



DrPH DELTA Doctoral Project Manual

Class of 2019

Guidelines and Procedures for DrPH Degree Candidates and Committee Members

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This handbook has been tailored with specific guidelines for the DrPH graduating class of 2019. It is subject to change.

Part I: An Overview

The Harvard DrPH integrates foundational knowledge such as public health theories and methods; competencies of leadership, management, communication, and innovation to enable change; and field engagements to translate knowledge into action. The Harvard DrPH DELTA learning method realizes an integrated **Doctoral Engagement in Leadership and Translation for Action**.

The DELTA Doctoral Project

The DrPH DELTA Doctoral Project is the culminating experience of the Harvard DrPH degree and the primary locus of the knowledge translation elements of the degree. The pedagogical intent behind the DELTA Doctoral Project's design is to provide an opportunity to the DrPH degree candidate to practice and develop their personal leadership skills while engaging in a project that contributes substantively to public health results.

A typical project is built around a student and host organization relationship, although in some cases more independent work may be appropriate. Through an 8-month field-based experience, DrPH degree candidates engage in a partnership with a health care related organization and additional stakeholders to apply their advanced training from the first two-years of the program.

The DELTA Doctoral Project Deliverables

The final products of the DELTA Doctoral Project include a DELTA Doctoral Thesis, a Personal Journey Statement, and Other Deliverables. The DELTA Doctoral Thesis is a substantive written contribution which documents the background, justification, and results of the project work. The Personal Journey Statement is an opportunity for doctoral candidates to reflect on their personal growth and development in the program. The Other Deliverables category offers an opportunity for doctoral candidates to share the meaningful results of their work that may not be in the usual academic format.

The Doctoral Project Committee

The DELTA Doctoral Project is guided by the candidate's Doctoral Project Committee. The committee assists in preparing the project proposal, supports the candidate during the project period, and examines the candidate on the project deliverables. Students will follow a specific process of steps and milestones beginning in the second year of the program and culminating in the completion of the DrPH. Each milestone is an integral part to ensure a degree candidate is making satisfactory progress toward their deliverables and graduation and is getting adequate support.

Milestones and Timetable Acknowledgment

The DELTA Doctoral Project timetable and milestones have been designed to enable a student to complete all degree requirements for a May Commencement in the program's third year. Key milestones include nominating a committee, submitting a final program of coursework, developing a project proposal, passing a written qualifying examination and an oral qualifying examination, progress reports and finally the DrPH Oral Final Examination. Kindly refer to page 11 for further details.

Part II: The DELTA Doctoral Project

Throughout the DELTA Doctoral Project students will practice and integrate competencies in foundational academics, enabling change, personal leadership development, and knowledge translation. The project should make a significant contribution to public health change. Impact may be achieved through direct action to

improve outcomes in populations and organizations and/or the creation of significant translational action that has high potential to influence such change. For example, this could include the creation, implementation, or evaluation of a public health initiative; managing and enhancing existing initiatives; engagement in developing the strategy of an organization or policy initiative. The project will also help develop the degree candidate's learning and personal leadership capabilities.

The Doctoral Project Committee plays a key role in the development of the project, supervision of the student's progress, and final assessment of the project work's sufficiency for awarding of the degree. The scope and criteria the project is intended to satisfy are defined broadly in this manual. But the assessment of the project work will ultimately rest with the committee through a process of committee review and assessment and an oral final examination.

Throughout the DELTA Doctoral Project, the student is expected to be in primary contact with her/ his Doctoral Project Committee for feedback, discussion, and evaluation and is expected to provide all deliverables to the Committee. Students may consult with the DrPH Faculty Director or his/her designee, but this should typically be done in coordination with the Doctoral Project Committee chair.

To develop a successful DELTA Doctoral Project, students should follow a set of linked steps, aligned with the administrative timetable outlined further below. The order of these steps is not fixed and may differ for different students and projects as students and committee members iterate towards a final project. For example, students need to:

Table 1: Recommended steps to develop a successful DELTA Doctoral Project

A	Identify a public health issue, problem, or concern on which to focus.
B	Engage with a Harvard Chan faculty member who agrees to chair the DELTA Project Committee and other potential committee members according to the program guidelines.
C	Seek out and engage with host organization through which the student will work, except in conditions where independent work may be approved by the DELTA Project Committee.
D	Potentially identify means for funding third year project experience, including travel, housing and living stipend (if applicable).
E	Develop deliverables, role, and scope of work with host organization or stakeholders.
F	Develop an entry plan with their host organization supervisor and committee members. ¹

Part III: Deliverables from the DELTA Doctoral Project: the DELTA Doctoral Thesis, Personal Journey Statement and Other Deliverables

The DELTA Doctoral Thesis

The DELTA Doctoral Thesis is the primary academic product of the Project. It builds on competencies developed through doctoral coursework, reviews the knowledge of research literature, and integrates field experiential learning.

¹ A recommended reading would be Barry Jentz and Joan Woffard's *The EntryPlan Approach* (2006) available on <http://www.entrybook.com/book-approach/index.html>

Given its pedagogical origin and goals, the DELTA Doctoral Thesis is a different product than the traditional PhD, SD, or DPH doctoral research dissertation. The table below contrasts the DELTA Doctoral Thesis with the typical doctoral research dissertation in public health.

Table 2: Comparing and contrasting the DELTA Doctoral Thesis with Doctoral Research Dissertation

Document elements	DELTA Doctoral Thesis	Doctoral Research Dissertation
<i>Genre</i>	A single monograph with two main parts: the analytical platform and the results statement.	A compilation of three research articles publishable in peer-reviewed academic journals, often with some introductory or concluding sections.
<i>Contribution to the field</i>	Generates new translational knowledge and creates value for a public health change.	Generates new knowledge at the frontier of causation of public health outcomes or application of new methods.
<i>Audience</i>	Practitioners, policymakers, scholars, students and researchers interested in improving practice and implementation.	Researchers, scholars, policymakers, and practitioners primarily interested in relevant new knowledge.
<i>Use of evidence</i>	Evidence from research literature with practice-based and professional data and knowledge to identify problem/issue of focus. Evidence from practice-based experience to provide new learning on implementing public health change.	Original data or analysis methods applied to produce new evidence at the frontier of existing research evidence.
<i>Design/development process</i>	Designed in iterative stages with the input of a Doctoral Project Committee with both research and practice experience and engaging a host organization.	Designed in iterative stages with the input of a dissertation committee composed of academic researchers similar in competence to academic peer review process.
<i>Evaluation</i>	Assessed by Doctoral Project Committee based on DrPH guidelines and culminating in DELTA Oral Final Examination.	Assessed by dissertation committee and external academic examiner based on achieved or likely success in future peer-reviewed academic publication.

The DELTA Doctoral Thesis is expected to be an 85 – 155-page double-spaced document prepared using standard doctoral thesis formatting. The DELTA Doctoral Thesis will be submitted to and retained in the Harvard University Archives.

Table 3 provides an outline of the proposed sections of the DELTA Doctoral Thesis.

Table 3: Brief Description of the Sections in the DELTA Doctoral Thesis

Title of Section	Description of Section
<i>Abstract</i>	Brief summary of the problem, the project, the result, and key lessons learned.
<i>Introduction</i>	Contextualizes the project and explains why the project was undertaken. Provides a brief overview of thesis contents.
<i>Analytical Platform</i>	Statement of the public health problem that motivated the project work. Review of literature to substantiate the existence and extent of the problem and the choice of strategies and interventions that are the focus

	of the project that may help address the problem and bring about positive public health change. Framework for change underlying the project development and the strategy that was undertaken in the project.
<i>Results Statement</i>	A narrative of what happened during the project implementation, discussing how this related to the initial statement of the problem, literature review, and framework for change. A discussion of what was (or was not) accomplished in terms of results. An analysis of what was learned about knowledge translation in the project: for example, in what ways was the initial framework for change appropriate or in what ways did it need to be modified. What was learned from project for host organization? What conclusions or lessons learned could be drawn more broadly for public health knowledge translation?
<i>Conclusion</i>	Summary of key learnings, findings, and implications.
<i>Bibliography</i>	Complete list of all cited sources in APA format
<i>Appendices</i>	All supporting documents.

The five main parts of the DELTA Doctoral Thesis are described in more detail in the following sections. An example of how to visualize the page allotment of the DELTA Doctoral Thesis can be found in Appendix B. Please note: page length guidelines for the DELTA Doctoral Thesis are recommendations. Students should coordinate plans for the thesis with their committees. Length of written deliverables for the DELTA project should be as appropriate to the content.

I. Abstract (*approximately 1 double-spaced page*)

It provides a summary of the key parts of the thesis and the lessons learned. It should explain to the new reader why the project was important and why the results are interesting and useful.

II. Introduction (*approximately 4 - 5 double-spaced pages*)

The introduction includes a description of the public health problem that will be the focus of the project and a justification of why it was undertaken and why the reader should care. It situates the project in the wider public health universe explaining why the project is relevant and timely. It should identify the key sections of the thesis.

III. Analytical Platform (*35-70 double-spaced pages*)

The Analytical Platform states the problem and reviews relevant literature to describe the problem and justify the attention given it in the project. It will contain a review of relevant research literature addressing the nature of the problem(s), cause for action, models, policy, and strategies to improve outcomes related to the problem – in short it will provide the conceptual and scientific foundation of knowledge for the DELTA Doctoral Project. Following this discussion, the Analytical Platform should turn to the interventions or strategies that make up the action part of the project. It should develop the framework for change that logically underpins the project, using logic and justification grounded in evidence. The framework for change should also incorporate other important determinants of success in knowledge translation, such as discussion of ethical, political, organizational, programmatic, and policy dimensions. The Analytical Platform section should also include a discussion of the project strategy, which offers a description of the project in explicit detail and will include a description of the design,

project goals, and expected strategy. Who is involved? What was expected to be accomplished? How was the project executed?

IV. Results Statement *(35-70 double-spaced pages)*

The results section presents a narrative discussion of what transpired during the period of the project in terms of the degree to which stated goals and objectives were achieved. The degree candidate and host organization should discuss what information may be needed and assure access to those to be able to report progress in the project. Not every project must be successful or achieve its goals. A project which did not achieve its goals might still yield important results for both the degree candidate and host organization. A project may also not have sufficient time to achieve its goals or to ascertain if it has achieved them. Some results statements will focus more on process and related learnings than outcomes.

In presenting results, students should reconsider their analytical frameworks and framework for change to help explain results. Arguments should be based on evidence, not just assertions. Endeavor to refer to prior learnings in the DrPH Program, for example those about leadership, management, and organizational behavior. The results statement, for example, could include a discussion of the organizational context in which the project was situated, barriers encountered, and how the barriers were or could be overcome.

Engagement with the Doctoral Project Committee will assist DrPH students in crafting an effective results statement in the thesis. Drafts should be reviewed with the committee before the final oral examination.

It will likely be helpful to refer back to the Analytical Platform section for topics covered and referenced and for analytical frameworks considered when planning the project. Considering the following questions may be helpful:

1. In what ways has your “analytic platform” knowledge changed? What have you learned?
2. What assumptions did you make about your project strategy? How did this impact the project start and the results?

The results statement may also discuss what the host organization has learned due to the project and what implications may be for the future work of the organization. It is important to note, however, that the thesis will be a public document. Other deliverables could also be a vehicle for recommendations to the organization that should not be made formally public.

The results statement is also an opportunity to reflect on how the project fit can contribute to broader learning in public health. Using their analysis student can propose questions and topics for future investigation.

V. Conclusion *(10 double-spaced pages)*

The concluding section broadly reviews the project, key findings, and main analytical takeaways, as well as issues for the reader to explore, and considered beyond this work.

VI. Bibliography

A complete list of APA formatted and cited material and sources.

VII. Appendices

Additional relevant material for the thesis can be included as appendices. When compiling these documents, consultation with Doctoral Project Committee is suggested. If appendices are included they must be cited in the thesis and properly referenced in APA format.

Style and Formatting of DELTA Doctoral Thesis

It is the degree candidate's responsibility to ensure their DELTA Doctoral Thesis meets the Harvard Chan School's doctoral thesis formatting criteria and uses proper APA citations. To ensure proper style and formatting, please visit the [Registrar's Website](#) for details and follow the directions carefully. The DrPH Program follows the dissertation/thesis formatting and style listed on the Registrar's Website with the *exception* of the **title and signature page**. Please see Appendices D & E for the Thesis Title and Signature page templates. All formatting and style work must be completed prior to submitting the DELTA Doctoral Thesis for the Oral Final Examination and submitting to ETDs@Harvard.

Submission of the DELTA Doctoral Thesis

For a May 2019 commencement, degree candidates are required to upload the final approved electronic version of their DELTA Doctoral Thesis via Harvard's Electronic Thesis and Dissertation (ETDs @ Harvard) system no later than **April 20, 2019 at 4:00pm EST (final date TBD)**. Once each member of a degree candidate's Doctoral Project Committee signs the Signature Page for the final *approved* version of the thesis, this page should be uploaded along with the thesis to ETDs@Harvard (further details will be provided by the Registrar's Office closer to time of submission). The Signature Page should be signed once each committee member approves the final version of the doctoral thesis. This may be at the Oral Final Examination or at a later date after revisions have been completed.

Please remember, no exceptions can be made to the submission date and time for degree awarding period for a graduation period.

As of 2015, the Harvard T.H. Chan School of Public Health does not require students to submit hard copies of their theses or dissertations. However, all Harvard T.H. Chan School of Public Health degree candidates are still responsible for a \$35 fee for the cost of binding their doctoral thesis or dissertation, which will be stored in the Harvard University Archives and managed by the Harvard Countway Library librarians, and a \$35 fee for a version to be stored in the degree candidate's department/program library. The \$70 total will be charged to the degree candidate's student term bill, and must be cleared prior to graduation.

The Personal Journey Statement

The second written deliverable of the DELTA Doctoral Project is the Personal Journey Statement, a 15 - 20-page double-spaced statement about the degree candidate's leadership development journey and cumulative experience in the DrPH Program.

The Personal Journey Statement is not required to be retained as part of your thesis submission to the Harvard University Archive, although it could be submitted as an Appendix if the student so desires and the Committee agrees. However, it must be submitted to your Doctoral Committee for discussion in your Oral Final Examination and **a copy also must be submitted to the DrPH Program for our records.**

The Personal Journey Statement could include answering such questions as:

1. What were your main personal development goals for the DELTA Doctoral Project and how and how well were they achieved?
2. What challenges did you face how did you work to overcome them? How might this shape your leadership practice for the future?
3. What value did the project add to your future role and growth as a public health leader?
4. What did the DrPH experience contribute to your understanding and ability to enable change in an organization of your choosing and the broader public health field?

Other Deliverables

Besides the DELTA Doctoral Thesis and Personal Journey Statement, the degree candidate is expected to produce other deliverables of public health interest. These deliverables will vary by student and can take a variety of forms and media. These deliverables do not need to be defined or proposed before embarking on the DELTA Doctoral Project, as they will be developed through the project, with a host organization, and in consultation with the committee. Some items that might be considered as “Other Deliverables” may include a program or project evaluation, a results report, or an evaluation plan or policy statement for the host organization. The other deliverables may also include products in other media such as a blog, new media report, movie, webinar or website. Other possibilities may include resources for dissemination (toolkit, educational/communication materials, or presentation to community group) or advocacy products, policy briefs, or presentations to legislative representatives. For more short examples on how the other deliverables may be tied into the project see Appendix A.

Part IV: Doctoral Project Committee

The Doctoral Project Committee is the primary vehicle in the DrPH Program for both guiding and evaluating DrPH students in their culminating experience, the DELTA Doctoral Project. The committee should advise and guide the student on the development of the DELTA Doctoral Project final proposal, provide guidance and feedback during the experiential learning phase itself with the overall objective of assisting the student to achieve their professional and personal goals as outlined in the project proposal.

Members

The Doctoral Project Committee plays a valuable role in the development, satisfactory progress and evaluation of the DELTA Doctoral Project. The committee will consist of three members:

- A **Committee Chair**: must be a faculty member (Professor, Associate Professor, Assistant Professor, Senior Lecturer, Lecturer) holding an appointment at the Harvard T.H. Chan School of Public Health
- **Committee Member #2**: must be a faculty member (Professor, Associate Professor, Assistant Professor, Senior Lecturer, Lecturer) at Harvard School of Public Health or elsewhere within Harvard
- **Committee Member #3**: may be either a faculty member (adjunct faculty included) or a professional in the public health field (with appropriate education and experience to assess work at a doctoral level at Harvard). To avoid any conflict of interest, the professional cannot be employed at the student host’s organization She/he must agree to take on the responsibilities of a committee member in writing.

The Committee Chair has special responsibilities in the Doctoral Project Committee which require some additional notes. This Chair should be the first a degree candidate identifies and can assist with identifying other committee members. The Committee Chair manages and leads the outlined processes for ensuring satisfactory progress of the degree candidate, communicating with the student around clear expectations around their deliverables for the project, and should be the primary point of contact for the host organization and student should challenges arises.

Committee Members Attending Exams Virtually

Two of the three committee members must be physically present for all exams. The Committee Chair must be physically present for all examinations. She/He cannot attend any exam virtually. One of committee Members #2 **or** #3 may attend your OQE and OFE virtually (Skype, BlueJeans, etc.). You must submit a general petition to the Registrar's Office for approval.

Table 4: Roles and Responsibilities of Doctoral Project Committee Members

Committee Roles and Responsibilities	Committee Chair	Committee Member #2	Committee Member #3
<i>Summary of key responsibilities</i>	Serves as the primary point of contact for the student and the DrPH Program; Chairs the Doctoral Project Committee and signs off on all required paperwork.	Contributes in area of expertise to project, and feedback and evaluation milestones.	Contributes from the organizational perspective and provides feedback and evaluation based on milestones.
<i>Availability</i>	Agrees to be chair of committee through degree candidate graduation. Must be physically present for examinations. Should participate at least virtually in Student Progress Reports, will provide email/phone consultation with degree candidate. Will provide periodic in person/ virtual/ email/ phone communication. Required commitment for a minimum of 12 months or until graduation.	Available for consultation on DELTA Proposal. Should participate at least virtually in Student Progress Reports, will provide email/phone consultation with degree candidate. Required commitment for a minimum of 12 months or until graduation.	Available for consultation on DELTA Proposal. Should participate at least virtually in Student Progress Reports, will provide email/phone consultation with degree candidate. Required commitment for a minimum of 12 months or until graduation.
<i>Feedback</i>	Primary individual managing DELTA Proposal feedback, and will be responsible for prompt and timely signatures of approval of all DELTA Milestone components, DELTA Doctoral Thesis drafts, and outreach for host organization feedback and evaluation.	Reviews and offers feedback on areas of expertise for proposal, drafts of thesis and deliverables. Should provide resources, guidance of areas of expertise, and ask questions for deepening project.	Reviews and offers feedback on leadership development, public health expertise, drafts of thesis, and deliverables. Should provide resources, guidance of areas of expertise, and ask questions for deepening project.
<i>DELTA Oral Final Examination</i>	Attends and chairs the DELTA Oral Final Examination	Attends and participates in DELTA Oral Final Examination.	Attends and participates in DELTA Oral Final Examination.
<i>Evaluation</i>	Leads evaluations and	Will inform and sign-off	Will inform and sign-off

	signs off on Oral Qualifying Examination and DELTA Oral Final Examination for graduation.	on Oral Qualifying Examination and DELTA Oral Final Examination evaluations.	on Oral Qualifying Examination and DELTA Oral Final Examination evaluations.
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Declaration of Doctoral Project Committee

Degree candidates may consult their academic advisor, other advisors and mentors, the DrPH Program staff and possible committee chairs prior to naming their committee. The identification of the chair and committee members is the sole responsibility of the student.

To officially declare the members of the Doctoral Project Committee, all DrPH degree candidates must submit a completed *Nomination for Doctoral Project Committee form* with all required signatures by **May 1, 2018**. It's recommended that degree candidates obtain all committee member signatures of commitment before this time. Failing to submit this form by the appropriate date will delay the student's ability to schedule their Oral Qualifying Examination, which may put them at risk for falling behind on their Doctoral Timetable.

Changing Doctoral Project Committee Members

Occasionally, there may be a need after officially declaring a Doctoral Project Committee for a degree candidate to change a committee member. In such cases, the student must petition, with the permission of the Committee Chair and DrPH Faculty Director. To petition for a change of committee member, students must complete a *General Petition* form. Changes in committee should be considered carefully as it could impact the timing of degree completion.

In Case of Conflict

In the case that conflict or challenges arise, below are guidelines for handling these types of matters.

Student and Host Organizational Conflict

If a student or host organization is experiencing conflict, the student should approach the DELTA Chair for advice of resolving the conflict in a timely manner. Should the conflict not be resolved in a timely manner that may affect satisfactory progress of the DELTA Doctoral Project, when appropriate the student should notify the DrPH Program Administrator who will bring it to the attention of the necessary school personnel.

Student and Committee Conflict

If a student or Doctoral Project Committee is experiencing conflict, the student or chair of the Doctoral Project Committee should approach the Faculty Director for guidance in a timely manner. Appropriate solutions should be discussed and implemented promptly. Committees whose degree candidates fail to keep satisfactory progress with the doctoral timetable should consult the DrPH Program Administrator and Registrar's Office for immediate guidance.

Part V: Doctoral Milestones, Timetable, and Descriptions

The timetable and milestones are designed to ensure that each degree candidate stays on track to graduate on time. Each milestone is meant to ensure accountability and progress towards completion.

Note: Not described in this section is the DELTA Oral Final Examination, which is detailed in Part IV: Doctoral Project Committee.

The milestones are sequentially related and a student **may not** be able to proceed to the next milestone without having completed the previous one. Should questions or concerns arise, degree candidates should consult their Doctoral Project Committee or the DrPH Program Administrator, *before* the set deadline as to stay on schedule. Students who do not meet the approved doctoral timetable must review their situation with the DrPH Program Administrator since in some cases we may need to consult with the Doctoral Student Liaison to the Committee on Admission and Degrees (CAD) in the Registrar's Office to develop a revised doctoral timetable.

All milestones requiring submission need a signature by one or multiple parties; therefore, the degree candidate must pay close attention to deadlines to assure that the required signatures can be obtained on time. The DrPH Program will monitor the completion of all deliverables along with the Registrar's Office that will audit and ensure adequate progress. *Milestones in **bolded** text have dates that cannot be altered.*

DELTA Doctoral Project Milestones & Deliverables Timetable

Milestone	Timeline	Brief Description	Final Submission
DELTA Doctoral Project Planning	September 2017 – April 2018	In consultation with DrPH Interim Faculty Director and Deputy Director, the degree candidate should identify a potential host organization, committee members, develop deliverables and leadership development goals.	
Submit Prospective Program	December 15, 2017	Prospective Programs should include all course work taken and intended to be taken for Year 1 and 2. All requisite signatures must be collected.	To Registrar's Office and DrPH Program Administrator (Email)
Complete Travel Waiver and Register Travel	May 1, 2018	Complete domestic or international travel waiver. Student register's travel through Harvard's website.	Travel Waiver – DrPH Program Administrator (Email)
Submit Final Program	May 1, 2018	Submit Final Program with all requisite information & signatures.	To Registrar's Office and DrPH Program Administrator (Email)
Submit Nomination for Doctoral Project Committee Form	May 1, 2018	Submit Nomination for Doctoral Project Committee form with all required signatures to officially nominate the committee.	To Registrar's Office and DrPH Program Administrator (Email)
DELTA Doctoral Project Proposal	<i>Recommended before end of May, 2018</i>	DELTA Doctoral Project Proposal is shared with DELTA Advisory Committee, Academic Advisor and DrPH Program.	Committee Chair; DrPH Program Administrator (Email)
Written Qualifying Examination	May 18, 2018	The Written Qualifying Exam is expected to cover the Foundational Knowledge and Enabling Change	

		required coursework of the DrPH Program. The student must pass this exam before going on their Oral Qualifying Examination.	
Submit Scheduling DELTA Oral Qualifying Examination Form	Three weeks before date of Oral Qualifying Examination	Student is expected to complete the Oral Qualifying Examination Scheduling Form with all signatures and provide this to the Registrar's Office. <i>It is highly recommended to schedule the exam as early as possible and submit this form on time.</i>	To Registrar's Office and DrPH Program Administrator (Email)
DELTA Oral Qualifying Examination	June 1 – June 30, 2018	The Oral Qualifying Examination assesses the integrity of the student's proposal and readiness to engage in fieldwork. Only once the student has passes the oral qualifying examination may they go onto their field phase. Degree candidates will not be able to take this examination until they pass their Written Qualifying Examination.	To Registrar's Office
Engaged in project field work phase	July 1, 2018 – February 28, 2019 (Year 3)	Pending a passing mark on the Oral Qualifying Examination and Written Qualifying Examination, the DrPH degree candidate will be able to begin their 8-month experiential learning phase at the host organization.	
Draft of Doctoral Thesis's Analytical Platform & Progress Report 1	September 28, 2018	In September, the student is expected to set up a meeting with the Committee members and turn in a Progress Report with all requisite signatures and documentation within a week after the meeting. Students can meet with their committee virtually, provided they submit a general petition to the Registrar's Office. As per the Registrar's office requirement, majority of committee members should be present for a progress report meeting. (If there are 3 committee members, 2 must be present). If a committee member cannot attend a progress report meeting, a general petition needs to be submitted to the Registrar's Office as well. This is the date the progress report is to be submitted to the Registrar's Office. This is not the day you should hold your progress report meeting. Please plan accordingly.	To Registrar's Office and DrPH Program Administrator (Email)
Progress Report 2	December 21, 2018	By December, the student is expected to have made further progress and is expected to set up a meeting with the Committee members and turn in a Progress Report with all requisite signatures and documentation within a week of the meeting. Students can meet with their committee virtually, provided they submit a general petition to the Registrar's Office. As per the Registrar's office requirement, majority of committee members should be present for a progress report meeting. (If there are 3 committee members, 2 must be present). If a committee member cannot attend a progress report meeting, a general petition needs to be submitted to the Registrar's Office as well.	To Registrar's Office; DrPH Program Administrator (Email)

		This is the date the progress report is to be submitted to the Registrar's Office. This is not the day you should hold your progress report meeting. Please plan accordingly.	
Progress Report 3	March 1, 2019	By March, the student should be concluding the DELTA host progress and is expected to set up a meeting with the Committee members and turn in a Progress Report with all requisite signatures and documentation within a week of the meeting. Students can meet with their committee virtually, provided they submit a general petition to the Registrar's Office. As per the Registrar's office requirement, majority of committee members should be present for a progress report meeting. (If there are 3 committee members, 2 must be present). If a committee member cannot attend a progress report meeting, a general petition needs to be submitted to the Registrar's Office as well. This is the date the progress report is to be submitted to the Registrar's Office. This is not the day you should hold your progress report meeting. Please plan accordingly.	To Registrar's Office; DrPH Program Administrator (Email)
Students Expected to Work on Deliverables	March 1 – April 17, 2019	After the 8-month DELTA Doctoral Project, degree candidates may return to campus to solely work on their deliverables and prepare for their DELTA Oral Final Examination.	
Submit DELTA Oral Final Examination Scheduling Form	A minimum of 3 weeks before the DELTA Oral Final Examination (Year 3)	This form is due at least three weeks before the scheduled DELTA Oral Final Examination date. The degree candidate must submit a completed form with all completed information and signatures.	To Registrar's Office and DrPH Program Administrator (email)
DELTA Oral Final Examination	March 1- April 17, 2019	DrPH degree candidates complete their maximum 90-minute DELTA Oral Final Examination. The Committee Chair will submit the result.	To Registrar's Office and DrPH Program Administrator (email)
Last Day to Submit DELTA Doctoral Thesis deliverables to be able to participate in May Commencement	April 19, 2019 (exact date tbc)	This is a strict university deadline that cannot be moved. Having passed the DELTA Oral Final Examination, all deliverables must be submitted through ETDs@Harvard. Note: please send a copy of your Personal Journey Statement to the DrPH Program Administrator via email	To Registrar's Office
Harvard Commencement	May 23, 2019 (exact date tbc)	May Commencement	

The deadline for final submission is not negotiable for a May graduation.

Milestones & Deliverable Descriptions

Prospective Program

The Prospective Program is a two-page form where the candidate lists all of the coursework completed thus far as well as the coursework she/ he intends to take. This is a good opportunity to ensure that the coursework is comprehensive and preparatory for the DELTA Doctoral Project. At a later point, she/ he will submit a Final Program that lists the courses taken/ completed. This form must be signed by the academic advisor and may provide an opportunity to discuss the academic trajectory and experience thus far. It must be then signed by the DrPH Program Administrator, and finally submitted to the Registrar's Office by the deadline.

Final Program

The Final Program is completed after the last registration period in the final semester. The form is the same as the Prospective Program and you must obtain all required signatures. Then, it must be signed by the DrPH Program Administrator, and finally submitted to the Registrar's Office by the deadline for the degree candidate to sit for their Written Qualifying Examination and Oral Qualifying Examination.

DELTA Doctoral Project Proposal

The DELTA Doctoral Project Proposal is a description of the proposed project, including an introduction, background and degree candidates role in the host organization, considerations of resources needed and provided as well as social and political considerations within the host organization, a literature review, approach and methods, clear timeline and deliverables for both the host organization as well as the committee, potential problems and strategies for mitigation, and lastly a conclusion on implications for self, organization and sector.

The proposal will be 5-8 pages single-spaced in length. A proposal will be completed as part of the DELTA seminar and shared with the committee. The proposal that will be the subject of the Oral Qualifying Examination will be shared with the Doctoral Project Committee and the Faculty Director of the DrPH Program. Please send a copy of your proposal to the Registrar's Office and the DrPH Program Administrator.

In discussion with the students, framing questions as well as an outline for the DELTA Doctoral Project Proposal to guide the process have been created. These documents can be located in the Appendix B and Appendix C.

Written Qualifying Examination (WQE)

The WQE will have three parts: two take home deliverables and one in-class examination. The three parts will cover learnings in the required coursework of the first academic year of the DrPH including both Foundational Knowledge and Enabling Change components of the program.

The three parts of the WQE will be as follows:

Deliverable #1: Analysis and interpretation of a public health related dataset in the format of a 3 to 5-page paper.

Deliverable #2: Development of a PowerPoint presentation for senior leadership regarding organizational, financial and operational impact of proposed major change. Student choice of domestic or international question (maximum of 15 slides).

Deliverable #3: Writing of policy memo on a public health related issue with analysis and recommendations. Student may choose a domestic policy or international policy question.

The specifics of deliverables #1 and #2 will be provided at 8 am on Monday, May 14, 2018. The completed deliverables (i.e., 3 to 5-page paper, PowerPoint presentation) will be due by **5pm on Wednesday, May 16, 2018**. Please send all documentation to the DrPH Program Administrator, Gary Williams (gwilliams@hsph.harvard.edu). Deliverables #1 and #2 will be open book.

Deliverable #3 will involve a 2.5 hour in class exam that will take place on Thursday, May 17, 2018 at a time and place to be determined. At the end of that exam period, the student will submit the policy memo. Deliverable #3 will be closed book. Classrooms will have computers for your use but will explicitly not have Internet access. You will not be able to bring other devices into the classroom

Each of the three deliverables will be graded anonymously by two reviewers using standard letter grades. The six letter grades (two for each of three deliverables) will be averaged. In order to pass, the average grade will need to be a minimum of a **B+**. Students will be notified of their grades for each part and their overall grade two weeks after the examination but will not receive any written comments on the specific parts unless they did not pass.

If a student does not achieve an average grade of B+, he/she will take an alternate exam at the end of year 2 for those deliverables where there is not an average grade of B+ or higher (average of 2 reviewers for that deliverable). Only **one** retake will be allowed. In order to pass, the student will need to have an average grade of B+ on the alternate exam.

The DrPH Program will provide optional review sessions in Spring 2.

Oral Qualifying Examination Scheduling Form

The Oral Qualifying Examination Scheduling Form is submitted to the Registrar's Office at least 3-weeks before the date of the Oral Qualifying Examination to allow for scheduling purposes. Students can and should schedule their Oral Qualifying Examination before they take their Written Qualifying Examination.

All required signatures must be obtained by the student before the form is submitted. Room reservations will be scheduled through the DrPH Program Assistant prior to submitting this form to the Registrar's Office. 1-week notice is required for room scheduling. **This form can be submitted before the Written Qualifying Examination with the understanding that the degree candidate needs to receive a passing grade before proceeding to the Oral Qualifying Examination.**

Oral Qualifying Examination (OQE)

Students can take their Oral Qualifying Examination only after they have passed the Written Qualifying Examination. The Oral Qualifying Examination can be scheduled once the Committee Chair agrees that the Proposal is ready for examination. The Oral Examination consists of an up to 90-minute examination with the Doctoral Project Committee. The first 30-minutes will be a presentation from the degree candidate on their Proposal. The committee will then ask the student questions to assess the student's readiness to embark on the project. The remaining time can be spent by the Doctoral Project Committee to help the student strengthen the project plans.

Upon completion of the discussion, the Doctoral Project Committee will meet in private session to determine whether the student has (a) passed the Oral Qualifying Examination and can advance to the project stage; (b) passed with conditions requiring some revisions to the Proposal; (c) does not pass. In the case of (b) or (c) the committee will recommend next steps to the student in writing which may include options for re-examination. No more than one reexamination will be allowed. Should a student fail, a new oral examination will need to be rescheduled after a student has made adequate progress and the Committee Chair has deemed the student ready for reexamination. Committee members will submit a single grading form to the DrPH Faculty Director for her/his signature. Confirmation of the grade will be communicated to the Registrar's Office through the student's doctoral committee.

Students must pass their OQE **before** they are allowed to register for DRPH 350 (DELTA Doctoral Project – Residence) or DRPH 400 (DELTA Doctoral Project – Non-Resident). Students who schedule their OQE after the Summer session begins **must** register for an independent study (15 credits) for the entire summer semester in order to maintain your status as a full-time student. You may enroll in DRPH 350 or DRPH 400 in Fall provided you pass the OQE. There are no exceptions to this rule. It is highly recommended all students **take their OQE by the end of June** to stay on track with their DELTA timeline.

Student Progress Reports & Progress Meetings

A Student Progress Report and virtual meeting is designed to help the Committee monitor satisfactory progress of the student's DELTA Doctoral Project and experience at the host organization. Progress Reports are to be completed three times: once at the 3-month mark, the 6-month mark, and the 8-month mark. Student Progress Reports are due 1 week after the Committee and degree candidate have met. During the meeting, all committee members must be present, in person or available via a virtual chat platform. If a committee member cannot make the meeting, the meeting must be rescheduled.

It is the responsibility of the student to organize the meeting and secure all requisite signatures and assure that the required forms are submitted to the Registrar's Office on time.

Please note: students who extend their graduation date will be required to submit additional progress reports until they are completed. For example, students who extend their graduation date to November 2019 will be required to submit an additional progress report. If a student extends their graduation date a second time (March 2020), they will be required to submit another progress report for a total of two extra progress reports.

Communication with Host Organization

The Committee chair will solicit feedback from the host organization regarding the degree candidate's progress via email, teleconference or virtually (Skype, BlueJeans, etc.). Your host organization does not have to submit a progress report.

Part VI: DELTA Oral Final Examination (OFE)

The DELTA Oral Final Examination marks the completion of the project phase in the DrPH program. It is the last evaluation of the students work in the program, focusing on the DELTA Doctoral Project. All Harvard DrPH students must complete the field phase and deliverables before proceeding to the Oral Final Examination. For the Class of 2019, all degree candidates must have completed their DELTA Oral Final Examinations with

all revisions and approvals and submission of deliverables by **April 20, 2019 at 4:00PM EST** to graduate in May 2019. This deadline cannot be changed.

Criteria for Evaluation of the DELTA Doctoral Project

It is ultimately the responsibility of the Doctoral Committee to determine whether the DELTA Doctoral Project has been completed satisfactorily. The DrPH Program has developed criteria that can be used in this evaluation and these are summarized below. The DELTA Doctoral Project Proposal should provide the committee with some guidance on how the proposed project will meet the criteria for evaluation of the DELTA Doctoral Project.

It is in the best interest of the Doctoral Project Committee and the degree candidate to ensure that a mutual understanding of evaluation criteria is established in preparing for the Oral Qualifying Examination and the field project phase. As aligned with the goals of the DrPH Program and the DELTA Doctoral Program, below are some suggested guidelines for evaluating a DELTA Doctoral Thesis and learning objectives:

1. Can translate knowledge to be used for impactful practices or policy.
 - a. This can be evaluated by the DELTA Doctoral Thesis: Introduction and Analytical Platform, and implication sections of the Results Statement.
2. Can make effective use of skills in enabling change -- leadership: management, communication, and innovation -- to: engage effectively with a project that demonstrates supporting a host organization, its mission, and population it serves; exercise leadership; advance on a personal growth path towards future professional development.
 - a. These can be evaluated through the Results Statement section of the thesis, the Personal Journey Statement, and Other Deliverables.
3. Articulate how the project improves strategies for advancing the public health or health care sector.
 - a. This can be evaluated by the DELTA Doctoral Thesis's Results Statement and other deliverables

DELTA Oral Final Examination Format

Once the DELTA Doctoral Thesis, Personal Journey Statement and Other Deliverables are complete, students will be examined by the Doctoral Project Committee at a session that will be open to the Harvard University community. The DELTA Oral Final Examination will be a maximum of 90-minute presentation and examination, with time for questions. Approximately 45 minutes of the presentation will be devoted to the candidate's formal presentation, followed by another 45 minutes for Q&A with committee members and other questions and discussion. The committee will then meet privately to evaluate the examination and determine grading, following which they will meet privately with the candidate to present their results and agree on next steps.

The committee can reach the following results of the Examination:

- a. Approved (no revisions required).
- b. Approved with Minor Revisions (All revisions must be resubmitted to the Doctoral Project Committee for review and final approval, no reexamination required by April 17, 2019.)
- c. Approved – Pending Significant Revisions (All revisions must be resubmitted to the Doctoral Project Committee for review and final approval, no reexamination required by April 17, 2019.)

- d. Not approved - (DELTA Doctoral Project Deliverables not able to be revised and approved by April 17, 2019 and re-examination will be required).

In some cases, revisions will need to be made. In this case, degree candidates are *highly recommended* to schedule their DELTA Oral Final Examination *before March 30, 2019* to ensure enough time to make revisions and approval. **April 17, 2019 at 4:00PM EST (final date to be confirmed)** is the final submission time for the May 2019 Harvard Commencement.

Scheduling the DELTA Oral Final Examination

The date for the DELTA Oral Final Examination is determined by the candidate and the Committee Chair. The exam should take place once the DELTA Doctoral Project deliverables are complete and the DrPH degree candidate is ready to present.

The *DELTA Oral Final Examination Scheduling form* for the DELTA Oral Final Examination must be submitted for the DrPH Faculty Director's signature through the DrPH Program Administrator. Room reservations will be scheduled through the DrPH Program Assistant prior to handing this form into the Registrar's Office. One week notice is required for room scheduling. Be sure to allow sufficient time for the processing of the signature defending for scheduling and publicizing purposes. A minimum of 3-weeks is required by the Registrar's Office prior to the date of the DELTA Oral Final Examination.

The Committee Chair must be physically present for the examination. Committee Member #2 or Committee Member #3 must be physically present as well. The student must submit a general petition to the Registrar's Office for approval to have a member attend virtually (i.e.: committee members #2 or #3). While the project examination is a public forum, only the Doctoral Project Committee will be present for the discussion and feedback of the examination. The public is able to ask questions only once the presentation and Q&A by the Doctoral Project Committee is finished.

DELTA Oral Final Examination Preparation

While every DELTA Oral Final Examination will look different, it is the responsibility of both the degree student and the Doctoral Project Committee to agree on expectations for the presentation of the DELTA Oral Final Examination. In general, while the presentation should summarize the project, it is also an opportunity for the degree candidate to highlight the Results Statement of their DELTA Doctoral Thesis and other findings or results they wish to share.

Part VII: Registration, Visa, Health Insurance and Travel Waivers

Complying to the Doctoral Timetable

The DrPH Program is designed to enable students to complete the degree in three academic years from date of entry into the program including completing required coursework, the DELTA Doctoral Project, and the Oral Final Examination. The program has allowed for additional time up to one year if needed. The DrPH Faculty Director and Registrar's Office would need to grant an extension beyond the three years after a student requests more time through the proper petitioning mechanism. Failure to comply with the three-year approved doctoral timetable, without a new pre-approved timetable, puts a degree candidate at risk for being administratively withdrawn by the Registrar's Office on behalf of the Committee on Admission and Degrees.

Registration during the DELTA Doctoral Project

It is the student's responsibility to register on time each semester, during their DELTA Doctoral Project to remain an enrolled full-time student in the DrPH Program, and eligible for financial aid. Dates of registration are posted on the Harvard Chan School Academic Calendar. DrPH students must register for 15 to 20-credits of DELTA Doctoral Project credits. To determine which set of credits to register see below to determine whether your status will be resident or non-resident. Failing to register on time puts a student at risk for being administratively withdrawn.

- Summer – 15 credits of DELTA Doctoral Project
- Fall – 20 credits of DELTA Doctoral Project
- Spring – 20 credits of DELTA Doctoral Project

Resident versus Non-Resident Status

Resident and non-resident status has implications for visa and health insurance. If completing your DELTA Doctoral Project outside of the Metro-Boston area, as per School Policy, students can apply for non-resident status, by submitting a Non-Resident Petition. To be approved for a change to non-resident status, a student must petition to the Registrar's Office.

Students who enroll in DRPH 350 (DELTA Doctoral Project – residence) are allowed, but not encouraged, to enroll in other courses while they are completing their DELTA project. Students who enroll in DRPH 400 (DELTA Doctoral Project – non-resident) are not eligible to enroll in courses as you are a non-resident student. If a non-resident student enrolls in a course and they do not petition to the Registrar's Office to change their status to residence, the student will be dropped from the course they enrolled in by the Registrar's Office. If your petition to change status is approved, you will now be a student in-residence which will affect your tuition. The tuition amount may increase as residence students are charged more than a non-resident student. It is in the best interest of the student to not enroll in any courses while on DELTA.

Visa

In cases where full-time international and domestic students from the Harvard T.H. Chan School of Public Health travel overseas students should take care to satisfy visa requirements both for the US and for other countries. For non-US students who may wish to be employed during the DELTA project year in the US, there may need to be further conversation. This will vary depending on your visa type, F-1 versus J-1.

It is the student's responsibility to ensure he/she communicates with the Harvard International Office to ensure alignment with maintaining full-time student status at Harvard and visa requirements for extended travel, and work authorization depending on the geographic location of the host organization.

All questions regarding the visa process should be directed to Elizabeth Capuano, the HIO advisor for HSPH, holds office hours for HSPH students and scholars in Kresge G10 on Thursdays. Information about dates and times is available on the HIO website here: <http://www.hio.harvard.edu/office-hours>

Further information about this Harvard Resource can also be found on their website: www.hio.harvard.edu.

Health Insurance

All full-time students, domestic and international, must have health insurance, even if they are not on campus. This is Massachusetts State Law. Students with adequate health insurance can continue to waive the Harvard University Health Insurance requirement.

Non-resident students are not expected to pay the health fee, and therefore can opt out with proper notification to the Registrar's Office. However, should a non-resident student decide to waive the health fee, they will no longer be able to utilize Harvard University health services. If a student uses these services for their primary care or mental health, student should consider the implications of this as they will not have access to them when they return to campus, even on a temporary basis.

It is important to ensure a student's health insurance plan is eligible when traveling overseas. If on the Harvard University Student Health Plan, for more information about the specifics of this coverage when traveling abroad, please see:
<http://hushp.harvard.edu/travel-outside-us>.

If you waived the Harvard Student Health Insurance Plan, you will need to check with your insurance company to determine the extent of your coverage. When you call your health insurance company, you should ask the following questions (1) do you have coverage outside the US, (2) are there limitations to coverage, (3) does overseas care have a higher deductible or coinsurance and (4) does your insurance company have a network in the country in which you are visiting.

If your health insurance does not provide coverage when you are traveling abroad, you will be required to purchase a short-term international health insurance plan.

Travel Waiver

In accordance with Harvard University, all degree candidates completing their DELTA Doctoral Project, whether domestically or internationally, will be required to complete a Travel Waiver, and register their travel. All degree candidates are advised to complete appropriate recommendations as outlined in the Travel Guidelines in Appendix H.

Part VIII: Ethical Considerations

Overview

The DrPH Program and Harvard T.H. Chan School of Public Health recognizes that the DELTA Doctoral Project requires that degree candidate balance between being a full-time learner wherever he/she chooses to do their DELTA Doctoral Project. As such certain professional behaviors are expected of Harvard T.H. Chan degree candidate wherever they go, as they represent not only the values of the DrPH Program but the larger university. In preparing for the DELTA Doctoral Project, each degree candidate is responsible for educating themselves on how to protect host organization personnel and the communities they serve from risk of personal or professional harm. Below are some suggestions of areas a degree candidate should consider. This list is not intended to be comprehensive, so the degree candidate should seek support from their Doctoral Project Committee about Harvard and sector specific resources to adequately prepare them.

Expectations of Degree Candidate in a Professional Context

The Degree Candidate is expected to maintain professional communication and relationships with the host organization, its staff, and all its constituents. Though not in the academic school context, the DrPH Program expect the same student code of conduct, ethics, and integrity in the workplace.

Degree candidates are expected to manage their time wisely and to manage their professional commitments to also not fall behind on their deliverables and milestones for the DrPH Program.

Use of Human Subjects

If you are conducting research with human subjects as part of your DELTA Project, please refer to IRB website. Research with human participants includes not only medical or biological but also surveys, interviews and records review. Prior approval from IRB is required and the review process can take at least 1-2 months. You should check with the organization where you are working to inquire whether they have an IRB process. In some cases, Harvard will accept another organization's IRB review, but in all cases of human subjects' related research, a Harvard IRB agreement is required.

For the Class of 2019 (Cohort 3,) each degree candidate will be required to meet with a QA/QI Specialist for a brief consultation to determine whether their project require IRB approval. Pending QA/QI Specialist advice, each degree candidate may have specific follow up steps required to ensure data is collected properly. If the student is not using human subjects, they are not required to contact IRB.

IMPORTANT: If you collect human subjects' data without the appropriate IRB approval, you will not be able to use these data in your DELTA Doctoral Thesis or other DrPH degree submissions. Please consult with the DrPH team, your committee, and/or the Associate Director of Regulatory Affairs & Research Compliance, Alyssa Speier, at aspeier@hsph.harvard.edu for further assistance.

Consent

Before quoting or identifying any individual by name in the DELTA Doctoral Thesis, Personal Journey Statement, or Other Deliverable, the degree candidate is expected to obtain written content from each individual, properly explaining the purpose of the DELTA Doctoral Project. Should consent not be obtained, it is the degree candidates responsibility to hid the identity of the individual significantly or omit the information if it is not possible.

Documenting the Contribution of Others and Plagiarism

Degree candidates, when conducting DELTA Doctoral Project work, are expect to abide by all policies outlined in the Harvard T.H. Chan School of Public Health's Student Handbook as it pertains to Academic Integrity. For further details on how to ensure proper documentation of others make sure to keep notes of where ideas and literature came from when writing a works cited. Additionally, the Doctoral Project Committee can be a useful guide for navigating how to document the contribution of others.

Guidelines on Public Availability and Confidentiality

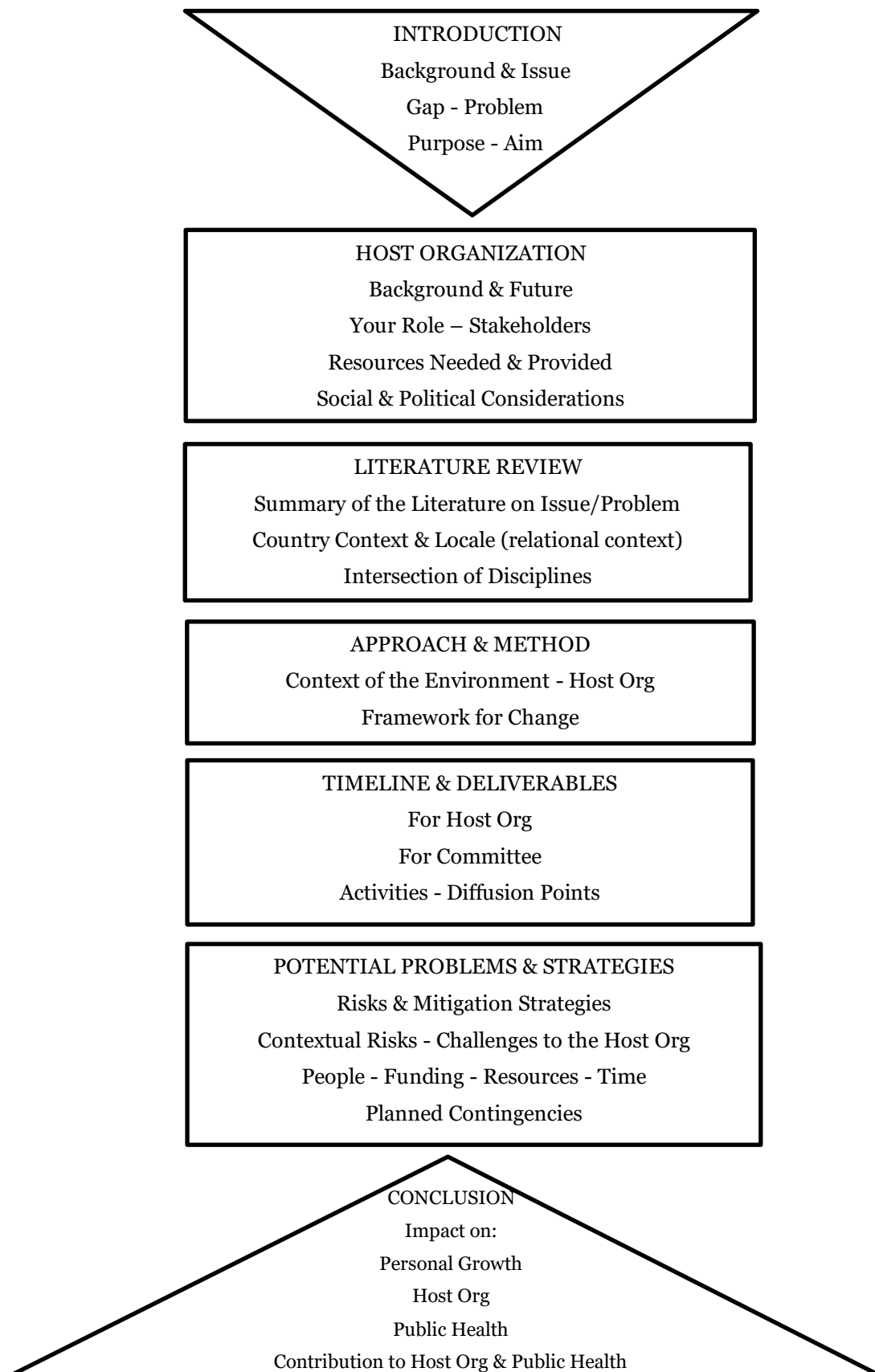
The DELTA Doctoral Thesis will be available in the Harvard Library. Depending on the agreement with the host organization, Harvard will allow the DELTA Doctoral Thesis and its data to be embargoed for up to two years. The opportunity to embargo the work is selected at time of submission to ETDs@Harvard.

Appendix A: DELTA Doctoral Project Examples

The following are some examples of the kinds of projects that would be suitable for proposal as DELTA Doctoral Projects. These are examples that have been completed by DrPH students:

Organization Name	Goals
The World Bank Global Financing Facility (Washington, DC)	Capacity building in health financing Assess country capacity in health financing using a new methodology. Unpacking the reasons for limited capacity in health financing and to understand role of power dynamics, which can impede implementation capacity.
UnitedHealthcare (Minnetonka, Minnesota)	Exploring emerging practices to improve the health status of Medicaid managed care populations through a social determinants of health approach Focus: what is the evidence on the effectiveness of interventions that Medicaid managed care organizations have led in the last 20 years to better meet the social services and social determinants-based needs of Medicaid populations?
Malaysia Health Systems Research (MHSR)	Conducting analytical work to inform the transformation of Malaysia's health financing and service delivery – such as creating cost projections of enrolling different target populations into the government's non-profit voluntary health insurance scheme
Kingdom of Saudi Arabia Ministry of Economy and Planning	Investigate possible geographical health disparities and initiate processes of investigation in hopes of reducing disparity. Engage stakeholders in the process of addressing health disparities including the understanding of facilitators and barriers affecting the process.
Administración de Seguros de Salud (ASES) (San Juan, Puerto Rico)	Analyze <i>Mi Salud</i> (Medicaid) spending and make recommendations to improve efficiency and cost saving based on best practices. Reduction in GHIP's net spending on outpatient drugs by implementing proposed changes: increasing the discounts applicable and implementing standardized and stricter exception and exclusion policies
Kaiser Permanente Total Health Promotion Unit (Los Angeles, California)	Investigate effects of intervention in social and economic determinants on population health. Designing and implementing a Cal-Fresh Auto-Enrollment pilot to connect patients that have been screened positive with food insecurity with Cal-Fresh (the state's food stamp program) via on-site application assistance.
The END Fund (New York, NY)	A systems thinking approach to global governance for neglected tropical diseases Use a systems thinking approach to help host organization refine its strategy to work more effectively as a member of the global NTD coalition to reduce the global burden of NTDs.
Concern Worldwide Ethiopia (Ethiopia, Africa)	Assuring program quality in humanitarian assistance: improving quality assistance in Concern Worldwide Ethiopia Analyze current monitoring, evaluation and learning system; recommend how to better measure and report the outcomes and impacts of Concern Ethiopia's interventions. Develop the monitoring and evaluation framework for Concern Ethiopia's Community Management of Acute Malnutrition SURGE model.

Appendix B: DELTA Doctoral Proposal Map



Appendix C: DELTA Doctoral Proposal Framing Questions

1. ISSUE/PROBLEM IDENTIFICATION

- What is the issue or problem you are planning to address?
- Why is this issue or problem important?
- What is being done to address the issue or problem already?
- What are you proposing to do differently?

2. HOST ORGANIZATION

- What is the background of the organization?
- Why did you choose it and why is it a good fit?
- What will your role be and what kind of support will you have?

3. LITERATURE REVIEW AND APPROACH

- How much is known/not known about the issue or problem?
- What framework(s) for change are you considering and why are they appropriate to the issue or problem?
- What quantitative and qualitative methods will you use to gather information?

4. DOCTORAL LEADERSHIP DEVELOPMENT GOALS

- What are your leadership development goals?
- How do you see your work in this organization supporting these goals?
- What measures might you use to demonstrate growth in these areas?

5. TIMELINE & DELIVERABLES

- What will be your activities and when will they be done?
- What are your deliverables for the organization and what are your deliverables for your committee?

6. POTENTIAL CHALLENGES & STRATEGIES

- What are some of the potential challenges that you are expecting?
- How do you intend to address these challenges?

7. CONCLUSION

- What is the expected impact on:
 - Personal and professional growth
 - The host organization
- Public health

Appendix D: DELTA Doctoral Thesis Title Page

The title page must contain the following information, well-spaced and centered on the page:

TITLE OF DELTA DOCTORAL THESIS

STUDENT'S NAME

A DELTA Doctoral Thesis Submitted to the Faculty of

The Harvard T.H. Chan School of Public Health

in Partial Fulfillment of the Requirements

for the Degree of *Doctor of Public Health*

Harvard University

Boston, Massachusetts.

Date

(month in which degree will be awarded, year of graduation (ex. May, 2016))

This should be the name the degree candidate plans to use in future publications, including op-eds in newspapers. Students should be mindful of nicknames or married names.

Appendix E: DELTA Doctoral Thesis Signature Page

The Signature Page must be formatted as follows:

This DELTA Doctoral Project, [*Title of DELTA Doctoral Project*], presented by [*Student's Name*], and Submitted to the Faculty of The Harvard T.H. Chan School of Public Health in Partial Fulfillment of the Requirements for the Degree of Doctor of *Public Health*, has been read and approved by:

(typed name below line – signature above)

(typed name below line – signature above)

(typed name below line – signature above)

Date: [*DELTA Doctoral Project Official Approval Date (month day, year)*]

Example:



Joe Smith

Appendix F: Travel Guidelines

DrPH DELTA Doctoral Project Travel Check List

Students pursuing DELTA Doctoral Projects domestically or internationally are required to complete the following steps to help ensure a safe and well planned experience.

Pre-Departure

☐ **Harvard Travel Registry**

Students are **required** to register their travel before undertaking field immersion international or domestic travel. Be sure to enter your lodging, transportation and emergency contact information in the [Harvard Travel Registry](#). You will also want to register with the embassy of your country of citizenship. In an emergency, Harvard Travel Assist, which is available worldwide, will provide you with medical referrals & security advice and emergency evaluation and repatriation. Before you go, visit: [Harvard Travel Tools](#).

☐ **IRB**

If you are conducting research with human subjects while abroad, please refer to IRB website. Research with human participants includes not only medical or biological but also surveys, interviews and records review. Prior approval from IRB is required and the review process can take at least 1-2 months. You should check with the organization of interest to inquire whether they have IRB approval for your work. Please consult with your Doctoral Project Committee and Associate Director of Regulatory Affairs & Research Compliance, Alyssa Speier, at aspeier@hsph.harvard.edu for further assistance.

☐ **Health**

If you are traveling on Harvard sponsorship you are required to have health insurance. While Harvard Travel Assist provides access to medical and travel assistance services, it does not provide health insurance coverage. Please speak with your health insurance company about coverage abroad.

If you are covered by the Harvard Student Health Insurance Plan, administered by Blue Cross Blue Shield, you have coverage when traveling outside the United States, although you will be responsible for any applicable deductible, copayments, and coinsurance. For more information about the specifics of this coverage when traveling abroad, please see: <http://hushp.harvard.edu/travel-outside-us>.

If you waived the Harvard Student Health Insurance Plan, you will need to check with your insurance company to determine the extent of your coverage. When you call your health insurance company, you should ask the following questions (1) do you have coverage outside the US, (2) are there limitations to coverage, (3) does overseas care have a higher deductible or coinsurance and (4) does your insurance company have a network in the country in which you are visiting.

If your health insurance does not provide coverage when you are traveling abroad, you will be required to purchase a short-term international health insurance plan.

☐ **Safety and Security**

Before departure, familiarize yourself with current information on health and medical facilities, as well as personal safety and security at your destination. Carefully consider your safety when arranging local lodging and transportation.

The following are helpful resources in addition to [Harvard Global Support Services](#).

[U.S. State Department Travel Warnings](#)

[U.S. State Department Country Specific Information](#)

[Overseas Security Advisory Council \(OSAC\)](#)

[Centers for Disease Control \(CDC\)](#)

☐ **Travel Safety Questionnaire**

If you're traveling to **high-risk regions** with Harvard sponsorship, you're required to complete the following steps. These steps are also recommended for all travelers to high-risk regions, whether or not the travel is sponsored by Harvard: (1) typically one month prior to travel, submit a [Travel Safety Questionnaire](#) to our International Safety and Security team. Harvard Global Support Services will share your questionnaire with the designated School official; (2) depending on the travel, we may request a follow-up consultation, usually a brief phone call; and (3) based on our recommendations and in consultation with you and any involved faculty, the designated School official may require additional safety measures and/or trip adjustments as a condition of receiving Harvard funding, credit, or other sponsorship. In exceptional cases where appropriate risk mitigation is found too costly or impractical, this may have the effect of deferring or canceling the trip.

☐ **Travel Waiver and Release**

If you are undertaking a field immersion either domestically or internationally you are required to submit an assumption of risk and general release form and travel waiver to the DrPH Program Administrator.

☐ **Vaccines**

Visit a travel clinic or your doctor for a pre-travel health consultation, including any specialists, at least one month before travel. Depending on health risks for your destination, you'll need to factor in time to take single or multi-dose vaccinations.

☐ **Visa**

Obtain a passport, required visa or letter of affiliation well in advance, as the process for each of these can take weeks and sometimes months. *International Students* should consult with the Harvard International Office. Elizabeth Capuano, the HIO advisor for HSPH, holds office hours for HSPH students and scholars: <http://hio.harvard.edu/office-hours#sthash.T3krjOet.dpuf>

Appendix G: Considerations for a Host Organization Agreement

The DrPH Program recommends that the degree candidate agree on certain understandings with their host organization or stakeholders.

The below are a few suggestions for possible topics to discuss for a letter of agreement:

1. The DELTA Doctoral Project will serve as a culminating experience for the degree candidate to receive their doctor of public health degree at the Harvard T.H. Chan School of Public Health;
2. The degree candidate's role in designing and executing the project within the host organization or within the body of stakeholders;
3. The degree candidate's responsibilities within the host organization as it pertains to the project's execution;
4. Who the degree candidate will report to and work with directly?

This should include process and content (project description, role within the organization, privacy and confidentiality of the materials and data you will be handling and the understanding that it will be used in an academic paper).

The agreement can be **signed and dated** by the degree candidate and a host organization representative and reviewed by the degree candidate's committee chair. While some information may repeat from the DELTA Doctoral Proposal this requirement fulfills and confirms commitment and placement.

Appendix H: Where to Find a Form or Document

TITLE OF DOCUMENT	WHO ACTS/FOR WHOM	WHERE
Change of Committee Member	Student	Registrar
DELTA Doctoral Project Proposal	Student	Student Initiated
Oral Final Examination Scheduling Form	Student	Registrar/ DrPH Program (Website)
Final Program	Student	Registrar/DrPH Program (Website)
General Petition	Student	Registrar/ DrPH Program (Website)
Nomination of Doctoral Project Committee	Student	Registrar/DrPH Program (Website)
Non-Resident Petition Form	Student	Registrar DrPH Program (Website)
Oral Qualifying Examination Scheduling Form	Student	Registrar/ DrPH Program (Website)
Prospective Program	Student	Registrar/ DrPH Program (Website)
Signature Page	Student	Student Initiated
Harvard Chan Student Handbook	Student/Committee	Registrar
Student Progress Reports	Student	DrPH Program (Website)
Travel Waivers	Student	DrPH Program (Website)

