and Community Health (GCH) relevant to the 100% online program. The information herein will help you be successful in your program and graduate in a timely manner. As questions arise during your studies, this handbook, the University Catalog, and the MPH Program Coordinator should be where you turn for answers and guidance.

We welcome you to GCH and we hope you find this experience both enjoyable and rewarding.

Robert M. Weiler, PhD, MPH
Department Chair
rweiler@gmu.edu

Cara Frankenfeld, PhD
Director of Graduate Studies
cfranken@gmu.edu

Kelly Beckwith, MPH, CHES
MPH Program Coordinator
kbeckwi2@gmu.edu
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department Overview</strong></td>
<td>1</td>
</tr>
<tr>
<td>Guiding Principles</td>
<td>1</td>
</tr>
<tr>
<td>Mission</td>
<td>1</td>
</tr>
<tr>
<td>Goals</td>
<td>1</td>
</tr>
<tr>
<td>Educational Offerings</td>
<td>1</td>
</tr>
<tr>
<td><strong>Degree Requirements</strong></td>
<td>3</td>
</tr>
<tr>
<td>Master of Public Health in Public Health Practice</td>
<td>3</td>
</tr>
<tr>
<td>Program of Study</td>
<td>3</td>
</tr>
<tr>
<td><strong>Course Planning</strong></td>
<td>5</td>
</tr>
<tr>
<td>Master Course Schedule for Online Courses</td>
<td>5</td>
</tr>
<tr>
<td>Recommended Course Sequences</td>
<td>6</td>
</tr>
<tr>
<td><strong>Academic Advisement</strong></td>
<td>7</td>
</tr>
<tr>
<td>Communication and Mason Email</td>
<td>7</td>
</tr>
<tr>
<td>Changing Programs or Concentrations</td>
<td>8</td>
</tr>
<tr>
<td>Student Complaint Procedures</td>
<td>8</td>
</tr>
<tr>
<td>Program Feedback</td>
<td>9</td>
</tr>
<tr>
<td><strong>Online Education Experience at Mason</strong></td>
<td>10</td>
</tr>
<tr>
<td>Tips for a Successful Online Experience at Mason</td>
<td>10</td>
</tr>
<tr>
<td>Netiquette Guidelines – Professional Behavior Expectations</td>
<td>10</td>
</tr>
<tr>
<td>Technology Requirements</td>
<td>11</td>
</tr>
<tr>
<td>Technical Support</td>
<td>12</td>
</tr>
<tr>
<td><strong>MPH Competencies</strong></td>
<td>13</td>
</tr>
</tbody>
</table>
Department Overview

Guiding Principles

Mission
The Department of Global and Community Health (GCH) brings together faculty and students from the disciplines of biostatistics, epidemiology, environmental health and health promotion within public health with three primary missions:
- Provide high-quality undergraduate and graduate educational programs preparing our students to enter the domestic and global public health workforce.
- Conduct innovative research that address pressing and emerging domestic and global health problems.
- Establish partnerships that promote population health and well-being especially among underserved and disadvantaged communities.

Goals
Based on our mission, our disciplines, and our values, the following are our primary departmental goals for 2015-2018:
- Maintain and support high quality educational programs that prepare students to be critical thinkers and successful public health practitioners.
- Expand faculty and student opportunities and involvement in research of consequence.
- Strengthen partnerships with agencies engaged in public health through research, education and training, and service.
- Foster learning opportunities for students to work on global efforts that contribute to healthier populations and communities around the world.

Educational Offerings

GCH offers a variety of graduate and undergraduate programs. At the graduate level, GCH offers two Master Degrees (the Master of Public Health and the Master of Science in Global Health) and one Graduate Certificate in Public Health. The Council on Education for Public Health (CEPH)-accredited Master of Public Health (MPH) program at George Mason University (GMU) offers concentrations in Community Health Promotion, Epidemiology, Global Health, Health Policy, Public Health Communication, and Public Health Practice which is the only concentration offered 100% online. To verify when courses will are offered, consult this handbook and contact your advisor.

Master of Public Health with Public Health Practice Concentration

Mason’s MPH program provides coursework in the five core disciplines of public health – epidemiology, biostatistics, health administration, social and behavioral sciences, and environmental health – with advanced training in a concentration area.

The **Public Health Practice Concentration (PHP)** is designed to advance the competencies of public health practitioners and other health professionals to fulfill their roles and responsibilities in local, state, and
federal public health agencies, non-governmental health-related organizations, and in other population health settings including the private sector. Students in the PHP concentration examine the social and environmental factors associated with improving population and community health with a focus on the application of evidence-based public health concepts. This concentration emphasizes public health practice, which comprises disease prevention; community-based participatory approaches; health assessment; planning and evaluating interventions; risk communication; and leadership and management. The curriculum and practicum for this concentration align with the Core Competencies for Public Health Professionals (2014) and prepare students for the Certified in Public Health (CPH) examination.

The MPH program prepares professional public health practitioners to address contemporary public health challenges of local, national and global communities. Through its multidisciplinary approach to learning, research, and community engagement, students acquire the competencies and skills for the effective delivery of public health programs, policies, and services.

The MPH Program has the following set of Core Values:

- **Community** - We believe that enabling participation and fostering collaboration among stakeholders helps create healthy communities.
- **Diversity** - We promote a learning environment that allows students, faculty, and staff to realize their full potential by integrating individual strengths, developing talents and creativity, and maintaining mutual respect.
- **Innovation** - We reward excellence and welcome creative achievement for advancing public health.
- **Justice** - We believe individuals should have equitable access to resources and knowledge that support their right to achieve and freely participate in the improvement of individual and population health.
- **Professionalism** - We foster the development of public health professionals who will hold the highest ethical standards with competence, enthusiasm, respect, integrity, responsibility, accountability, and a commitment to life-long learning.
- **Science** - We are committed to scientific rigor, critical analysis, and sound reasoning in public health research and practice.
- **Sustainability** - We are dedicated to environmental, social, and economic stewardship in public health research, practice, and workforce development.
Degree Requirements

Master of Public Health Program in Public Health Practice (PHP)

Degree requirements are designated by the academic year during which they were published in the University Catalog. Students are responsible for meeting the degree requirements that were stipulated in the catalog of their matriculation into the program. This is known as a student’s Catalog Year. Degree requirements for the 2017-2018 Academic Year are listed below. Links for degree requirements from previous Catalog Years can be found in archived catalogs.

Program of Study
Students must complete 42 credits of graduate coursework. Each course can be used to fulfill only one degree requirement. A graduate course in which a grade of C or below is earned may be repeated only once. Graduate students may repeat no more than two courses in their stated program of study. Students must maintain a 3.00 GPA to graduate. Students who fall below a 3.00 GPA will become eligible for dismissal from the program. Students may take classes on a part-time or full-time basis, but must complete all program requirements within six years of their first semester of enrollment.

Public Health Core (18 credits)
- GCH 543 - Global Health (3 credits)
- GCH 560 - Environmental Health (3 credits)
- GCH 600 - Health Promotion Methods (3 credits)
- GCH 601 - Introduction to Biostatistics (3 credits)
- GCH 645 - U.S. and Global Public Health Systems (3 credits)
- GCH 712 - Introduction to Epidemiology (3 credits)
- GCH 792 - Culminating Experience (0 credits)*

Practicum Requirement (3 credits)
- GCH 780 - Practicum Seminar (0 credits)*
- GCH 790 - Practicum in Public Health (3 credits)

* These courses do not carry any credits, because they usually meet for one hour or less each week. These courses are required for the program of study but do not incur any added tuition costs.

Public Health Practice Concentration Requirements (15 credits)
- COMM 637 - Risk Communication (3 credits)
- GCH 607 - Evidence-Based Public Health Practice (3 credits)
- GCH 609 - Community Assessment and Partnerships (3 credits)
- GCH 611 - Health Program Planning and Evaluation (3 credits)
- HAP 680 - Applied Public Health Leadership and Management (3 credits)
Elective - select six credits from the following list

- BIOD 610 - Advanced Topics in Global Health Security (3 credits)
- BIOD 620 - Global Health Security Policy (3 credits)
- CONF 501 - Introduction to Conflict Analysis and Resolution (3 credits)
- GCH 571 - HIV/AIDS: Concepts, Principles, and Interventions (3 credits)
- GCH 691 - Project Management in Public Health (3 credits)
- GCH 726 - Advanced Methods in Epidemiology (3 credits)
- HHS 646 - Social Gerontology (3 credits)
- NUTR 630 - Global Nutrition (3 credits)
- PUAD 630 - Emergency Planning and Preparedness (3 credits)
- PUAD 631 - Disaster Response Operations and Recovery (3 credits)
- Or advisor-approved elective course
Course Planning

Master Course Schedule for Online Courses

In order to help students with academic planning, the online courses for the PHP concentration will be offered each year in accordance with the Master Schedule described below. Other elective courses not listed below are offered on variable basis and students should routinely check with their advisor about approved online offerings. Please note that the Department reserves the right to modify the course schedule based unusual circumstances. All electives in the Department may not be listed below. Students can check with the MPH Program Coordinator regarding when the course may be taught.

Fall Courses

COMM 637 – Risk Communication
GCH 543 – Global Health
GCH 600 – Health Promotion Methods
GCH 601 – Introduction to Biostatistics
GCH 611 – Health Program Planning & Evaluation
GCH 712 – Introduction to Epidemiology
GCH 780 – Practicum Seminar
GCH 792 – Culminating Experience

Spring Courses

COMM 637 – Risk Communication
GCH 560 – Environmental Health
GCH 607 – Evidence-Based Public Health Practice
GCH 609 – Community Assessment & Partnership
GCH 645 – U.S. and Global Public Health Systems
GCH 691 – Project Management in Public Health
HAP 680 – Applied Public Health Leadership and Management

Summer Courses

GCH 543 – Global Health
GCH 560 – Environmental Health
GCH 571 – HIV/AIDS: Concep/Prinpl/Intervtion
GCH 601 – Introduction to Biostatistics
GCH 726 – Adv Methods in Epidemiology
### Recommended Course Sequences for MPH in Public Health Practice

**Option 1: for students attending full-time (2 academic years)**

<table>
<thead>
<tr>
<th>1st Fall</th>
<th>1st Spring</th>
<th>1st Summer</th>
<th>2nd Fall</th>
<th>2nd Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCH 600</td>
<td>GCH 607</td>
<td>GCH 560</td>
<td>GCH 543</td>
<td>EL</td>
</tr>
<tr>
<td>GCH 601</td>
<td>GCH 609</td>
<td>EL</td>
<td>GCH 611</td>
<td>GCH 790</td>
</tr>
<tr>
<td>GCH 712</td>
<td>GCH 645</td>
<td></td>
<td>COMM 637</td>
<td>HAP 680</td>
</tr>
</tbody>
</table>

9 credits 9 credits 6 credits 9 credits 9 credits

**Option 2: for students attending full-time (2 full years)**

<table>
<thead>
<tr>
<th>1st Fall</th>
<th>1st Spring</th>
<th>1st Summer</th>
<th>2nd Fall</th>
<th>2nd Spring</th>
<th>2nd Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCH 600</td>
<td>GCH 607</td>
<td>GCH 560</td>
<td>GCH 543</td>
<td>GCH 645</td>
<td>GCH 790</td>
</tr>
<tr>
<td>GCH 601</td>
<td>GCH 609</td>
<td>GCH 611</td>
<td>HAP 680</td>
<td>GCH 792*</td>
<td>GCH 792*</td>
</tr>
<tr>
<td>GCH 712</td>
<td>EL</td>
<td>COMM 637</td>
<td>GCH 780*</td>
<td>EL</td>
<td></td>
</tr>
</tbody>
</table>

9 credits 9 credits 3 credits 9 credits 9 credits 3 credits

**Option 3: for students attending part-time**

<table>
<thead>
<tr>
<th>1st Fall</th>
<th>1st Spring</th>
<th>1st Summer</th>
<th>2nd Fall</th>
<th>2nd Spring</th>
<th>2nd Summer</th>
<th>3rd Fall</th>
<th>3rd Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>GCH 600</td>
<td>GCH 607</td>
<td>EL</td>
<td>GCH 712</td>
<td>GCH 560</td>
<td>GCH 790</td>
<td>GCH 543</td>
<td>GCH 645</td>
</tr>
<tr>
<td>GCH 601</td>
<td>GCH 609</td>
<td>COMM 637</td>
<td>GCH 780*</td>
<td>GCH 792*</td>
<td>GCH 611</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6 credits 6 credits 3 credits 6 credits 6 credits 3 credits 6 credits

**Code Legend:**

- **EL** Select an Elective course. Two elective courses are required for the degree. See Program of Study for list of required courses.
- **GCH 780** Indicates a zero-credit course that does not contribute to the overall credits earned for the term. Students register for GCH 780 prior to GCH 790 and for GCH 792 in the same term that they register for GCH 790.
Academic Advisement

The MPH Program Coordinator, Ms. Kelly Beckwith, is the academic advisor for the students enrolled in the Public Health Practice Concentration. Ms. Beckwith is available to students to discuss course planning, programs of study, and answer other academic questions. Students wishing to meet with Ms. Beckwith should contact her via email to make an appointment.

- Students should plan to meet with the MPH Program Coordinator in the middle of fall term to plan for spring classes and in the middle of spring term to plan for summer and fall classes.
- Students who do not discuss course planning on a regular basis risk taking courses out of sequence, missing important requirements, and potentially delaying graduation.
- Ignorance of program requirements or changes does not constitute a valid reason to request a requirement waiver or substitution.

Helpful hints when contacting faculty:
1. Establish during initial contact the faculty member’s preferred means for communicating (phone, email, in person).
2. Ask the faculty member’s preferred means for making appointments (online scheduler, by phone, by email).
3. Students should plan that faculty may not be available during university breaks, holidays, and weekends.

Communication and Mason Email

All Mason students are provided with a MasonLive email account. Students must use their MasonLive email accounts when communicating with university faculty and staff. University officials will use electronic mail as the most expeditious means of communicating with students. Students are responsible for:
- Activating their MasonLive email account.
- Using their MasonLive email account to send and receive all University-related communication and content.
- Checking their MasonLive email accounts regularly.

University faculty, staff, and administration are not responsible for and will not respond to any email sent using a non-Mason account. This measure is taken to protect student privacy and ensure that email messages are not lost through spam filters. Please see masonlive.gmu.edu for further information about your email and other communication services.
Changing Programs or Concentrations

Students are admitted to a specific degree and concentration within the graduate program in GCH and are expected to complete the degree program for which they were admitted. However, degree program changes are permitted under certain conditions. The following are the guidelines for requesting a degree program or concentration change.

Changing Programs

Mason students enrolled in a graduate program and who are interested in changing to a different degree program (i.e., from the MPH in Public Health Practice to the MS degree program in Global Health) must meet admission criteria and apply through SOPHAS. Students who are currently enrolled in one program at Mason do not receive special consideration when applying to a new program. Students should meet and discuss options with the MPH Program Coordinator before applying.

Please Note: Changing from the PHP concentration in to the MS degree program in Global Health is considered a program change.

Changing Concentrations

Students may request a concentration change (e.g., from MPH-Public Health Practice to MPH-Global Health), but approval is not automatic, and students should not expect all courses to transfer from one concentration to another. Students in the MPH-Public Health Practice program who wish to switch concentrations should consult with the MPH Program Coordinator regarding the procedure and forms to request a concentration change. Please remember the approval of such requests are not guaranteed.

Please Note: The MPH with concentration in Public Health Practice is 100% online and all other MPH concentrations have required in-person classes.

Student Complaint Procedures

It is the policy of the Department of Global and Community Health to address grievances in a fair and timely manner. The grievance procedures and personnel form the core of a system that views all participants as equals and offers fair hearing, mediation where appropriate, judgment when needed, and safety to all members. There is a 60-day statute of limitations for filing a formal academic grievance with the Chair.

Course Complaints

Students with concerns or issues about a course are first encouraged to communicate with the instructor of the course. If communication with the instructor does not resolve the situation, the student should reach out to the MPH Program Coordinator, Kelly Beckwith at kbeckwi2@gmu.edu. If the student does not feel comfortable speaking with the MPH Program Coordinator, the student should contact the Director of Graduate Studies, Dr. Cara Frankenfeld, at cfranken@gmu.edu or the Chair of GCH, Dr. Robert Weiler, at rweiler@gmu.edu.
Practicum Complaints
Students with an issue or concern with an off-site practicum supervisor should first contact the MPH Practicum Coordinator, Dr. Patrice Winter at pwinter@gmu.edu.

Other Complaints/Grievances
We recognize that there might be other circumstances for which a student has a formal complaint or grievance. To initiate an investigation, the student must complete the Grievance Form for Global and Community Health students. This form is found on the GCH Student Resources webpage.

University Support
The university offers support for complaints through the following offices:

- **Office of the Ombudsman.** Mason’s Office of the Ombudsman acts as a unique resource for students to discuss concerns and complaints. As an impartial party, the Ombudsman does not take sides in any conflict and operates independently of any formal university channels. Visit the Ombudsman’s website at ombudsman.gmu.edu.

- **Office of Compliance, Diversity, and Ethics (CDE).** Discuss options with an office representative and receive assistance in filing an informal or formal complaint. Visit the CDE website for more information at diversity.gmu.edu.

Program Feedback
GCH is committed to delivering the highest quality graduate degree programs and concentrations and providing an overall first-rate academic experience to ALL students. To this end, suggestions for improving our programs are always welcome. Make your suggestions to the MPH Program Coordinator.

GCH also maintains a Graduate Students for Public Health (GSPH) and the chair of this committee is available to provide anonymous feedback to the Chair of GCH. The chair of the GSPH committee is a rotating position. Please contact the department for contact information for the GSPH Chair.
Online Education Experience at Mason

A goal of the Department of Global and Community Health is to provide a high-quality online learning experience where students can acquire the knowledge and develop the skills necessary to advance their career in a public health-related setting. Earning your MPH in the Public Health Practice concentration fully online requires an additional commitment to master the technology associated with the online delivery of classes. To be successful, students must plan to devote the time necessary to master Blackboard and the Blackboard Mobile app, the learning management system used at George Mason for all of its online course and degree programs.

If you are new to online learning or need a “refresher” on the basic of online learning visit Online Learning Basics at Mason Online. In addition to providing several videos of what your courses will look like, this website will provide you with a host of other online learning resources.

Tips for a Successful Online Experience at Mason

There are numerous strategies that will facilitate your learning success in the online MPH program. As posted on Mason Online, tips for a successful online experience include:

- Be realistic.
- Take responsibility for your own learning.
- Stay linked with Mason.
- Know the syllabus.
- Organize your time.
- Create a study space.
- Check your technology.
- Stay connected.
- Consider the rules of Netiquette.

Netiquette Guidelines – Professional Behavior Expectations

Certain behaviors are expected when you communicate with both your peers and instructors through online means. The following provide some guidance, but professors may have additional guidance or requirements for their courses.

- Treat instructor with respect, even in e-mail or in any other online communication
- Always use your professors’ proper title: Dr. or Professor.
- Unless specifically invited, don’t refer to them by first name
- Use clear and concise language
- All graduate level communication should have correct spelling and grammar
- Avoid slang terms and texting abbreviations (such as “u” instead of “you”)
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and your message might be taken seriously or offensive
- Use standard fonts and avoid using caps lock feature as it can be interpreted as yelling
- Limit and possibly avoid use of emoticons like 😊
- Be careful with personal information
**Message Board Netiquette**

- Make posts that are on topic and within the scope of course material
- Take your posts seriously and review and edit your posts before sending
- Always give proper credit when referencing or quoting another source
- Be sure to read all messages in a thread before replying
- Do not repeat someone else’s post without adding something of your own to it
- Avoid short, generic replies such as “I agree”, you should include why you agree or add to the discussion
- When you disagree with someone, you should express your differing opinion in a respectful, non-critical way
- Do not make personal or insulting remarks
- Be open-minded

**E-mail Netiquette**

- Use a descriptive subject line
- Avoid attachments unless you are sure your recipients can open them
- Avoid HTML in favor of plain text
- Sign your message with your name

**Technology Requirements**

To get started you will need your Mason username (NetID), password, and a Mason student email account (MasonLive). Go to Patriot Pass to activate your NetID or a password ([https://password.gmu.edu/index.jsp](https://password.gmu.edu/index.jsp)). To set up your MasonLive email account go to [http://masonlive2.gmu.edu/instructions.cfm](http://masonlive2.gmu.edu/instructions.cfm). It is important that you set up these accounts as soon as possible. **Please note:** In accordance with the Family Educational Rights and Privacy Act (FERPA), Mason faculty and staff will only communicate with you via your MasonLive email account.

Students are required to have access to a computer that can access all functions on Blackboard, including videos, a compatible web browser, a reliable high speed Internet connection, a webcam (e.g., Microsoft LifeCam VX-5000), and word processing and presentation software. Microsoft Office is available to students for free ([http://masonlive2.gmu.edu/MicrosoftStudentAdvantage/](http://masonlive2.gmu.edu/MicrosoftStudentAdvantage/)). Below is a list of minimum and software requirements. For more information visit [Mason Online](http://masonlive2.gmu.edu/MicrosoftStudentAdvantage/) for more details and to view a list of supported browsers and operating systems.

**Hardware**

- Windows or Mac computer (recommended to have at least 2 GB of RAM)
- A fast and reliable broadband internet connection, like cable or DSL
- Speakers or headphones for recorded content
- HD (high definition) webcam
- A microphone for synchronous class meetings
- Consider storage amount needed for assignments
Software

For course-specific software requirements, check your course syllabus or contact the instructor at the beginning of the course term.

ProctorU information

Some courses in the MPH Public Health Practice degree program may use ProctorU—a user-friendly online proctoring service for grade exams. The MPH Public Health Practice degree program will cover the costs associated with using ProctorU. ProctorU recommends the Microsoft LifeCam VX-5000 webcam, but most brands or models will work. This webcam, as well as many newer webcams, come complete with a microphone in the camera. Students will NOT be allowed to take ProctorU-administered exam without a webcam. For course-specific ProctorU requirements and procedures, check your course syllabus.

Patriot Tech

Patriot Tech (http://patriottech.gmu.edu/) is Mason’s official on-site computer retail store is an authorized educational reseller for Apple, Dell, Microsoft, Adobe, and many other manufacturers. As a not for profit service managed by Mason’s Information Technology Services group, the staff at Patriot Tech will do their best to help you get the best value for your technology dollar. Patriot Tech as a full service center that is able to repair most systems for its customers.

Technical Support

Technical Problems and Alert & Outages

Fortunately, online technical problems at Mason are rare. Nevertheless, you will at times experience technical difficulties. When you do have a technical problem, go to Information Technology Services (IT Services or ITS) website at https://masononline.gmu.edu/become-a-student/faqs/. Alerts and Outages are also posted online (https://itservices.gmu.edu/alerts/).

Course Support and Blackboard Technical Questions

General Blackboard course support and additional course tools can be found at https://coursessupport.gmu.edu/students. If you have specific technical question about a particular course that you are taking (e.g., When will the syllabus be posted? When should I sign up with ProctorU to take the final exam?), contact the course instructor. The Blackboard site for each course provides details about course support and student support technical support services and resources.
MPH Competencies

Foundational Competencies

Evidence-Based Approaches to Public Health
1. Apply epidemiological methods to the breadth of settings and situations in public health practice
2. Select quantitative and qualitative data collection methods approach for a given public health context
3. Analyze quantitative and qualitative data using biostatistics, informatics, computer-based programming, and software
4. Interpret results of data analysis for public health research

Public Health & Health Care Systems
5. Compare the organization, structure and function of health care, public health and regulatory systems across national and international settings
6. Discuss the means by which structural bias, social inequities, and racism undermine health and create challenges to achieving health equity at organizational, community and societal levels
7. Assess population needs, assets, and capacities that affect communities’ health

Planning & Management to Promote Health
8. Apply awareness of cultural values and practices to the design or implementation of public health policies or programs
9. Design a population-based policy, program, project, or intervention
10. Explain basic principles and tools of budget and resource management
11. Select methods to evaluate public health programs

Policy in Public Health
12. Discuss multiple dimensions of the policy-making process, including the roles of ethics and evidence
13. Propose strategies to identify stakeholders and build coalitions and partnerships for influencing public health outcomes
14. Advocate for political, social, or economic policies and programs that will improve health in diverse populations
15. Evaluate policies for their impact on public health and health equity

Leadership
16. Apply principles of leadership, governance, and management, which include creating a vision, empowering others, fostering collaboration, and guiding decision making
17. Apply negotiation and mediation skills to address organizational or community challenges

Communication
18. Select communication strategies for different audiences and sectors
19. Communicate audience-appropriate public health content, both in writing and through oral presentation.

20. Describe the importance of cultural competence in communicating public health content.

Inter-professional Practice
21. Perform effectively on inter-professional teams.

Systems Thinking
22. Apply systems thinking tools to a public health issue.

Public Health Practice Competencies
1. Conduct systematic research literature reviews on evaluated public health programs, policies, and practices.
2. Select evidence-based and culturally appropriate public health programs, policies, and health services for improving population and community health.
3. Formulate strategies for obtaining input from community partners and stakeholders before planning and implementing evidence-based programs, policies, and practices.
4. Plan community health needs and capacities assessments using community-based participatory approaches.
5. Integrate theory and practice to plan and evaluate evidenced-based, theory-driven, and culturally-appropriate public health programs and policies.
6. Develop public health risk and crisis communication plans using best practices and models.
7. Identify effective principles of management and leadership in public health practice.