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Section 1: Introduction and Program Information

Welcome to the PhD in Global Health Metrics and Implementation Science! Throughout your time in the program, we hope that this handbook will be a useful resource for understanding program and university policies and procedures.

As a collaboration between the Department of Health Metrics Sciences and Department of Global Health, this program builds off the expertise of our faculty in the fields of metrics and implementation science. Students have access to the latest and most innovative tools and methods that contribute to advancing global health solutions and are critical for decision-making and priority setting. Through an interdisciplinary curriculum and a variety of skill-building opportunities students can further develop the expertise required to make meaningful and innovative contributions to the field of global health.

We look forward to working with each of you throughout your time in the program and encourage you to reach out with questions, suggestions, and more.

Best,

Joe, Kenny, Sarah, and Savita

About the program handbook

The handbook is updated every year, and students are governed by the version that was in place when they matriculated into the program.

We have made a variety of edits for this version of the handbook. Most notably, we have sought to narrow the focus to policies and procedures, while moving additional content, including checklists, resource information, and advice to the program Canvas course. We have also included an archive of handbooks, alongside a current version, on the Canvas. All students are added to this course upon entry into the program.

While we believe there are a variety of advantages to moving actionable student resources to the Canvas page, perhaps the leading factor was our hope that it will allow us to be more responsive. We constantly learn from student questions and want to be able to continuously refine the information that we share to be as helpful as possible, while also preserving the ability to codify more static policies through the handbook.

A note about terminology: throughout the handbook, readers will see both “Area of Emphasis” (AOE) and “track” in reference to the two curricular pathways within the program (Metrics and Implementation Science). For all intents and purposes these are largely synonymous. AOE is a slightly more formal term that is associated with university policy, whereas “track” is parlance often used within the program.

Program overview

The Department of Global Health (DGH) and Department of Health Metrics Sciences (HMS) PhD in Global Health Metrics and Implementation Science program builds on the expertise of our faculty in the areas of Metrics and Implementation Science. This unique, interdisciplinary PhD program is comprised of a core curriculum in quantitative methods, epidemiology, population health measurement, impact evaluations, and implementation science methods. Students develop skills through a combination of didactic courses, seminars, and research activities. This PhD Program trains global health researchers for
careers in academic institutions, international organizations, Ministries of Health, foundations, and the private sector.

Program websites:

- Implementation Science (DGH): http://globalhealth.washington.edu/phd

Program leadership

<table>
<thead>
<tr>
<th>Area of Emphasis</th>
<th>Co-director</th>
<th>Co-manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metrics</td>
<td>Joseph Dieleman, PhD</td>
<td>Sarah N Dillard</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:dieleman@uw.edu">dieleman@uw.edu</a></td>
<td><a href="mailto:sarahd29@uw.edu">sarahd29@uw.edu</a></td>
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<tr>
<td>Implementation</td>
<td>Kenneth Sherr, PhD, MPH</td>
<td>Savita Mukhedkar</td>
</tr>
<tr>
<td>Science</td>
<td><a href="mailto:ksherr@uw.edu">ksherr@uw.edu</a></td>
<td><a href="mailto:savitm@uw.edu">savitm@uw.edu</a></td>
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</tbody>
</table>

Core competencies (both areas of emphasis)

1. Discuss and evaluate the major issues confronting global health, including their levels and trends, their determinants, and their effect on individuals and populations.
2. Describe, evaluate, and apply the methods and metrics used in the Global Burden of Disease Study and alternative summary measures of population health.
3. Develop in-depth skills to design, implement, monitor and/or evaluate health programs and health systems, including their inputs, outputs, effectiveness, cost-effectiveness, and financial management.
4. Describe the biology of major global health diseases, and differentiate among the pathogenesis of diseases, infectious disease transmission modes, genetic susceptibility, nutritional concepts, and the biological basis of major biomedical public health interventions.
5. Explain and assess the functions, operations, processes, and performance of health systems, including critical decision-making and priority-setting mechanisms.
6. Analyze, explain, and assess the role of global institutions, international non-governmental organizations and major funders and review their impact on global health.
7. Identify and differentiate the principles of financing in global health and health systems at the macro-level and the micro-level.
8. Critically appraise the current literature, evaluate the evidence, synthesize findings, draw inferences, and apply theoretical and conceptual models from a range of relevant disciplines to global health.
9. Effectively collect, collate, synthesize, analyze, and assess the quality of global health data, including primary and secondary data from health information systems and a variety of other sources.
10. Acquire qualitative, quantitative, operations research and modeling skills and apply them to developing new innovative solutions for global health problems.
11. Ensure the ethical and responsible conduct of research in the design, implementation, and dissemination of global health research.
12. Develop culturally relevant professional leadership skills to work collaboratively, and to motivate and inspire others to help solve global health problems.
13. Conduct independent research that is of publishable quality and is characterized by conceptual and methodological rigor, as well as practical value, and which demonstrates expertise in global health research.

14. Critically appraise grants and participate in the grant writing and review processes.

15. Effectively communicate research findings and their implications to appropriate academic, professional, policy, and lay audiences.

16. Demonstrate skills critical to teaching and mentoring.

Faculty
For a list of all DGH faculty, contact information, and research interests, please visit: http://globalhealth.washington.edu/faculty

For a list of all HMS faculty, contact information, and research interests, please visit: https://depts.washington.edu/healthms/people_directory/

Program governance
The program draws upon the strengths and resources of two departments and schools while functioning as a unified program. These relationships are illustrated below:

At the program and departmental level, several critical committees collectively contribute to governing and coordinating various student, program, department, and school activities and issues. Elections for these positions take place annually. We ask that over the course of their time in the program, students volunteer to serve on at least one committee. Key committees and student representative positions, described along with their duties, include:
**Doctoral Student Affairs Committee**: Work with the program managers to organize new student orientation, update and revise the handbook and Canvas site, coordinate any program social hours, provide forum for discussing non-academic student issues. Two student representative positions (one from each track); any year student.

**Curriculum Committee**: Attend respective departmental curriculum committee meetings, attend program curriculum meetings, serve as a liaison between departments and the PhD program for academic matters, and serve as a resource to the department for high concern department communications. Two student representatives (one from each track); 2nd or 3rd year student.

**Student Recruitment Representatives**: Attend program information meetings for prospective students, respond via email to applicants’ questions, and assist with prospective student visit day (if applicable). Two positions (one from each track); ideally 1st year students.

**DGH Diversity Equity and Inclusion Committee**: Attend DGH DEI committee meetings (generally monthly), serve as a liaison between departments and the PhD program for DEI matters, and serve as a resource to the department for high concern DEI communications. One student representative (from DGH); any year student.

**HMS Diversity Equity and Inclusion Committee**: Attend HMS DEI committee meetings (generally monthly) and provide feedback about departmental strategy, while sharing a student perspective. One student representative (from HMS); any year student.

**University Graduate and Professional Student Senate (GPSS)**: Attend at least 3 GPSS meetings per quarter and serve as a liaison between program, students, and the student senate. One student representative from either track; any year student.

**Program Steering Committee**: Attend quarterly program steering committee meeting and serve as a liaison between program leadership and students. Two student representatives (one from each track); any year student.

**Student resources**
In addition to the policies outlined in this handbook, students will find resources related to the following on the [Canvas site](#):

- Current student information
- Handbook archive
- Hans Rosling Center access and space use
- Tips and tricks for working with faculty and staff advisors
- Program communications
- Seattle and UW resources for wellbeing and academic support
- Disability resources
- International student information
- Tuition and funding information
- Checklists
  - And more!
The Canvas site is only available to current students. Faculty, staff, prospective students, or students on leave are welcome to email ghphd@uw.edu with questions about these items and more.

Section 2: Roadmap and Curriculum

Program roadmap

Students will find detailed information about each stage of the program in this handbook and on the Canvas site but may also wish to reference the graphic below for a high-level orientation to program milestones. Please note that each student will navigate the program on a distinct timeline based on several factors (including any waived courses, when exams are taken, leave etc.).

Program curriculum

All students in the program are required to complete a minimum of 98 credits. This includes a minimum of 44 credits from the core requirements, 27 dissertation credits, 11-12 credits in the Area of Emphasis (AOE), and the completion of remaining credits in elective courses. Students should meet the minimum credit number listed for courses that include a range of options, with any additional credits counted as elective credits.
<table>
<thead>
<tr>
<th>Curriculum Requirements</th>
<th>Credits</th>
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<tbody>
<tr>
<td><strong>Core Courses</strong> <em>(44 credits)</em></td>
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<tr>
<td><strong>Global Health</strong></td>
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<tr>
<td>GH/HMS 511 Problems in Global Health</td>
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<tr>
<td>GH/HMS 535 Advanced Methods for Global Health I</td>
<td>4</td>
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<tr>
<td>GH/HMS 536 Advanced Methods for Global Health II</td>
<td>4</td>
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<tr>
<td>GH/HMS 537 Advanced Methods for Global Health III</td>
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<td>GH/HMS 541 Fundamentals of Implementation Science in Global Health</td>
<td>5</td>
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<td>GH/HMS 580 Global Health Doctoral Seminar</td>
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<td><strong>Epidemiology</strong></td>
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<td>Various</td>
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<tr>
<td><strong>Leadership, Policy &amp; Management</strong></td>
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<td><strong>Public Health Initiative (Implementation Science students only)</strong></td>
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<td>PHI 500 Public Health Practice, Science and Knowledge</td>
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<td><strong>Global Health Measurement</strong></td>
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<td><strong>Area of Emphasis: Implementation Science</strong></td>
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<tr>
<td>Advanced Health Systems Research Methods</td>
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<tr>
<td>Operations Research/Modeling</td>
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<tr>
<td><strong>Electives</strong></td>
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<td>Remaining Credits</td>
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<td><strong>Dissertation Credits</strong></td>
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</tr>
<tr>
<td><strong>Total credits required</strong></td>
<td>98</td>
</tr>
</tbody>
</table>
Course information: Core requirements (44 credits)

Global health (25 credits)
- GH/HMS 511 Problems in Global Health (4)
- GH/HMS 535 Advanced Methods for Global Health I (4) Pre-Requisites: EPI 512-513; and BIOST 517-518 (or equivalent statistics courses)
- GH/HMS 536 Advanced Methods for Global Health II (4) Pre-Requisites: EPI 512-513; and BIOST 517-518 (or equivalent statistics courses)
- GH/HMS 537 Advanced Methods for Global Health III (4) Pre-Requisites: EPI 512-513; and BIOST 517-518 (or equivalent statistics courses)
- GH/HMS 541 Fundamentals of Implementation Science in Global Health (5)
- GH/HMS 580 Global Health Doctoral Seminar (4 total) This course is held over Autumn, Winter, and Spring quarters. Each quarter is required.
- PHI 500 Public Health Practice, Science and Knowledge (1) This course is required for Implementation Science students only to ensure that all DGH students meet CEPH competency requirements for program accreditation.

Epidemiology (8 credits)
- EPI 512 Epidemiologic Methods I (4) Prerequisite: BIOST 511, which may be taken concurrently, or equivalent.
- EPI 513 Epidemiologic Methods II (4) Prerequisite: EPI 512.

Quantitative methods (8 credits)
Students may choose from the following biostatistics (BIOST) or Center for Statistics & the Social Sciences (CS&SS) series to fulfill requirements.
- BIOST 511 Medical Biometry I (4)
- BIOST 512 Medical Biometry II (4) Prerequisite: either BIOST 511 or BIOST 517, or equivalent.
- BIOST 513 Medical Biometry III (4) Prerequisite: BIOST 512 or permission of instructor.
- BIOST 517 Applied Biostatistics I (4)

Leadership, policy, and management (3 credits)
Students may choose from the following to fulfill requirements.
- GH 521 Leadership Development in Global Health (3)
- GH 522 Global Program Management and Leadership (3)
- GH 523 Policy Development and Advocacy for Global Health (3) GH 524 Project Management in Global Health (3)
- PUBPOL 503 Executive Leadership (4)
- PUBPOL 531 Development Management and Governance (4)
Course options for areas of emphasis (metrics or implementation science)

Courses included below are illustrative of the courses that can and have been used to meet program requirements. Course offerings are continuously changing, and the listings below may not be accurate for any given academic year. Please refer to the online time schedule for the most up-to-date course offerings. Students are encouraged to speak with other students and faculty advisors to find courses that best align with their interests and meet their needs. If courses selected are not included below, the student should discuss with their respective program co-director prior to registration.

Metrics track (12 credits)

**Advanced quantitative methods (8 credits)**

Students may wish to pursue the following to meet this requirement:

- BOST 536/EPI 536 Categorical Data Analysis in Epidemiology (4) Prerequisite: BOST 515; EPI 513 and either BOST 513 or BOST 518; or permission of instructor.
- BOST 540 Longitudinal and Multilevel Data Analysis (3) Prerequisite: either BOST 513, BOST 515, BOST 518, BOST 536, or permission of instructor.
- BOST 546 Machine Learning for Biomedical and Public Health Big Data (3) Intended for graduate students in SPH/SOM. Prerequisite: BOST 511 or BOST 512 and familiarity with R.
- CSE 446 Machine Learning Data (4) Prerequisite: CSE 332; either STAT 390, STAT 391, or CSE 312.
- CS&SS 536/SOC 536/STAT 536 Analysis of Categorical and Count Data (3) Prerequisite: SOC 504, SOC 505, SOC 506, or equivalent.
- CS&SS 554/SOC 534/STAT 554 Statistical Methods for Spatial Data (3)
- CS&SS 560/SOC 560/STAT 560 Hierarchical Modeling for the Social Sciences (4) Prerequisite: SOC 504, SOC 505, SOC 506 or equivalent.
- CS&SS 564/STAT 564 Bayesian Statistics for the Social Sciences (4) Prerequisite: SOC 504, SOC 505, SOC 506 or equivalent.
- CS&SS 566/STAT 566 Causal Modeling (4) Prerequisite: course in statistics, SOC 504, SOC 505, SOC 506, or equivalent.

**Global health measurement (4 credits)**

- GH 533/HSERV 527/CS&SS 527 Survey Research Methods (4) Prerequisite: either HSERV 511/HSERV 513; BIOST 517/BIOST 518; or EPI 512/EPI 513, which may be taken concurrently, or permission of instructor. Students should have a survey project in mind.
- CS&SS 529/BIOST 529/STAT 529 Sample Survey Techniques (3) Prerequisite: either STAT 421, STAT 423, STAT 504, QMETH 500, BIOST 511, or BOST 517, or equivalent; or permission of instructor.
Implementation Science Track (11 credits)

Advanced health system research methods (8 credits)
Students may choose from the following to fulfill requirements:

- BIOST 529 Sample Survey Techniques (3) Prerequisite: either STAT 421, STAT 423, STAT 504, QMETH 500, BIOST 511, or BIOST 517, or equivalent; or permission of instructor. Offered: jointly with CS&SS 529/STAT 529.
- BIOST 536 Categorical Data Analysis in Epidemiology (4) Prerequisite: BIOST 515; EPI 513 and either BIOST 513 or BIOST 518; or permission of instructor. Offered: jointly with EPI 536.
- BIOST 537 Survival Data Analysis in Epidemiology (4) Prerequisite: BIOST 536 or EPI 536. Offered: jointly with EPI 537.
- BIOST 540 Longitudinal and Multilevel Data Analysis (3) Prerequisite: either BIOST 513, BIOST 515, BIOST 518, BIOST 536, or permission of instructor.
- GH 534 Statistical Methods for Spatial Epidemiology (3) Offered: jointly with BIOST 555/EPI 555.
- HSERV 523 Advanced Health Services Research Methods I (4) Prerequisite: either HSERV 511, BIOST 511/BIOST 512/BIOST 513, BIOST 517/BIOST 518, or EPI 511/EPI 512, and permission of instructor.
- HSERV 524 Advanced Health Services Research Methods II (4) Prerequisite: either HSERV 523 or permission of instructor.
- HSERV 525 Advanced Health Services Research Methods III (4) Prerequisite: either HSERV 523, BIOST 511, BIOST 512, BIOST 513, or permission of instructor.
- PUBPOL 518 Applied Cost Benefit Analysis (4) Prerequisite: PUBPOL 516 and 517, or permission of instructor.
- PUBPOL 529 Advanced Quantitative Methods for Policy Analysis (4) Prerequisite: permission of instructor; recommended: PUBPOL 527, PUBPOL 528
- PUBPOL 551 Measuring Social Impact: Advanced Program Design and Evaluation (4) Prerequisite: instructor permission; recommended: PUBPOL 526

Operations research and modeling (3 credits)
Students may choose from the following to fulfill requirements:

- CSE 416 Introduction to Machine Learning (4) Prerequisite: CSE 143 or CSE 160; and STAT 311, STAT 390/MATH 390, or STAT 391 Offered: jointly with STAT 416.
- CSE 446 Machine Learning Data (4) Prerequisite: CSE 332; either STAT 390, STAT 391, or CSE 312.
- CS&SS 564 Bayesian Statistics for the Social Science (4) Prerequisite: SOC 504, SOC 505, SOC 506 or equivalent. Offered: jointly with STAT 564.
- CS&SS 567 Statistical Analysis of Social Networks (4) Prerequisite: SOC 504, SOC 505, SOC 506, or equivalent. Offered: jointly with STAT 567.
Elective courses should relate to the student’s interests. Previously listed courses that are not being used to meet a separate requirement can be used toward elective credits if a student wishes. Other courses used for electives must be approved by the program co-director responsible for the student’s track.

Additional courses that students may wish to consider include:

- ATM 586 Current Research in Climate Change (2)
- BIOST 509 Introduction to R for Data Analysis in the Health Sciences (2)
- BIOST 527 Nonparametric Regression and Classification (3)
- BIOST 544 Bayesian Statistical Methods (3)
- CSE 517 Natural Language Processing (4)
- CSE 583 Software Development for Data Scientists (4)
- CSDE 513 Demography and Society (1)
- CS&SS 503 Advanced Quantitative Political Methodology (5)
- CS&SS 505 Review of Mathematics for Social Scientists (1)
- CS&SS 508 Introduction to R for Social Scientists (1)
- CS&SS 509 Econometrics I: Introduction to Mathematical Statistics (4)
- CS&SS 512 Time Series and Panel Data for the Social Sciences (5)
- CS&SS 563 Statistical Demography (4)
- CS&SS 567 Statistical Analysis of Social Networks (4)
- CS&SS 569 Visualizing Data (4)
- EPI 515 Advanced Epidemiologic Methods I (3)
- EPI 516 Advanced Epidemiologic Methods II (4)
- EPI 520 Epidemiology of Infectious Diseases (3)
- EPI 527 Vaccines (3)
- EPI 548 Research Methods for Social and Contextual Determinants of Health (3)
- EPI 554 Introduction to Epidemic Modeling for Infectious Diseases (3)
- EPI 555/BIOST 555 Statistical Methods for Spatial Epidemiology (3)
- EPI 575 Anti-Racism and Equity: An Epidemiologic Approach (1)
- ENV H 539 One Health: Human and Animal Health in a Changing Environment (3)
- GH 524 Project Management in Global Health (3)
- GH 534 Statistical Methods for Spatial Epidemiology (3)
- GH 538 Advanced Qualitative Research Design and Methods in Global Health (3)
- GH 542 Introduction to Economic Evaluation for Global Health (2)
- HEOR 551 Advanced Health Services Research Methods III: Causal Inference Using Observational Data
- HMS 510 Principles of Health Metrics (3)
- HMS 512 Mortality Analysis for Health Metrics Sciences (3)
- HMS 520 Introduction to Programming, Version Control, and Data Wrangling for Health Metrics Sciences (3)
- HMS 530 Global Burden of Disease: Methods and Results (3)
- HMS 540 Health Economics and Health Systems in Low and Middle Income Countries (3)
- HMS 581 Infectious Disease Dynamics: Models and Data
- HSERV 523 Advanced Health Services Research Methods I: Large Public Databases; Big Data (5)
- POL S 503 Advanced Quantitative Political Methodology (5)
- STAT 516 Stochastic Modeling of Scientific Data (3)
- STAT 517 Stochastic Modeling of Scientific Data (3)
- UNCONJ 646 Introduction to Advocacy for the Health Professions (1)
Examinations and proposals

Students must pass three key exams, which mark their progress through the program: the preliminary, general, and final examinations.

Additionally, students must create a preliminary dissertation proposal that will be used to recruit and seek input from dissertation committee members. After the preliminary dissertation proposal has been completed, and prior to the written general exam, a draft of the final dissertation proposal should be provided to the dissertation committee so that it can inform the written general exam content. Upon passing the oral general exam, the student will complete the final dissertation proposal, incorporating any changes recommended by the committee. The chronology of examinations and proposals is depicted here:

Detailed information and instructions for examinations and proposals are provided in this section of the handbook.

Preliminary written examination (qualifying exam)

The preliminary written examination is given at the end of the second academic year and is intended to test the student’s ability to apply the principles and methods presented in the core requirements. The exam is given when the student has completed all core courses, but no later than the end of the second year.
Each student will have 144 hours (about 6 days) to complete the exam and can start at any time within the scheduled exam window. The exam will generally be held during the last two weeks of August.

There will be four types of questions:

1. data analysis
2. research design
3. critical appraisal of current knowledge of a topic
4. synthesis of existing knowledge into policy implications and recommendations

Students must score 60% or above on each question to pass the exam. Students who pass will be eligible to move on to the next phase of the program, which includes finalizing a preliminary dissertation proposal, establishing a dissertation committee, and taking the general examination to advance to doctoral candidacy. For students who do not pass on the initial attempt, a retake examination will be offered one year later. Students must retake and meet the minimum requirements for all questions on this new exam. Students who do not pass after two attempts will not be eligible to continue their studies in the PhD program. A student must successfully pass the preliminary exam before they can formally establish their dissertation committee with the Graduate School.

Preliminary dissertation proposal

Students must create a preliminary dissertation proposal which will be used to recruit and seek input from dissertation committee members. After the preliminary dissertation proposal has been completed, and prior to the written general exam, a draft of the final dissertation proposal should be provided to the dissertation committee so that it can inform the written general exam content. Upon passing the oral general exam, the student will complete the final dissertation proposal, incorporating any changes recommended by the committee.

The preliminary dissertation proposal is designed to provide a brief introduction to the proposed research project for review and feedback from the student’s committee. The preliminary dissertation proposal should be single-spaced, use Arial 11 font and ½-inch margins, and should follow the outline below. The total length should be at least 3 pages for sections II-VII.

I. **Title page** (1 page): Project title, student’s name, Chair of committee, committee members (including GSR), and date. If your committee is not yet formally constituted, indicate potential committee members under consideration.

II. **Specific aims** (.5 page): List the project’s specific aims in terms of hypotheses to be tested or research questions to be answered. If desired, the overall purpose of this line of investigation may be mentioned in order to indicate the long-term importance of the specific information being sought through this study.

III. **Background and significance** (.5 page): Describe the scientific context for the study, briefly summarizing previous related research. This should include an extensive literature review, with a summary of the major concepts, methods, and literature that have contributed to the field of study and remaining gaps that the project will help to fill.

IV. **Approach** (2-3 pages): This section format may be tailored to meet the needs of the specific study being proposed. It could be organized for the study as a whole, for each specific aim, or for each paper to be written, and will be the longest section of the proposal. The following sub-headings usually apply.
a. **Study design:** Define 1) the study design, 2) the intervention to be evaluated (if relevant), and 3) the main analytic variables, including how they will be assessed and quantified.

b. **Study setting:** Describe the location of the research, including the organizational context and implementation setting (if relevant).

c. **Study subjects:** Indicate the sources of subjects, eligibility criteria, and anticipated number.

d. **Data collection:** Describe data sources, the sequence of data collection activities, and procedures to assess/assure data quality.

e. **Data analysis:** Describe how data will be organized and statistical techniques to address the specific aims.

f. **Study power:** Summarize sample size or statistical power calculations.

V. **Limitations** (0.25 page): Briefly describe potential difficulties and limitations of the proposed procedures and alternative approaches that may be pursued to achieve the aims.

VI. **Protection of human subjects** (0.25 page): Briefly describe the current status and plans for obtaining human subjects approval for the research, including for UW and any relevant institutional review boards (IRBs) from the countries where the research will be conducted. Even if using an established data set, exemptions or IRB approvals must be documented. Submit documents for UW IRB approval with your preliminary dissertation proposal, even if another IRB will perform the review, unless the committee approves later IRB submission and sufficient time remains for approval prior to the start of dissertation work.

VII. **Timeline:** Provide an approximate timeline for completion of the project. Indicate the current status of the project, including plans for: 1) funding; and 2) general exam.

VIII. **References cited** (.5 page): Provide citations to key literature references used in the proposal.

IX. **Appendices** (.5 page): Appendices are optional, and may include data collection instruments, figures, and tables. Appendices should not present additional information that should be included in the prior sections.

**General examinations (written and oral exams)**

The General Examination will be administered by the student’s committee and will consist of written and oral components. The examination cannot be scheduled until the student has successfully passed the preliminary exam and has formally established their dissertation committee with the Graduate School through their respective program manager. The examination covers the student’s Area of Emphasis and the general topic of their dissertation. The exam is designed to assess that the student has:

1. the ability to analyze and synthesize information,
2. significant breadth and depth of knowledge in the Area of Emphasis and the dissertation topic, and
3. adequate knowledge of recent advances in methodological issues relevant to the area of interest.

**Written examination**

The written exam concentrates on the student’s proposed research area and the methods applicable to study their topic of interest. It is recommended that the committee and student meet prior to the
The written exam is designed to review student progress, assess the student’s readiness for dissertation work, the feasibility of the project, and the resources available to support a high-quality product. Committee members may require additional coursework to remedy perceived deficiencies in any relevant area. If the committee desires, they may discuss general topic areas for the written exam with the student at this time and provide a few foundational readings in an area. However, it is the student’s responsibility to know the relevant literature and methods applicable to the Area of Emphasis and dissertation.

The format of the written exam should be agreed upon by the committee and the student. It is generally a 7-to-14-day take-home exam consisting of 4 to 8 questions. Each faculty member asks one or more exam question and may suggest an approximate number of pages for each answer. Committee members are encouraged to review the entire exam, and the Chair must do so. Each faculty member grades his/her own question(s) as Pass, Rewrite, or Fail. Generally, a “rewrite” grade will be accompanied by additional time for the student to rewrite. The full committee decides if the student has passed the overall exam. A student who does not pass the written portion of the exam may be re-examined at the discretion of the committee. Additionally, the committee members can again require additional coursework to remedy perceived deficiencies in any relevant area.

Oral examination
The oral exam portion is based primarily on responses to the written exam. Changes to the draft final dissertation proposal are also discussed during the oral exam, after which those changes are incorporated into the complete final dissertation proposal.

The oral exam is usually scheduled one to six weeks after the successful completion of the written examination, and after completing the final dissertation proposal. The committee must have sufficient time to review and discuss the dissertation proposal before the oral examination is held. The oral exam is the official UW exam required for a student to pass to doctoral candidacy and, therefore, the Graduate School Representative must be present at the oral general exam. The public is also welcome to attend.

For the oral general exam to proceed, at least four members of a doctoral committee (including the Chair, Graduate School Representative, one additional Graduate Faculty member, and one additional member of any kind) must be present at the examination for its entirety. Any member of the committee may attend in-person or remotely. Please refer to the Graduate School Instructions for Virtual Doctoral Examinations as appropriate.

If the committee does not approve the student’s advancement to doctoral candidacy, the student can do further work before repeating the oral examination within six months of the first attempt. If a student fails a second time, the student’s enrollment in the PhD program is terminated.

The committee considers the following types of questions to assess the exam:

1. Does the student have sufficient experience in research methods and management through courses or work?
2. Does the student have sufficient access to resources (data available, data that can be collected and managed) to complete the study?
3. Does the student have sufficient financial support and support from the committee and research team to successfully complete the project?
4. Has the student identified a reasonable list of tasks and a timeline, and is it likely that the student can adhere to the timeline?
5. Does the student have the professional skills, intellectual curiosity, work style, and desire to develop further as a global health researcher?

*Students must apply formally for a General Exam date for the oral part of the exam. This must be done at least three weeks prior to the intended examination date. Additionally, students must be registered when taking the oral examination.*

If a physical room is needed for an oral exam, the student is responsible for finding and reserving a room. Once the date, the room, and committee members’ attendance are confirmed, the student will enter the request for a General Examination through MyGrad.

After submitting the MyGrad request, students must inform their respective program co-manager. If the request aligns with all Graduate School policies, the program co-manager will approve the request and provide the “Committee Signature Form” to the student and Chair. This form must be returned by email to the program co-manager immediately following the exam, with all signatures included.

Based upon the form, the program co-manager will enter the exam results into MyGrad to record the outcome with the Graduate School.

Once a student has passed the general exam, they advance to PhD candidacy.

**Short proposal presentation**
When DGH students (regardless of track) have completed, or are close to completing, their general exam, the student is required to complete a short proposal presentation form.

This completed form will be distributed at the next faculty meeting where the student’s dissertation chair will present the student and their proposal. Past student form submissions are available on Canvas.

The short proposal is not required for HMS students.

**The final dissertation proposal**
In response to feedback on their preliminary dissertation proposal, students will draft the final dissertation proposal and provide it to committee members prior to the general exam. This draft will inform the questions the student will be asked. The complete final dissertation proposal must be finished after the general exam. The format of the final dissertation proposal is the same as the preliminary dissertation proposal, and Sections II – VII of the proposal should be no longer than 16 single-spaced pages (using Arial font 11 and ½-inch margins). The level of detail about the intervention (if applicable), variable definition, data sources, and analytic approaches is especially important in quantitative studies.

I. **Title page** (1 page): Project title, student’s name, Chair of committee, committee members (including the GSR), and date.

II. **Specific aims** (1 page): List the project’s specific aims in terms of hypotheses to be tested or research questions to be answered. If desired, the overall purpose of this line of investigation may be mentioned in order to indicate the long-term importance of the specific information being sought through this study.
III. **Background and significance** (2 pages): Describe the scientific context for the study, briefly summarizing previous related research. This should include an extensive literature review, including a summary of the major concepts, methods, and literature that have contributed to the field of study and remaining gaps that the project will help to fill.

IV. **Innovation** (0.25-.5 page): Explain how the proposed research challenges and seeks to shift current research or practice paradigms. Describe any novel theoretical concepts, approaches or methodologies, instrumentation, or intervention(s) to be developed or used, and any advantage over existing methodologies, instrumentation, or intervention(s).

V. **Approach** (10-12 pages): This section format may be tailored to meet the needs of the specific study being proposed. It could be organized for the study as a whole, for each specific aim, or for each paper to be written, and will be the longest section of the proposal. The following subheadings usually apply.

   a. **Study design:** Define 1) the study design, 2) the intervention to be evaluated (if relevant), and 3) the main analytic variables, including how they will be assessed and quantified.
   
   b. **Study setting:** Describe the location of the research, including the organizational context and implementation setting (if relevant).
   
   c. **Study subjects:** Indicate the sources of subjects, eligibility criteria, and anticipated number.
   
   d. **Data collection:** Describe data sources, sequence of data collection activities, and procedures to assess/assure data quality.
   
   e. **Data analysis:** Describe how data will be organized and statistical techniques to address the specific aims.
   
   f. **Study power:** Summarize sample size or statistical power calculations.

VI. **Limitations** (0.25 page): Briefly describe potential difficulties and limitations of the proposed procedures and alternative approaches that may be pursued to achieve the aims.

VII. **Protection of human subjects** (0.25 page): Briefly describe the current status and plans for obtaining human subjects approval for the research, including for UW and relevant institutional review boards (IRBs) from the countries where the research will be conducted. Even if using an established data set, exemptions or IRB approvals must be documented. Submit documents for UW IRB approval with your preliminary dissertation proposal, even if another IRB will perform the review, unless the committee approves later IRB submission and sufficient time remains for approval prior to the start of dissertation work.

VIII. **References cited**: Provide citations to key literature references used in the proposal.

IX. **Appendices**: Appendices are optional, and may include data collection instruments, figures, and tables. Appendices should not present additional information that should be included in the prior sections.

**Dissertation defense (final examination)**

Writing and defending the doctoral dissertation is the program’s final requirement. Students are required to write a dissertation that addresses an issue of importance in the field of global health and significantly contributes to the advancement of the fields of metrics and implementation science. The dissertation may take the format of a three-paper or book-length dissertation. The topic of the dissertation will be chosen by the student, in consultation with the doctoral committee. The dissertation must demonstrate an understanding of the theory and methods related to the student’s Area of
Emphasis and must conform to departmental, school, and university guidelines. The doctoral committee will review the dissertation and recommend revisions, as necessary. When the doctoral committee determines that the student is ready for the final examination at a formal committee meeting, the reading committee should be appointed. Students must email their program manager their entire committee so it can be established through the Graduate School, distinguishing reading and non-reading members, and including information about the Graduate School Representative (GSR). At least three weeks before the examination, the student must request their final examination date through MyGrad and notify their program manager about the request. Students must also be registered during the quarter of their defense.

After submitting the MyGrad request, students must inform their respective program co-manager. If the request aligns with all Graduate School policies, the program co-manager will approve the request and provide the “Committee Signature Form” to the student and Chair. This form must be returned by email to the program co-manager immediately following the exam, with all signatures included.

Based upon the form, the program co-manager will enter the exam results into MyGrad to record the outcome with the Graduate School.

The final examination for the PhD degree consists of a public defense of the student’s dissertation orally, before the committee. All committee members should be present at the defense, if possible, but at least four are required to attend (including the Chair, GSR, one other faculty member, and one other member of any kind). The dissertation presentation must be advertised and is open to the public. To facilitate this advertisement, the student must follow the process outlined on Canvas for preparing a poster that their program co-manager can distribute in advance.

Students must successfully defend their research (pass the final exam) for the degree to be granted. Immediately following the presentation, the PhD candidate will meet with the committee. Each member will have the opportunity to question the student about any aspect of the presentation. Students may repeat their defense if performance is unsatisfactory.

**Section 3: Advising and Committees**

**Interim faculty advisor**

Each student will be assigned to an interim faculty advisor once accepted into the program. This interim advisor will be selected by the program directors, who seek to pair each student with a faculty member with related interests. Interim faculty advisors aid students in developing a feasible research topic while helping the student to build relationships with other researchers and encouraging students to achieve goals and complete program requirements. Additionally, the advisor serves as a conduit to direct students to academic resources and research opportunities.

During the first quarter of the program, it is expected that students and interim faculty advisor will meet at least monthly with a focus on building a relationship. In the following quarters, students and advisors should meet at least twice per quarter and focus on the student’s success in the program, as well as the course selection process. Students and their advisors are welcome to meet as much as agreed upon by both parties beyond the minimum requirement.
Advising is a key component of every faculty member’s professional responsibilities. Therefore, students should not feel as though they are imposing when asking for advice from faculty. Advising faculty should be available to meet with assigned students, although students should be respectful of faculty time by scheduling meeting times that are convenient for both students and faculty. It is the student’s responsibility to arrange meeting times with their faculty advisor.

Interim faculty advisor responsibilities
- Serve as an educational and professional mentor for the student.
- Assist with identifying educational and research goals, and individual needs at the start of the program.
- Monitor the overall success of the student in an academic and professional setting.
- Work with the student to build relationships and networks within Seattle’s academic community and its global health organizations.
- Maintain contact with the Program Co-Director and Manager about student progress, excellence, and areas of concern, and refer the advisee to the Program Manager/Program Co-Director, or other UW resources as needed.

Student responsibilities
- Schedule and meet with advisor at least twice each quarter.
- Identify and develop professional career goals and research interests.
- Prepare an agenda for these meetings.

Doctoral dissertation committee
During the second year in the program, students should begin to identify faculty members with similar research interests who can serve as their mentor and Chair of their dissertation committee. Students should meet with the program director of their Area of Emphasis to discuss potential faculty to serve as their Chair before formally asking someone. Once the Chair of a committee has been identified, this faculty member will assume the primary mentorship role for the student. The student should discuss potential committee members with their Chair and the Chair will approve the committee. After successfully passing the preliminary exam, students must email their respective co-manager the names of their committee members so that the committee can be officially established through the Graduate School. This committee must consist of at least four members, of whom two must have primary, joint or adjunct appointments in the student’s respective department. For more information on criteria, please see Graduate School policy 4.2. A student may not officially establish their committee with the Graduate School until they have successfully passed the preliminary exam.

Doctoral dissertation committee members
As outlined in Graduate School policy 4.2, all committees must include a Graduate School Representative or GSR who is a scholar in a research area that may differ from that of the student’s dissertation project and is outside of their home department. The remaining members must be scholars in the student’s field and/or subfields. If a student wishes to have as a committee member an individual who is not a faculty member at the University of Washington, the student should contact their respective program co-director to discuss. The committee will oversee the student’s progress, evaluate performance, and conduct all examinations. It is expected that the Chair of the committee will play the strongest mentorship role, but all members will meet with the student regularly and contribute toward mentoring the student.
Doctoral dissertation committee requirements

- Four members minimum
- One Chair – requires GFS + Endorsement to Chair (ETC)
- One Graduate Student Representative (GSR)* - requires GFS + ETC; faculty are not eligible with primary, joint or affiliate appointments in DGH, HMS, or the Chair’s department
- Two or more must be members of the graduate faculty with ETC status

The complete Graduate School Policy, 4.2: Supervisory Committee for Graduate Students, can be reviewed here.

Once committee membership is finalized, the student is responsible for confirming committee membership via an email to their program director, committee chair, and program manager. Information should be included about who will serve as the GSR and which members are on the reading committee (having committed to reviewing all dissertation drafts and recommending revisions). Typically, all committee members are on the reading committee, except for the GSR. Once this information has been provided, the student’s respective co-manager will record committee information in MyGrad for the Graduate School, making it official. Any changes to the original committee membership should also be communicated immediately so that committee composition can be changed in MyGrad.

Section 4: Program Policies

Degree requirements

The following requirements are determined by the Graduate School in Policy 1.1: Graduate Degree Requirements, unless otherwise noted.

To qualify for the doctoral degree, it is the responsibility of the student to meet the following minimum requirements:

1. Completion of a program of study and research as planned by the program manager in the student’s major department or college and the doctoral committee.
2. Presentation of 90 credits, 60 of which must be taken at the University of Washington. With the approval of the degree-granting unit, an appropriate master's degree from an accredited institution may substitute for up to 30 credits of enrollment. The director of a student’s Area of Emphasis must approve this.
3. Numerical grades must be received in at least 18 quarter credits of course work taken at the UW prior to scheduling the General Examination. The Graduate School accepts numerical grades in approved 400-level courses accepted as part of the major, and in all 500-level courses. A minimum cumulative GPA of 3.0 is required for a graduate degree at the University. The program requires that all core courses and Area of Emphasis courses be taken for a numerical grade.
4. If a student receives an “Incomplete” for a course, the “Incomplete” must be converted to a grade (numerical for Core and Area of Emphasis courses, and numerical or S/NS, Satisfactory/Non-Satisfactory, for elective courses) by the end of the following quarter. This policy is from the Department of Global Health and applies to both Metrics and Implementation Science students.
5. Passage of the General Examination. Registration as a graduate student is required during the quarter the exam is taken and candidacy is conferred.

6. Preparation of and acceptance by the Dean of the Graduate School of a dissertation that is a significant contribution to knowledge and clearly indicates training in research. The Candidate must register for a minimum of 27 credits of dissertation over a period of at least three quarters. At least one quarter must come after the student passes the General Examination. With the exception of summer quarter, students are limited to a maximum of 10 credits per quarter of dissertation (GH 800).

7. Passage of a Final Examination, which is usually devoted to the defense of the dissertation and the field with which it is concerned. The General and Final Examinations cannot be scheduled during the same quarter. Registration as a graduate student is required the quarter the exam is taken, and the degree is conferred.

8. Completion of all work for the doctoral degree within ten years. This includes quarters spent On-Leave or out of status as well as applicable work from the master’s degree from the UW or a master’s degree from another institution, if applied toward one year of resident study.

9. Registration is maintained as a full- or part-time graduate student at the University for the quarter in which the degree is conferred.

10. A student must satisfy the requirements that are in force at the time the degree is to be awarded. Exceptions may be made for programs that have undergone changes to degree requirements.

Academic expectations
This policy is to clearly lay out academic expectations for students in the program. Students, faculty, and staff should use these guidelines to determine parameters for academic performance and progress, and academic misconduct. For students struggling with academic progress and performance, or misconduct, the program will make every effort to provide early, appropriate, and consistent interventions to support student success. Students are encouraged to communicate challenges to program leadership early and often.

Defining academic progress, performance, and academic misconduct
The program follows the Graduate School’s criteria for defining academic progress and performance outlined in policy 3.7 and the University’s Student Conduct Code for addressing academic misconduct. Evaluation of progress draws upon:

GPA requirement
Grades will be monitored on a quarterly basis by program leadership. Students whose cumulative or quarterly grade point average (GPA) falls below 3.0 are not considered to be making satisfactory performance and will be asked to meet with the program directors and their interim faculty advisor or dissertation chair and may eventually be placed on academic probation. Cumulative and quarterly GPAs are computed based upon courses taken while the student is enrolled in the UW Graduate School. Computation is based only upon courses numbered 400-599; courses graded S/NS, and CR/NC/N are excluded, as are the 600-800 series. More information about UW’s grading system is available through the student Canvas site.

Grading, satisfactory/non-satisfactory, and incomplete
All graduate students are required to pass a minimum of 18 numerically graded credits to graduate. All core and Area of Emphasis courses must be taken for a numerical grade. Elective courses may be taken for a numerical grade or S/NS (Satisfactory/Non-Satisfactory). Dissertation credits should receive an “N” until the student has passed their defense and is ready to graduate, at which time all dissertation credits will be converted to “CR.” This is not completed automatically, and students should check with their program advisor to ensure that updates are submitted prior to graduation. If a student receives a grade of “I” or Incomplete, then the “I” must be converted to the appropriate grade (numerical for core and Area of Emphasis courses and numerical or Satisfactory/Non-Satisfactory for elective courses) by the end of the following quarter. Based upon Department of Global Health policy, failure to convert an Incomplete grade within this period will result in the process for unsatisfactory performance and progress outlined in Graduate School policy 3.7. This is the case for all students in the program (both Metrics and Implementation Science Areas of Emphasis).

**Performance in the fulfillment of degree program requirements**

Students are expected to complete their coursework, exams, and dissertation research in a professional manner and to positively represent the University of Washington, School of Medicine, School of Public Health, and DGH/HMS. Any infraction of academic conduct qualifies as failing to meet expectations for performance and progress. Academic misconduct includes plagiarism (including copying from any AI such as ChatGPT), multiple submissions of a single paper, cheating on an exam, illegal collaboration, and falsification of research. For more information, see the Student Conduct Code. Additionally, DGH follows the School of Public Health’s Academic Integrity Policy, while HMS follows School of Medicine’s. Faculty, students, and staff are asked to inform the program director in cases of suspected misconduct.

**Research capability, progress, and performance**

Students are responsible for establishing a workable timeline for their academic progress and research with their advisors and committee. As part of the dissertation, it is the responsibility of the committee to evaluate research progress of students under their supervision and take proper action accordingly. Failure to progress or perform to the level of agreed upon terms is unsatisfactory progress and can lead to repercussions for unsatisfactory progress as outlined in Graduate School Policy 3.7.

**Unsatisfactory performance on preliminary written examination**

For students who do not pass the preliminary written examination, the opportunity to retake the examination, with different questions, will be offered one year later. Students who do not pass after two attempts will not be eligible to continue their doctoral studies in the program.

**Unsatisfactory progress on the general examination**

It is the responsibility of the student’s dissertation committee to evaluate their performance on the General Examination. The committee has three options that it may utilize in grading the General Examination:

1. The committee may pass the student, in which case the student passes to PhD candidacy and progresses toward the PhD degree.
2. The committee may decide to reexamine the student after a further period of study. The Dean of the Graduate School will approve no more than two reexaminations.
3. The committee may decide not to recommend the student for further work toward the PhD degree. The effect of this recommendation is termination of the student’s enrollment in the doctoral program.
Actions for unsatisfactory performance and progress

The steps below may be taken if determination of unsatisfactory performance and progress or misconduct is made by the respective program co-director in consideration of a student’s progress relative to other students in the program or to an individually negotiated schedule. In each situation, students will be required to meet with program leadership to review a letter from the program director including:

1. The circumstances involved and evidence that the action requested is supported by program leadership,
2. necessary next steps and a timeline articulating what a student must do to return to good standing, and
3. consequences if the plan is not acted on.

Warning
A ‘warning’ is issued in the following circumstances:

1. Student’s cumulative GPA drops below 3.0
2. Student has failed to convert an Incomplete to the appropriate grade within the quarter following when the Incomplete grade was given
3. Student has failed to meet expectations for performance and progress

Probation
Probation is issued to students who have not corrected the deficiency that caused the warning action within the time limit specified or for students who depart suddenly and substantially from scholarly achievement. Note: a previous warning is not necessary.

Final probation
Final probation is issued when students have not corrected the condition(s) that caused the probation recommendation within the time limit specified, including students who have corrected previous probation conditions, but failed additional performance requirements and did not progress toward completion of the program. Final probation is only recommended for one quarter, though the Graduate School will consider an additional quarter in extenuating circumstances. The program must recommend one quarter of final probation before recommending a drop.

Drop
A “drop” from the program is issued as a final action for students who have not corrected the condition(s) that caused the final probation recommendation within the time limit specified. Recommendations for probation, final probation, and drop will be reviewed by the Dean of the Graduate School.

Grievance procedure
Occasionally major difficulties arise during a student’s tenure at the University. It is recommended that students first talk with program leadership within their respective department to resolve such issues. If the situation cannot be resolved within the Department, specific grievance procedures are outlined in the Graduate School Policy 3.8.
Course waivers and substitutions
If a student has completed similar coursework in a previous degree at an institution other than the University of Washington that could fulfill the objectives of the program’s required courses, they can submit a waiver request. Unless previously discussed with a student’s respective co-director, waiver requests should be based on coursework, rather than on lived (including professional) experience. Course waivers are reviewed annually by the program’s Curriculum Committee in the summer, shortly before the start of the academic year. Course waiver requests will generally not be considered from a student after they have completed their first academic year. Any Implementation Science student who is approved to waive GH 511 must complete HSERV 579 in order to meet the UW School of Public Health’s required competencies for anti-racism in public health.

If a student is approved to waive a course, this means that they do not need to enroll in a course that meets that specific core or AoE requirement during their time in the program. Waiving a course does not mean that students take fewer credits—they will still be required to reach 98 credits in order to graduate.

Students who wish to waive requirements using coursework completed at the University of Washington do not need to submit a waiver request and should discuss their previous coursework with their respective co-director and manager.

Leave of absence
If students do not plan to register for credits during any Autumn, Winter, or Spring Quarter, they are required to submit a new online Request for On-Leave Status through MyGrad, each quarter.

For any given quarter, they may submit the request as early as two weeks prior to the beginning of the quarter and no later than the last day of instruction for the quarter. Once it has been requested through MyGrad, students must promptly email their program manager for approval, as staff will not be notified otherwise. Students must also submit the $25 on-leave fee by the last day of instruction for the quarter.

A leave of absence is not required for non-enrollment during Summer Quarter.

Should students fail to request on-leave status, they will need to pursue reinstatement in order to continue their studies in the program. More information is outlined here.

Please note: Graduate students may not be on-leave during the same quarter in which they conduct their oral general exam, oral dissertation defense, or when they submit their dissertation.

International fieldwork, research, and independent learning
Fieldwork, Research, and Independent Learning Abroad (FRILA) status is required for graduate students completing work abroad that is directly related to their degree that does not align with other study abroad program models. These activities include independent research, practica, clinical electives, government or department sponsored fellowship programs (e.g., FLAS, Fulbright), or employment as a TA on a UW Study Abroad Program.

To enroll in FRILA, these steps must be followed:
  □ Review all information available on the FRILA site.
Discuss your research or project proposal with your faculty adviser and verify eligibility for UW credit (full-time).

Complete and submit a FRILA Application.

If there is a 3rd or 4th level US State Department Travel Advisory in effect for your destination country additional review will be required before permission to travel is granted.

Students are responsible for reviewing FRILA application deadlines and submitting applications as instructed.

Teaching requirement
Teaching is an important skill for Global Health Metrics and Implementation Science PhD students. Most employers will expect that individuals who hold a PhD have teaching experience, and for most of those pursuing a career in academia, teaching will be an essential part of their job. To ensure that students in this program develop their teaching abilities, all students are required to complete at least one quarter of teaching experience before graduating. This requirement can be met either by completing a one-quarter TAship, or by enrolling in, and passing, HMS 593: Didactic Teaching.

For a TAship to satisfy this requirement, it must be at least a .25 FTE (10 hours) appointment (or combination of appointments to meet this threshold). It can be in any UW department and must be completed prior to a student’s graduation.

For HMS 593 Didactic Teaching to satisfy this requirement, it must be completed in DGH or HMS for and taken for at least 2 credits.

If a student would like to waive this requirement, they will need to provide documentation of having successfully completed a similar TAship or didactic teaching experience. Like the course waiver process, this should be completed during a student’s first year in the program. This will be reviewed by program leadership and the student will be notified if the waiver request is approved.

Beyond the handbook
Current students should consult the Canvas page for additional information and resources. Additionally, students are encouraged to reach out to Joe, Kenny, Sarah, and Savita with questions or thoughts throughout their time in the program. We are delighted to be working with you and are honored that you have chosen to pursue your doctorate in this PhD program.