# Department of
# Health Policy & Management

# Handbook

## 2018-2019
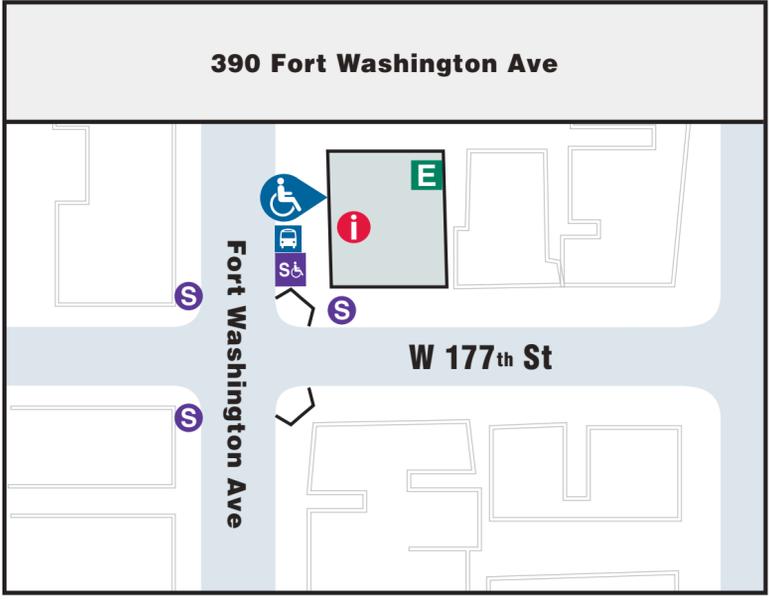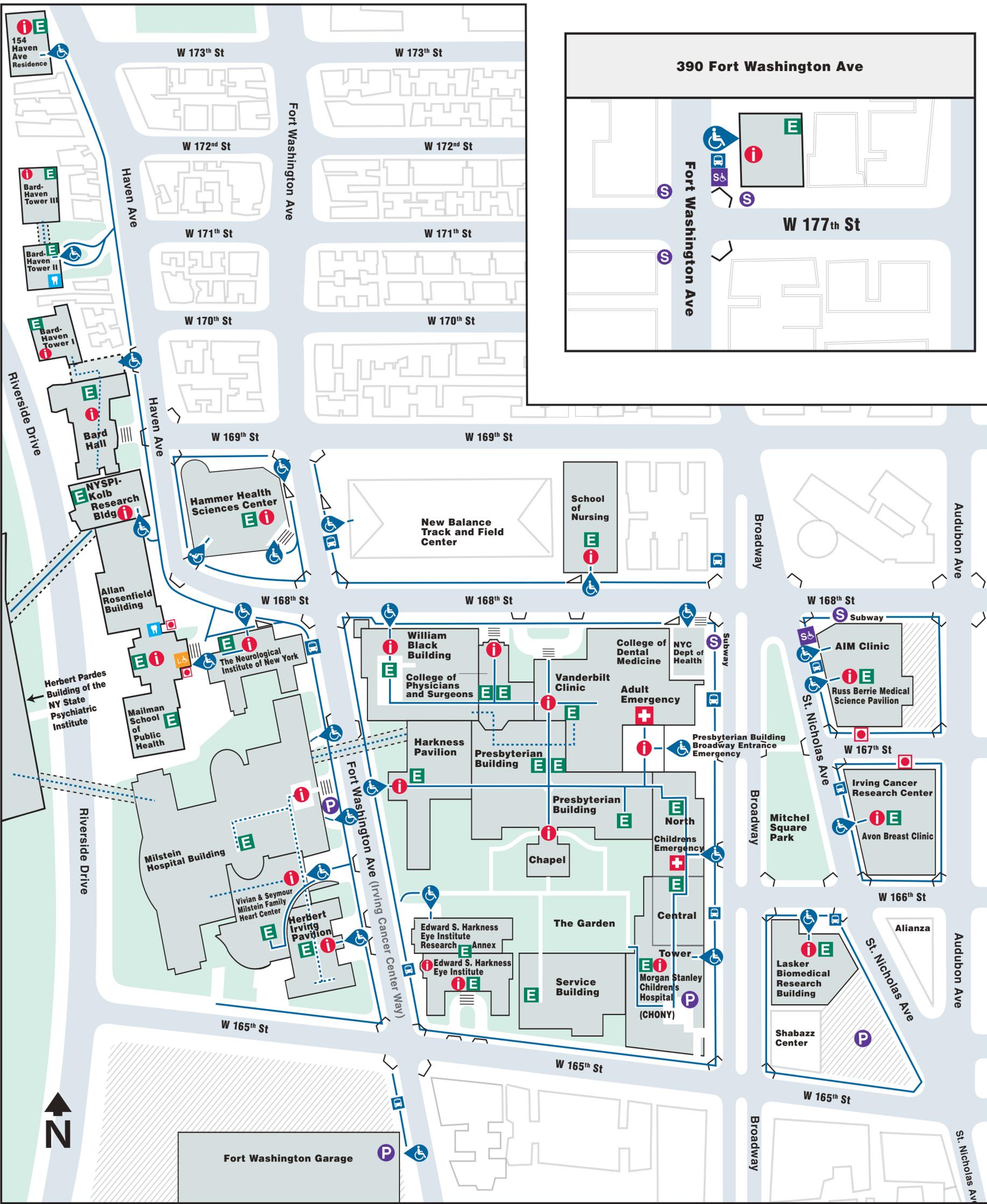
# COLUMBIA UNIVERSITY MEDICAL CENTER

## Map Labels

**390 Fort Washington Ave** (inset map)

W 173rd St
W 172nd St
W 171th St
W 170th St
W 169th St
W 168th St
W 167th St
W 166th St
W 165th St
W 177th St

Fort Washington Ave
Haven Ave
Fort Washington Ave
Riverside Drive
Riverside Drive
Fort Washington Ave (Irving Cancer Center Way)
Broadway
St. Nicholas Ave
Audubon Ave
St. Nicholas Ave

154 Haven Ave Residence
Bard-Haven Tower III
Bard-Haven Tower II
Bard-Haven Tower I
Bard Hall
NYSPI-Kolb Research Bldg
Allan Rosenfield Building
Herbert Pardes Building of the NY State Psychiatric Institute
Mailman School of Public Health
The Neurological Institute of New York
Hammer Health Sciences Center
New Balance Track and Field Center
School of Nursing
William Black Building
College of Physicians and Surgeons
College of Dental Medicine
NYC Dept of Health
Vanderbilt Clinic
Adult Emergency
Presbyterian Building Broadway Entrance Emergency
Harkness Pavilion
Presbyterian Building
Presbyterian Building
North
Childrens Emergency
Central
Tower
Chapel
The Garden
Milstein Hospital Building
Vivian & Seymour Milstein Family Heart Center
Herbert Irving Pavilion
Edward S. Harkness Eye Institute Research Annex
Edward S. Harkness Eye Institute
Service Building
Morgan Stanley Childrens Hospital (CHONY)
Mitchel Square Park
AIM Clinic
Russ Berrie Medical Science Pavilion
Irving Cancer Research Center
Avon Breast Clinic
Lasker Biomedical Research Building
Shabazz Center
Alianza
Fort Washington Garage

Subway
Subway

N

## MAP KEY

- ♿ Accessible Entrance
- **E** Elevator
- Ramp
- Curb Cut
- **L** Lift — Prior authorization or assistance from Public Safety required
- Stairs
- **P** Public Parking
  - *note: Valet parking at Milstein Hospital Bldg and CHONY*
- **i** Information Desk
- ✚ Emergency
- Emergency Call Boxes
- 🦷 Dental Practices
- **S** MTA Subway Entrance
  - *168th St.* Ⓐ Ⓒ ❶
  - *177th St.* Ⓐ
- **S♿** Accessible Elevator to Subway*
  - *note:*
  - Ⓐ Ⓒ are **accessible**
  - ❶ is not accessible
- MTA Bus Stop
  - All MTA buses are wheelchair accessible
- —— Accessible Campus Route
- ···· Interbuilding Access
  - see reverse side of map for additional information.

# Table of Contents

# Welcome to HPM

Welcome to the Department of Health Policy & Management (HPM). HPM seeks to produce a more equitable and more efficient health system through high quality research and academic programs. The department addresses the development and implementation of health policy and the effective management of healthcare organizations and systems through research, education and service.

HPM offers academic programs of study for the Master of Health Administration (MHA) and Master of Public Health (MPH) degrees. HPM also hosts three MPH certificates: health policy analysis, health policy & practice, and comparative effectiveness and outcomes research.

This handbook provides HPM-specific information about program requirements, course offerings, and special events for the 2018-19 academic year. Please note that the curriculum checklists are for the cohorts beginning coursework in the fall of 2018. In addition to information about HPM, this handbook also highlights important Mailman School of Public Health (MSPH) resources and policies. It should be used in combination with the online MSPH Masters Student Handbook, which is located at the following web address: https://www.mailman.columbia.edu/people/current-students/academics/student-handbooks

Students are encouraged to assume an active role in determining the scope and quality of their own education. We hope students actively participate in their educational program and extracurricular activities of HPM and MSPH. We also hope the information provided in this handbook will contribute to an open dialogue between students and the HPM faculty and staff.

# Programs of Study

**Columbia MPH**
**The Mailman School of Public Health Core**

All incoming Columbia MPH students are enrolled in the integrated MSPH Core curriculum in their first semester. The MSPH Core consists of six broad areas of study, known as "studios". These studios build upon each other to provide a broad foundation of knowledge needed for a career in public health. The MSPH Core Studios are as follows:

1. Foundations of Public Health
2. Quantitative Foundations, Evidence, and Policy
3. Biological & Environmental Determinants of Health
4. Social, Behavioral, & Structural Determinants of Health
5. Health Systems
6. Systems & Methods for Public Health Planning

In addition to the MSPH Core, all Columbia MPH students are required to complete two additional components of coursework: Integration of Science & Practice and Leadership.

**The HPM Discipline**

HPM students in the Columbia MPH program complete a series of five courses known as the HPM Discipline. The majority of these courses are taken in spring of the first year of study. These courses include:

1. HPMN P6503 Health Economics
2. HPMN P6529 Healthcare Accounting & Budgeting
3. HPMN P8502 Empirical Analysis for Health Policy
4. HPMN P8531 Health Policy & Political Analysis
5. HPMN P8582 Program Evaluation

Between the first and second year all FTM students are required to complete a summer practicum.

**Columbia MPH
Certificates**

All full-time MPH students must choose a certificate program in addition to the Core curriculum and the five HPM discipline courses. The HPM department hosts two certificates for HPM students: Health Policy Analysis and Comparative Effectiveness and Outcomes Research (CEOR). While most HPM students select the Health Policy Analysis certificate, some students are interested in pursuing the CEOR certificate or certificates in other departments. These additional certificates may focus on specific areas, such as global health; chronic disease; aging, child, youth, and family health; or infectious disease epidemiology.

Most students apply to a certificate as part of the application process to MSPH.  However, some students begin the MPH program with an "Undecided" certificate or become interested in switching certificates during the first fall semester. Students interested in declaring or switching certificates after matriculation must meet with Debra Osinsky, Associate Director of Academic Programs, to discuss certificate selection prior to the late fall certificate application deadline.

The Office of Educational Programs (OEP) coordinates the certificate application process and will notify students in late fall about certificate information sessions, the online application, and appropriate deadlines.  Please note, certificate switches are not guaranteed and may have financial and academic implications.

Certificate options and requirements can be found online:
https://www.mailman.columbia.edu/people/current-students/academics/certificates

**Columbia MPH – Health Policy Analysis Certificate**
**Faculty Director – Miriam Laugesen, PhD**

HPM is home to the certificate in Health Policy Analysis. Students interested in focusing on health policy, and who want to complete the majority of their coursework in HPM should choose this certificate. This certificate provides students with the knowledge and skills needed to work on health policy formulation and policy analysis in the United States and other countries. Students learn to interpret the current state of health policy and predict future trends. A variety of issues, including access to care, provider payment systems, and insurance coverage, are examined in relation to implementation challenges of legislative initiatives. The curriculum prepares students for employment in health departments, government agencies, consulting, foundations and international health organizations. Faculty represent a variety of disciplines including economics, political science, medicine, law, finance, and decision sciences.

Additional information on the Health Policy Analysis certificate and course requirements can be found online:
https://www.mailman.columbia.edu/become-student/degrees/masters-programs/masters-public-health/columbia-mph/certificates/health-1

# MPH – HEALTH POLICY ANALYSIS CERTIFICATE
## 2018-20 Curriculum Checklist

| SEMESTER | COURSE | CREDITS | COMPLETE |
|---|---|---|---|
| FALL 2018 | MPSH Core | 15 | |
| | P6020 Foundations of Public Health (1.5) | | □ |
| | P6031 Research Methods and Applications (4.5) | | □ |
| | P6040 Determinants of Health (3) | | □ |
| | P6052 Global and Developmental Perspectives (1.5) | | □ |
| | P6051 Public Health Interventions (1.5) | | □ |
| | P6060 Health Systems (3) | | □ |
| FALL 2018 | P6070 Integration of Science & Practice | 1.5 | □ |
| FALL 2018 | P8571 Pivot: Professional Development Course | .75 | □ |
| | | | |
| SPR 2019 | P6071 Integration of Science & Practice II | 1.5 | □ |
| SPR 2019 | P6081 Leadership Development | 1.5 | □ |
| SPR 2019 | P8531 Health Policy & Political Analysis | 3 | □ |
| SPR 2019 | P8502 Empirical Analysis for Health Policy | 3 | □ |
| SPR 2019 | P6503 Health Economics | 3 | □ |
| SPR 2019 | P6529 Accounting & Budgeting | 3 | □ |
| SPR 2019 | P8598 On the Road from Volume to Value: Understanding Healthcare Reimbursement OR Certificate Elective | 1.5 | □ |
| SPR 2019 | P8572 Pivot: Professional Development Course | .75 | □ |
| | | | |
| SUM 2019 | PRACTICUM | | □ |
| | | | |
| FALL 2019 | P6508 Health Policy & Political System | 3 | □ |
| FALL 2019 | P8508 Analysis of Large Scale Data | 3 | □ |
| FALL 2019 | P8548 Public Health Law | 3 | □ |
| FALL 2019 | Certificate Electives | 3 | □ |
| | | | |
| SPR 2020 | P8558 Strategic Management | 3 | □ |
| SPR 2020 | P8582 Program Evaluation | 1.5 | □ |
| SPR 2020 | P8587 Advanced Health Policy Seminar | 1.5 | □ |
| SPR 2020 | P8598 On the Road from Volume to Value: Understanding Healthcare Reimbursement OR Certificate Elective | 1.5 | □ |
| SPR 2020 | Certificate Electives | 1.5 | □ |

**Columbia MPH – Comparative Effectiveness and Outcomes Research Certificate**
**Faculty Director – Matt Neidell, PhD**

Clinical and public health research generates valuable data about disease prevention, diagnosis, and treatment. There is a pressing need to synthesize evidence to discover the best treatments and most effective interventions for specific patient groups. The Comparative Effectiveness and Outcomes Research (CEOR) certificate addresses these issues by identifying effective interventions for specific patient groups. CEOR informs the practices of healthcare providers and policymakers to make evidence-based resource allocation decisions. This process has been identified as a national priority by the federal government. The CEOR certificate provides students with the essential skills needed to measure and compare the expected effectiveness, risks, and costs from both clinical and public health interventions – crucial skills at a time of rising healthcare costs and restricted budgets. The CEOR curriculum incorporates quantitative research methods, decision analysis, and health economics. It covers evidence-based medicine, clinical and preventive guidelines, measures of patient outcomes, randomized controlled trials, economic evaluation of health interventions, statistical modeling, and health disparities. The CEOR certificate prepares graduates for a number of positions in academia, government, consulting, hospitals, and research organizations as well as the bio-pharma sector.

Additional information on the CEOR certificate and course requirements can be found online: https://www.mailman.columbia.edu/become-student/degrees/masters-programs/masters-public-health/columbia-mph/certificates/comparative

# HPM – CEOR CERTIFICATE
## 2018-20 Curriculum Checklist

| SEMESTER | COURSE | CREDITS | COMPLETE |
|---|---|---|---|
| FALL 2018 | MPSH Core | 15 | |
| | P6020 Foundations of Public Health (1.5) | | □ |
| | P6031 Research Methods and Applications (4.5) | | □ |
| | P6040 Determinants of Health (3) | | □ |
| | P6052 Global and Developmental Perspectives (1.5) | | □ |
| | P6051 Public Health Interventions (1.5) | | □ |
| | P6060 Health Systems (3) | | □ |
| FALL 2018 | P6070 Integration of Science & Practice | 1.5 | □ |
| FALL 2018 | P8571 Pivot: Professional Development Course | .75 | □ |
| | | | |
| SPR 2019 | P6071 Integration of Science & Practice II | 1.5 | □ |
| SPR 2019 | P6081 Leadership Development | 1.5 | □ |
| SPR 2019 | P8502 Empirical Analysis for Health Policy | 3 | □ |
| SPR 2019 | P6503 Health Economics | 3 | □ |
| SPR 2019 | P8568 Decision Analysis | 3 | □ |
| SPR 2019 | BIST P8120 Analysis of Categorical Data | 3 | □ |
| SPR 2019 | P8572 Pivot: Professional Development Course | .75 | □ |
| | | | |
| SUM 2019 | PRACTICUM | | □ |
| | | | |
| FALL 2019 | P6529 Accounting & Budgeting | 3 | □ |
| FALL 2019 | P8510 Strategic Issues in Healthcare Quality | | |
| | OR P8565 Landscape of Healthcare Quality | 1.5 | □ |
| FALL 2019 | P8508 Analysis of Large Scale Data | 3 | □ |
| FALL 2019 | P6110 Statistical Computing with SAS | 3 | □ |
| FALL 2019 | Certificate Electives | 3 | □ |
| | | | |
| SPR 2020 | P8531 Health Policy & Political Analysis | 3 | □ |
| SPR 2020 | P8586 Applied Methods in Health Services | | |
| | & Outcomes Research | 1.5 | □ |
| SPR 2020 | P8582 Program Evaluation | 1.5 | □ |
| SPR 2020 | Certificate Electives | 3 | □ |

**Columbia Accelerated MPH**
**Faculty Director – Jeanne Stellman, PhD**

The Accelerated MPH in HPM is an intensive one-year program designed for highly motivated professionals seeking to enhance their career in public health by specializing in health policy and management. The Accelerated program is suited for individuals who have earned advanced degrees (such as MD, PhD, MSW, RN, DDS, JD), or MD students mid-way through their studies. Students in this program do not earn certificates.

Additional information on the ACCL program and course requirements can be found online https://www.mailman.columbia.edu/become-student/degrees/masters-programs/masters-public-health/accelerated-mph

# MPH – ACCELERATED
## 2017-19 Curriculum Checklist

| SEMESTER | COURSE | CREDITS | COMPLETE |
|---|---|---|---|
| FALL 2017 | MSPH Core | 15 | |
| | P6010 Quantitative Foundations, Evidence & Policy (4) | | ☐ |
| | P6020 Foundations of Public Health (1.5) | | ☐ |
| | P6030 Systems & Methods for Public Health Planning (1.5) | | ☐ |
| | P6040 Biological & Environmental Determinants of Health (2.5) | | ☐ |
| | P6050 Social, Behavioral & Structural Determinants of Health (3) | | ☐ |
| | P6060 Health Systems (2.5) | | ☐ |
| FALL 2017 | P6071 Integration of Science & Practice | 1.5 | ☐ |
| FALL 2017 | P6081 Leadership | 1.5 | ☐ |
| FALL 2017 | P6529 Healthcare Accounting & Budgeting | 3 | ☐ |
| FALL 2017 | Bi-Weekly HPM Accelerated Seminar | 0 | |
| | | | |
| SPR 2018 | P6503 Health Economics | 3 | ☐ |
| SPR 2018 | P8558 Strategic Management | 3 | ☐ |
| SPR 2018 | P8556 Health System Simulation* | 1.5 | ☐ |
| SPR 2018 | Electives | 7.5-10.5** | ☐ |
| SPR 2018 | P8562 Consulting Workshop | 3 | ☐ |
| SPR 2018 | Bi-Weekly HPM Accelerated Seminar | 0 | ☐ |
| | | | |
| SUM 2018 | P8508 Analysis of Large Scale Data | 3 | ☐ |

*The Thomas P. Ference Health System Simulation is an intense 2-day hospital simulation that requires students to work in teams and draw on the knowledge and skills gained over the course of their time in HPM.

**Accelerated students are required to take a minimum of 42 credits to graduate, but may take up to 45 under the flat tuition model for full-time Accelerated students.

**Columbia MPH Dual-Degree Programs**

Within the MPH degree, MSPH offers dual degrees with nine schools across the University and ten different degree combinations. At this time, MSPH does not offer a dual degree with the Columbia MHA. Students can find general information online:
https://www.mailman.columbia.edu/become-student/degrees/dual-degrees

# MPH – DUAL
## 2018-20 Curriculum Checklist

| SEMESTER | COURSE | CREDITS | COMPLETE |
|---|---|---|---|
| FALL 2018 | MPSH Core | 15 | |
| | P6020 Foundations of Public Health (1.5) | | ☐ |
| | P6031 Research Methods and Applications (4.5) | | ☐ |
| | P6040 Determinants of Health (3) | | ☐ |
| | P6052 Global and Developmental Perspectives (1.5) | | ☐ |
| | P6051 Public Health Interventions (1.5) | | ☐ |
| | P6060 Health Systems (3) | | ☐ |
| FALL 2018 | P6070 Integration of Science & Practice | 1.5 | ☐ |
| FALL 2018 | P6081 Leadership Development | 1.5 | ☐ |
| FALL 2018 | P8571 Pivot: Professional Development Course | .75 | ☐ |
| FALL 2018 | *Elective (optional; permission required)* | 1.5 | ☐ |
| | | | |
| SPR 2019 | P6503 Health Economics | 3 | ☐ |
| SPR 2019 | P6529 Healthcare Accounting & Budgeting | 3 | ☐ |
| SPR 2019 | P8502 Empirical Analysis for Health Policy | 3 | ☐ |
| SPR 2019 | P8548 Public Health Law | 3 | ☐ |
| SPR 2019 | P8558 Strategic Management or P8531 Health Policy & Political Analysis | 3 | ☐ |
| SPR 2019 | P8572 Pivot: Professional Development Course | .75 | ☐ |
| SPR 2019 | Elective | 3-4.5 | ☐ |
| | | | |
| SUM 2019 | Practicum | | ☐ |
| | | | |
| FALL 2019 | Electives | 1.5-3 | ☐ |

**Columbia MHA, Full-Time and Part-Time MHA & EXEC Programs**
**Faculty Director – David Rosenthal, PhD**

HPM offers an MHA degree in full-time, part-time and executive formats. These programs integrate organizational leadership and management, health policy and public health, and health systems. The MHA degree provides students with business and management skills in a context that emphasizes the unique nature of the healthcare system. The department places a strong emphasis on students developing competencies across a number of areas including: analytical thinking, collaboration, communication, financial analysis, organizational awareness, resource management and allocation, and strategic thinking. This competency-based curriculum prepares graduates for management positions in hospitals, insurance, clinics, non-profit organizations, local, state and national government, and other health related organizations, as well as jobs in consulting and bio-pharma companies.

The **Full-Time MHA program (FTM)** is a structured, two-year (four semester) full-time program that requires students to be in classes during business hours as well as occasional evenings and one weekend. Between the first and second year all FTM students are required to complete a summer practicum. Please see page 18 for more information regarding the practicum.

The **Part-Time MHA program (PTM)** is a structured, 28-month program (seven semesters) designed for students who hold a full-time job and have at least one year of relevant work experience. Part-time students take an average of 6 credits each semester (fall, spring, summer) during evening hours and on one weekend.

The **Executive Masters of Healthcare Management (EXEC) program** is a structured, 24-month program (six semesters), designed for healthcare professionals with five or more years of related work experience.  The program draws students from a wide range of health-related fields. Students attend classes once a month, Thursday-Sunday. The EXEC program offers students the option to pursue either an MPH or MHA degree.

Students may not deviate from the required Columbia MHA curriculum without HPM administrative approval. HPM has the right to grant or withhold such approval at its sole discretion.

The culminating experience for all three Columbia MHA programs is the Thomas P. Ference Health Systems Simulation, an 2-day hospital simulation that requires students to work in teams and draw on all the knowledge and skills they have gained over the course of their time in HPM. The Health Systems Simulation is run over one weekend and is the culminating experience of the management programs. Students are graded for their individual performance in the course.

**CAHME Accreditation & Competency Tracking for Management Students**

HPM's MHA curriculum is accredited by the Commission on Accreditation Healthcare Management Education (CAHME).  CAHME is an interdisciplinary group of educational, professional, clinical, and commercial organizations devoted to accountability and quality improvement of education for healthcare management and administration professionals. As part of the accreditation process, HPM has created a competency model that supports HPM's mission and meets the goals of HPM's full-time, part-time and executive management programs. HPM's competency-based curriculum requires participants to demonstrate they can integrate knowledge and skills from the central disciplines of management, including: (1) accounting and finance (2) organizational behavior and communication (3) strategy and marketing (4) economics (5) research design and statistics, and (6) law, with knowledge of key issues and challenges in healthcare systems and public health. Each of the core management courses covers at least two of these competencies, which are standardized across all three programs and are reinforced throughout the management curriculum.

Student evaluations are an important part of the accreditation process. Management students provide a number of evaluations throughout their tenure. These tools are used to assess course content, structure, instruction and competency attainment. HPM distributes a competency self-assessment three times during the program: upon entrance, midway, and at graduation. At the end of each course students complete a formal course evaluation through Canvas. Students receive feedback about their performance through faculty comments, letter grades, and communication of competency attainment.

A separate pamphlet has been posted regarding these competencies, the mission, vision and values statement of the management programs, and general CAHME information. This information is also available on the MSPH website: https://www.mailman.columbia.edu/become-student/degrees/masters-programs/master-health-administration

## FULL-TIME MANAGEMENT PROGRAM (FTM)
## 2018-20 Curriculum Checklist

| SEMESTER | COURSE | CREDITS | COMPLETE |
|---|---|---|---|
| SUM 2018 | Computational Tools for HPM (online & orientation session) | | |
| | | | |
| FALL 2018 | P6530 Issues & Approaches in HPM | 3 | ☐ |
| FALL 2018 | P6545 Analytics & Managerial Decision-Making I | 3 | ☐ |
| FALL 2018 | P6503 Health Economics | 3 | ☐ |
| FALL 2018 | P6529 Healthcare Accounting & Budgeting | 3 | ☐ |
| FALL 2018 | P8557 Managerial & Organizational Behavior | 3 | ☐ |
| FALL 2018 | P8571 Pivot: Professional Development Course | .75 | ☐ |
| | | | |
| SPR 2019 | P8529 Analytics & Managerial Decision-Making II | 3 | ☐ |
| SPR 2019 | P8533 Healthcare Finance | 3 | ☐ |
| SPR 2019 | P8558 Strategic Management | 3 | ☐ |
| SPR 2019 | P8555 Public Health Concepts | 3 | ☐ |
| SPR 2019 | P8515 Healthcare Marketing | 1.5 | ☐ |
| SPR 2019 | P8536 Health Information Technology | 1.5 | ☐ |
| SPR 2019 | P8598 Understanding Healthcare Payment Systems | 1.5 | ☐ |
| SPR 2019 | P8572 Pivot: Professional Development Course | .75 | ☐ |
| SUM 2019 | PRACTICUM | | ☐ |
| | | | |
| FALL 2019 | SELECTIVE: Choose 1/2 | 3 | ☐ |
| | P8517 Mgmt Challenges-Evolving HC & Insurance System | | |
| | P8518 Advanced Healthcare Finance | | |
| FALL 2019 | P8559 Comparative Strategic Analysis | 3 | ☐ |
| FALL 2019 | P8527 Human Resources Management | 1.5 | ☐ |
| FALL 2019 | Electives* | 4.5 | ☐ |
| | | | |
| SPR 2020 | P6513 Critical Issues in Hospital Management | 1.5 | ☐ |
| SPR 2020 | P8510 Strategic Issues in Healthcare Quality | 1.5 | ☐ |
| SPR 2020 | P8514 Governance, Health Law & Ethics | 1.5 | ☐ |
| SPR 2020 | P8556 Health System Simulation** | 1.5 | ☐ |
| SPR 2020 | Electives* | 4.5 | ☐ |

*Electives taken outside of Mailman must be approved by Marni Selman to count towards the management curriculum.

**The Thomas P. Ference Health System Simulation is a 2-day hospital simulation that requires students to work in teams and draw on the knowledge and skills gained over the course of their time in HPM.

## Part-Time Management Program (PTM)
## 2018-20 Curriculum Checklist

| SEMESTER | COURSE | CREDITS | COMPLETE |
|---|---|---|---|
| FALL 2018 | P6530  Issues & Approaches in HPM | 3 | ☐ |
| FALL 2018 | P8557  Managerial & Organizational Behavior | 3 | ☐ |
| | | | |
| SPR 2019 | P6529  Healthcare Accounting & Budgeting | 3 | ☐ |
| SPR 2019 | P6503  Health Economics | 3 | ☐ |
| | | | |
| SUM 2019 | P8533  Healthcare Finance | 3 | ☐ |
| SUM 2019 | P8536  Health Information Technology | 1.5 | ☐ |
| SUM 2019 | P8515  Healthcare Marketing | 1.5 | ☐ |
| | | | |
| FALL 2019 | P8510  Strategic Issues in Healthcare Quality | 1.5 | ☐ |
| FALL 2019 | P8558  Strategic Management | 3 | ☐ |
| FALL 2019 | Electives(s)* | 3 | ☐ |
| | | | |
| SPR 2020 | P6545  Analytics & Managerial Decision-Making I | 3 | ☐ |
| SPR 2020 | P8555  Public Health Concepts | 3 | ☐ |
| SPR 2020 | Elective(s)* | 1.5 | ☐ |
| | | | |
| SUM 2020 | P8529  Analytics & Managerial Decision-Making II | 3 | ☐ |
| SUM 2020 | P8514  Governance, Health Law & Ethics | 1.5 | ☐ |
| SUM 2020 | P8556  Health System Simulation** | 1.5 | ☐ |
| | | | |
| FALL 2020 | Electives | 3 | ☐ |
| FALL 2020 | P6513  Critical Issues in Hospital Management | 1.5 | ☐ |
| FALL 2020 | P8527  Human Resources Management | 1.5 | ☐ |
| | Total Required Credits | 45 | |

*Students need to complete a total of 4.5 elective credits in the 2019-20 year; students can choose to complete these electives in either the fall '19 or spring '20 terms.

**The Thomas P. Ference Health System Simulation is a 2-day hospital simulation that requires students to work in teams and draw on the knowledge and skills gained over the course of their time in HPM.

Students may not vary from the curriculum. Electives taken outside of Mailman need to be approved by Marni Selman to count towards the management curriculum.

**Executive Management Programs (EXEC)**
**2018-20 MHA Curriculum Checklist**

| SEMESTER | COURSE | | CREDITS | COMPLETE |
|---|---|---|---|---|
| FALL 2018 | P6503 | Health Economics | 3 | ☐ |
| FALL 2018 | P6530 | Issues & Approaches in HPM | 3 | ☐ |
| FALL 2018 | P8557 | Managerial & Organizational Behavior | 3 | ☐ |
| | | | | |
| SPR 2019 | P6529 | Healthcare Accounting & Budgeting | 3 | ☐ |
| SPR 2019 | P6545 | Analytics & Managerial Decision-Making I | 3 | ☐ |
| SPR 2019 | P8514 | Governance, Health Law & Ethics | 1.5 | ☐ |
| | | | | |
| SUM 2019 | P8555 | Public Health Concepts | 3 | ☐ |
| SUM 2019 | P8533 | Healthcare Finance | 3 | ☐ |
| SUM 2019 | P8527 | Human Resources Management | 1.5 | ☐ |
| | | | | |
| FALL 2019 | P8563 | Transformation in Econ Models of Healthcare | 1.5 | ☐ |
| FALL 2019 | P8529 | Analytics & Managerial Decision-Making II | 3 | ☐ |
| FALL 2019 | P8558 | Strategic Management | 3 | ☐ |
| | | | | |
| SPR 2020 | P8515 | Healthcare Marketing | 1.5 | ☐ |
| SPR 2020 | P8536 | Health Information Technology | 1.5 | ☐ |
| SPR 2020 | P8566 | Entrepreneurship for Healthcare Managers | 1.5 | ☐ |
| SPR 2020 | P8510 | Strategic Issues in Healthcare Quality | 1.5 | ☐ |
| | | | | |
| SUM 2020 | P8018 | Master Class | 3 | ☐ |
| SUM 2020 | P8556 | Health System Simulation | 1.5 | ☐ |
| SUM 2020 | P8576 | Globalization and Health Policy | 1.5 | ☐ |
| SUM 2020 | P6513 | Critical Issues in Hospital Management | 1.5 | ☐ |
| | | Total Required Credits | 45 | |

* The Thomas P. Ference Health System Simulation is a two-day hospital simulation that requires students to work in teams and draw on the knowledge and skills gained over the course of their time in HPM

## EXEC Management Programs (EXEC)
## 2018-20 MPH Curriculum Checklist

| SEMESTER | COURSE | | CREDITS | COMPLETE |
|---|---|---|---|---|
| FALL 2018 | P6503 | Health Economics | 3 | ☐ |
| FALL 2018 | P6530 | Issues & Approaches in HPM | 3 | ☐ |
| FALL 2018 | P8557 | Managerial & Organizational Behavior | 3 | ☐ |
| | | | | |
| SPR 2019 | P6529 | Healthcare Accounting & Budgeting | 3 | ☐ |
| SPR 2019 | P6103 | Analytics & Managerial-Decision Making I | 3 | ☐ |
| SPR 2019 | P8514 | Governance, Health Law & Ethics | 1.5 | ☐ |
| | | | | |
| SUM 2019 | P8570 | Program Evaluation | 1.5 | ☐ |
| SUM 2019 | P6400 | Epidemiology | 3 | ☐ |
| SUM 2019 | P8533 | Healthcare Finance | 3 | ☐ |
| SUM 2019 | P8527 | Human Resources Management | 1.5 | ☐ |
| | | | | |
| FALL 2019 | P8563 | Transformation in Economic Models of Healthcare | 1.5 | ☐ |
| FALL 2019 | P6520 | Environmental Challenges for Healthcare Managers | 1.5 | ☐ |
| FALL 2019 | P8558 | Strategic Management | 3 | ☐ |
| | | | | |
| SPR 2020 | P8515 | Healthcare Marketing | 1.5 | ☐ |
| SPR 2020 | P8536 | Health Information Technology | 1.5 | ☐ |
| SPR 2020 | P8566 | Entrepreneurship for Healthcare Managers | 1.5 | ☐ |
| SPR 2020 | P8510 | Strategic Issues in Healthcare Quality | 1.5 | ☐ |
| | | | | |
| SUM 2020 | P8018 | Master Class | 3 | ☐ |
| SUM 2020 | P8556 | Health System Simulation | 1.5 | ☐ |
| SUM 2020 | P8576 | Globalization and Health Policy | 1.5 | ☐ |
| SUM 2020 | P6700 | Social & Behavioral Science | 1.5 | ☐ |
| | | Total Required Credits | 45 | |

\* The Thomas P. Ference Health System Simulation is a two-day hospital simulation that requires students to work in teams and draw on the knowledge and skills gained over the course of their time in HPM.

# Professional Development Program

The Professional Development Program (PDP) is a comprehensive, co-curricular effort aimed at developing personal and professional skills to prepare students to enter the workforce successfully and to begin to develop necessary skills to be successful in their careers. The PDP umbrella includes the Professional Development Course and Excel Proficiency Training (required for all full-time HPM students) as well as a wide variety of optional activities and events.

## The Professional Development Course (PDC)

The Professional Development Course (PDC) is required for full-time MHA and MPH degrees in the Health Policy & Management (HPM) department. It is one component PDP. The two main goals are to develop skills needed to shape your professional self and develop the skills to find and thrive in a job. This course will help you achieve these goals by providing the tools to: (1) develop a professional persona (2) sharpen professional communication (3) collaborate effectively as a team member and (4) clarify career objectives.

PDC has been designed based on a review of the literature on leadership and professional development, and on extensive market research with alumni, employers, and colleagues at other institutions.

## Mock Interviews

HPM offers each student the opportunity to complete a practice interview with a staff or faculty member or HPM alumni. These one-hour meetings include personal coaching, a resume review and feedback on performance. In addition, students can meet with their program advisor to prepare for specific job interviews.

## Writing Program

See page 20 for information regarding the HPM Writing Program.

## Excel Proficiency Training

This training is designed to provide students with basic Excel skills they will use in their coursework and beyond. HPM provides online tutorial training, after which students are required to submit a take-home Excel assessment. After the assessments are reviewed, HPM identifies students who may benefit from additional resources. Those students are then invited to attend an in-person workshop designed to enhance their Excel skills.

**Practicum**

All full-time HPM students are required to complete a summer Practicum between their first and second years of graduate study. Practicum placements are designed to be full-time, 10-week internships. The purpose of the Practicum is to provide students with an opportunity to apply and expand their academic knowledge and skills in a professional setting. The Practicum enables students to clarify career goals by providing a transition from theory to practice. Many students continue to work part-time at their Practicum placements during their final year of coursework.

The focus, substance and approach of each Practicum varies with the student and site. The Practicum experience may include domestic or international work in policy, management, or research. Students contribute to defined projects, and provide host sites with valuable materials, services, analyses, and/or research that relates directly to the ongoing activities and mission of the site. Projects and responsibilities have included legislative research, program design and implementation, data analysis, policy evaluation and procedure development, and financial impact and budget review. In the past, students have conducted program evaluations and cost benefit analyses, drafted policy briefs or recommendations, and written and presented reports regarding patient satisfaction and quality assurance.

During their Practicum, students work closely with a preceptor, an individual who supervises, evaluates, and guides their work. Throughout the Practicum process, students will work with a variety of HPM faculty and staff to successfully complete their practicum experience.

In the fall of their second year, students will participate in **Practicum Day**, an annual event that brings together HPM students, faculty, alumni and staff. Students break into small groups with faculty facilitators and conduct presentations about the practicum experience, give feedback to peers and engage in a rich discussion about the current healthcare landscape.

**HPM Practicum Advising Contacts**

Debra Osinsky (do79@cumc.columbia.edu)
Associate Director, MPH Program

Marni Selman (mbs2206@cumc.columbia.edu)
Director, MHA and Executive Programs

LaTanya M. Brown (lmb2228@cumc.columbia.edu)
Coordinator, Professional Development Program

**2018 HPM Practicum Organizations**

HPM students obtained practicum placements with the following organizations during the summer of 2018.

Aaron Diamond AIDS Research Center
Acumen, LLC
American College of Obstetricians and
  Gynecologists
Association of American Medical Colleges
BDO USA, LLP
BGB Group
Bronx Care Health Systems
Bronx Lebanon Hospital
Burma Children's Medical Fund
Center to Advance Palliative Care
Clinica de Familia La Romana (Santo Domingo,
  DR)
ColumbiaDoctors
Community Service Society of New York
Deloitte
Department of Biomedical Informatics (CUIMC)
Department of Health Policy and Management
  (MSPH)
Department of Ophthalmology (CUIMC)
Doctors Without Borders/Médecins Sans
  Frontières
ECG Management Consultants
Edward S. Harkness Eye Institute (CUIMC)
EmblemHealth
Ernst & Young
FCB Health
Fidelis Care New York
Fig Pharmaceuticals
Foundation for Professional Development
Global Health Strategies
Global Healthy Living Foundation
Great Plains Tribal Epidemiology Center
Helen Keller International
Horizon Blue Cross Blue Shield
Houston Methodist Hospital
IBM (China)
Impactivo Consulting
Incarceration and Public Health Action Network
Interfaith Medical Center
International Rescue Committee
Johnson & Johnson
Kaiser Permanente

KPMG US, LLP
Manatt Health Strategies
Mark Krueger & Associates
Massachusetts General Hospital
McCann Health
MDCalc
Memorial Sloan Kettering Cancer Center
Metropolitan Hospital
Mount Sinai DSRIP Administration
Mount Sinai Health System
National Center for Disaster Preparedness
New York City Health and Hospitals,
  Correctional Health Services
New York State Department of Health
NewYork-Presbyterian Hospital
Northwell LIJ Medical Center
Northwestern Medicine
NY State Department of Health, Division of
  Policy and Planning
NYC Department of Environmental Protection
NYC Department of Health and Mental Hygiene
NYC Health + Hospitals/Metropolitan
NYC Mayor's Office of Operations
NYU Langone Medical Center
Office of Evaluations and Inspections, U.S.
  Department of Health & Human Services
Office of Management and Policy, U.S.
  Department of Health & Human Services
One Brooklyn Health
Peking University Third Hospital
Pfizer Investment Co., Ltd. (China)
Pfizer USA, Inc.
Planned Parenthood Federation of America
PricewaterhouseCoopers
Primary Care Development Corporation
Rakai Health Sciences Program (Uganda)
St. Barnabus Health
Thomas Jefferson University
U.S. Food and Drug Administration
UNICEF
United Nations Population Fund
Wellth
World Health Organization

# HPM Writing Program

**Objective**

The objective of HPM's Writing Program is to ensure competency in written communication for all full-time HPM students.

**Writing Assessment**

Full-time MHA and MPH students will complete a writing assessment in September of their first academic year to determine their writing placement. The assessment will be evaluated by the department. Based on these evaluations, the department may recommend students enroll in one of the following HPM courses:

**Writing Well** (HPMNP6570) *Writing Well* is designed to improve students' overall writing ability. The course will emphasize critical analysis, the writing process, revision and collaboration. Students will learn how to communicate their ideas through clear writing, to select and use appropriate formats for their audience, use the correct medium and adjust their writing styles accordingly, as well as identify and support an objective. The course will place equal or greater emphasis on macro-level composition skills such as essay structure, paragraph structure, coherence, unity; and micro-level skills such as sentence structure, grammar, vocabulary, spelling and mechanics.

**Writing for Publication** (HPMNP8599) *Writing for Publication* is for students serious about publishing their work. Students begin with a writing proposal. The proposal may take one of many formats. Examples include producing journalistic news stories; converting a paper from a class into an article for an academic journal; writing a book proposal to submit to an agent or small shop publishing house or academic press; writing a feature for a popular magazine or online blog. Using a professional writing workshop approach, writers in the class will act as a working group to help each other complete at least one project (but hopefully more) to submit for publication. Students will identify possible publishers for their work, write queries and ultimately, submit their writing for publication.

**Columbia University Writing Resources**

Columbia University has a number of resources for student looking to improve their writing, and for non-native English speakers looking to improve their English.

(1) A summer intensive English Language program at Columbia's American Language Institute for non-native speakers:  http://sps.columbia.edu/alp

(2) Teacher's College Community Language Program:
http://www.tc.columbia.edu/communitylanguage/

(3) The Columbia University Writing Center:
https://www.college.columbia.edu/core/uwp/writing-center

(4) General CU Resources via the Libraries:
http://library.columbia.edu/locations/undergraduate/seedtexts.html and
http://library.columbia.edu/locations/undergraduate/citationguide.html

(5) University Writing: C1010 http://guides.library.columbia.edu/ENGL-C1010

# Advising, Registration & Course Logistics

**Advising**

Students have two sets of advisors: faculty and program advisors. The role of the faculty advisor is to provide counseling related to research and/or career interests. The role of the program advisor is to guide students in their course of study.

All students are assigned a faculty advisor. Students are notified of their faculty advisor assignments via email. All program advisors have offices on the 4th floor of 722 West 168th Street.

Advising Contacts:

| | | |
|---|---|---|
| MPH | Debra Osinsky | do79@cumc.columbia.edu |
| | | 212-305-3579 |
| MHA | Marni Selman | mbs2206@cumc.columbia.edu |
| | | 212-305-5152 |

**Registration**

**Columbia MPH, Accelerated MPH and Dual MPH** students will be registered by the Office of Educational Programs (OEP) for their first semester, fall 2018. Please contact OEP with questions regarding fall 2018 registration. In subsequent semesters students will be registered by HPM for their HPM required classes and HPM electives. OEP contact information can be found on page 37.

**Columbia MHA** students will be registered by HPM for their HPM required courses and HPM electives.

All HPM students will receive communication from the department's Registration Coordinator two to three weeks prior to each MSPH registration period that will include information about the HPM registration process and course offerings for the upcoming term. HPM MHA and HPM MPH certificate students will receive first priority into HPM elective courses.

Registration Contact:
Amina Williams (aw2732@cumc.columbia.edu)
Manager, Academic Operations & Registration

**Course Catalogues & Class Details**

Mailman course descriptions, schedules, class locations, listings and call numbers used for registration are on the web under the Course Directory:
https://www.mailman.columbia.edu/people/current-students/academics/course-directory

**Cross-Registration**

MSPH students interested in cross-registering at another Columbia University school need two types of approval:

- Permission from the appropriate HPM academic advisor, verifying approval to apply this course to their degree program.
- Permission from the school and/or the faculty offering the course.

Once both permissions are obtained, students must submit a completed cross-registration form to the CUMC Registrar during the change of program period. Students will be manually registered for the cross-registered course. Please note that students cannot add or drop non-MSPH courses via the web.

Students should reference the MSPH Masters Student Handbook for more information:
https://www.mailman.columbia.edu/sites/default/files/pdf/masters-handbook.pdf

**Independent Tutorials**

Students may have a special interest in an area or topic that is not addressed through coursework. A tutorial is a learning contract between a student and faculty member and is intended to provide an opportunity to pursue an area of mutual interest.

Tutorials are offered by every department and are available for 0.5-3 points per semester. Before registering for a tutorial, students must submit a proposal for the tutorial that includes a project plan and reading list designed with the sponsoring faculty member and approved by their Academic Program Advisor. Academic and faculty advisors are available to help identify appropriate sponsors for special topic interests.

**Transfer of Credits**

Transfer credits from an accredited school, which have not been used towards another degree may, in some cases, be applied to the MPH or MHA degree requirements for graduate courses. For more details outlining the MSPH transfer credit policy, please reference the MSPH Masters Student Handbook: https://www.mailman.columbia.edu/sites/default/files/pdf/masters-handbook.pdf

**Course Waivers**

Students may seek a waiver from courses if they have completed similar graduate coursework. Note that Columbia MPH & Accelerated Core curriculum courses may not be waived. Students should contact their Academic Program Advisor for information regarding eligibility requirements and examination arrangements.

**Adding & Dropping Classes**

Students may add or drop courses via SSOL (ssol.columbia.edu) during the change-of-program period (see MSPH Academic Calendar). If the change-of-program period has passed, students may drop courses with approval from their Academic Program Advisor and the Office of Student Affairs. The process also requires a signature on the MSPH add-drop form, available on the Mailman Downloadable Forms page: https://www.mailman.columbia.edu/people/current-students/academics/registration

**Course Evaluations**

The school's course evaluations are essential for providing feedback to instructors and departments. Course evaluations are available via Canvas at the end of each course. The online evaluation allows for numerical rating of course content, instructional methods, and materials. There is also a section for comments. It is important to complete this section because specific student feedback can improve teaching. A statistical analysis of the evaluation results and a summary of the students' written comments are given to the individual instructor and department chair.  All course evaluations and summaries are anonymous and maintained in the department. They are available for review by students.

**Grade Notification**

Students may obtain their grades online via Student Services Online (SSOL). Students' academic records are also available to the faculty and program advisors for counseling purposes.

**Attendance**

HPM does not have a formal department policy regarding attendance, but expects students to attend class. Each instructor outlines attendance expectations in the syllabus. If attendance is required and students miss class they will be in jeopardy of failing.

**Honor Code & Leave of Absence**

Students are expected to abide by the MSPH Honor Code and Code of Academic Integrity. Students should reference the MSPH website for more information: https://www.mailman.columbia.edu/sites/default/files/pdf/community-standards-and-conduct.pdf

Cheating or plagiarism of any kind will result in disciplinary action. Students who have knowledge of violations of the Honor Code but do not alert the department may also be held responsible.

For MSPH policies regarding student Leaves of Absence please consult the MSPH Masters Student Handbook: https://www.mailman.columbia.edu/sites/default/files/pdf/masters-handbook.pdf

# Activities & Events

In addition to coursework, there are a variety of HPM and MSPH extra-curricular events that students are encouraged to take full advantage of. Wednesdays, and Fridays from 11:30a to 1:00p have been reserved for department activities across the school. To stay current on HPM events, "like" the HPM Facebook page and read the weekly Student Opportunity Digest (SOD) – a weekly email digest emailed exclusively to HPM students every Friday during the academic year (see page 30 for more information).

Please be sure to SAVE THE DATE for all of the activities you'd like to attend!

**Fellowship Fair**
**September 6, 2018, 11:30am – 1pm, Russ Berrie 1 & 2**

This event is a wonderful opportunity for hospital/healthcare administrative fellowship programs to visit Mailman and meet with MHA and MPH students from Columbia University. In addition, this event will be open to students from other public health and healthcare administration schools in the area, including Baruch College, City University of NY School of Public Health, NYU Wagner School, and others. This event is recommended for second year students.

**The Exchange: A Networking Night**
**November 15, 2018, 6:30 – 8:30pm**

All current students are encouraged to attend this HPM networking event! Faculty, practicum preceptors, students and alumni will be invited.

**HPM Healthcare Conference**
**April 12, 2019, 10am – 4pm**

The HPM Healthcare Conference provides an occasion to discuss current healthcare issues in a professional forum and serves as an opportunity to unite the HPM community.  The conference attendees represent all HPM degree programs and alumni, as well as outside leaders in the healthcare field. Alumni and special guests are selected as panel members based on their expertise in specific areas of healthcare. HPM faculty members serve as moderators for each panel, lending their voices and expertise to the dialogue.

**HPM Roundtables and Lecture Series**
**September-May, Various Locations**

The HPM Roundtables and Lecture Series features professionals from a variety of areas in public health, health policy and management. These events provide a forum for students, faculty, and alumni to discuss current topics in the vast and changing healthcare system.

Students are encouraged to be involved with developing related events and should contact Carey McHugh (ctm2101@cumc.columbia.edu) for more information.

**Case Competition**
**Saturday, November 10, 2018, 722 West 168th Street**

HPM hosts an annual Case Competition that allows students to apply classroom learning to a current, real-world healthcare case. All HPM students are encouraged to participate. Using new cases drawn from the work of HPM executive students, the Case Competition encourages students and faculty from four Columbia schools—Business, Medicine, International Affairs, and Public Health—to collaborate, work, and learn together. Participants compete in teams to solve a business-related public health challenge. The teams make formal presentations of actionable recommendations to an Executive Board composed of senior executives from a variety of healthcare organizations and HPM faculty; winning teams receive recognition and prizes. The competition requires students to develop and defend their analyses, drawing on the full range of tools developed in their coursework, and to demonstrate creativity and practicality, while utilizing presentation skills.  The registration deadline for the 2018 Case Competition is October 29, 2018. Students will receive an alert in the Student Opportunity Digest (SOD) when registration opens.

For more information, or to register a team for the competition, please contact Paul Thurman (Paul.Thurman@columbia.edu).

**Department Brown Bag and Health Economics/Policy Seminars**

HPM students are welcome to join faculty at the department's seminars in the 4th Floor classroom at 722 West 168th Street. For schedules, presenters, and topics please check the Student Opportunity Digest.

# Student Groups

Student groups, organizations and events at MSPH and HPM serve to enhance the academic experience, advocate for social change, and increase cultural awareness. The department encourages students to enrich their MSPH education by getting involved.

## HPM Student Groups

### Mentor Program

The mentor program will match second-year MPH and MHA students with first-year MPH and MHA students. The goal of the program is to (1) increase collaboration and engagement among current HPM students (2) enhance the department network and (3) ease the transition to graduate school for incoming HPM students. The mentor program will complement other HPM resources for incoming students, such as faculty and academic advisors.

### Mentor Committee

Second-year students will have the opportunity to apply to be members of the mentor committee. As a member of the committee, students will be expected to work as a team to organize student mentor events, offer extra help and support to the first-year students and take on administrative and decision-making responsibilities to ensure the program runs successfully. A small number of students from the mentor committee can apply to be a part of the mentor program leadership board.

### HPM Student Social Media Group

The Social Media group was created to better engage with prospective and current students and alumni on social media.  The group identifies growth opportunities and brainstorms future social media campaign content. Areas of focus include HPM accounts on Instagram, Tumblr, and video content. Students should look for updates on how to join this student group in the SOD.

### HPM Entrepreneurship

If students are interested in healthcare entrepreneurship please find further ways to tap into the resources at Columbia:

(1) Join the Columbia Entrepreneurship Mailing List
http://entrepreneurship.columbia.edu/ (bottom of page – subscribe now to the mailing list)

(2) Join the Columbia Venture Community
https://www.meetup.com/ColumbiaVC/

# MSPH Student Groups

The three student groups listed below are popular among HPM students. For more information about MSPH student groups, visit the MSPH website:
http://www.mailman.columbia.edu/students/student-life/student-groups

**Future Healthcare Leaders (FHL)**

HPM sponsors a student chapter of the American College of Healthcare Executives, Future Healthcare Leaders. FHL provides information and organizes career panels and events in the field of health care policy and management. For more information on FHL events please go to:
http://www.fhl-mailman.weebly.com

**Student Chapter of Academy Health**

In the fall of 2013, HPM launched a student chapter of Academy Health http://www.academyhealth.org/, an organization which provides its members with access to a wide range of resources and activities.

**Columbia Mailman Consulting Club**

The mission of the Columbia Mailman Consulting Club (CMCC) is to provide opportunities for MPH & MHA candidates at the Mailman School to learn about the field of management consulting; to provide its members resources for case interview practice in a collaborative and supportive setting; and to offer helpful guidance about the application and interview process. We aim to engage with recruiters, alumni, and members of similar clubs at other graduate institutions to educate and prepare students for careers in consulting.
https://www.facebook.com/ColumbiaMailmanConsultingClub

# Mailman Events

MSPH sponsors a variety of events to encourage school-wide, cross-department dialogue and interaction. For more information please see the MSPH events website:
https://www.mailman.columbia.edu/public-health-now/events

Students are encouraged to attend the Mailman Grand Rounds**,** monthly school-wide lectures directed by Dean Linda Friend, https://www.mailman.columbia.edu/public-health-now/events/grand-rounds-series. The series features interdisciplinary learning and conversation on key issues to inspire innovative approaches to national and global public health challenges, setting the stage for the future of public health.

# Work & Research Opportunities

**Graduate Research Internships**

Each semester, HPM offers a limited number of research internships to students to work with HPM faculty.  Students will receive descriptions of available projects and application instructions in the department's Student Opportunity Digest (SOD). Project expectations will be coordinated between faculty and students. Students who meet the project criteria will be awarded a $1,000 stipend to their student account that can be used for housing, tuition and associated expenses. Positions can be held for a maximum of two concurrent academic semesters. For more information, please email Beth Silvestrini, Associate Director, Co-Curricular & Non-Degree Programs (bs252@cumc.columbia.edu).

**Teaching Assistantships & Graduate Student Coordinators**

HPM offers two academic support student opportunities in the department: HPM Student Graduate Coordinator (GSC) and Graduate Teaching Assistant (TA).

A Graduate Student Coordinator (GSC) provides administrative support to HPM. Responsibilities include but are not limited to: support classroom AV, course maintenance, course material organization and postings, and student data tracking; assist HPM staff and faculty with administrative and clerical tasks; provide guidance to prospective and current students; and publicize events. The GSC position is part-time for a period of limited duration and paid hourly.

A Graduate Teaching Assistant (TA) provides academic, instructional and administrative support to faculty and students for an individual course. All TAs must attend class, schedule and maintain weekly office hours to meet with students, provide timely email correspondence, and lead review sessions, where appropriate. Other responsibilities may include but are not limited to: notify instructors of errors or problems with assignments, identify course reading materials; manage Canvas; order and obtain materials needed for class; proctor exams; grade assignments and exams; manage class rosters; and track assignments. TAs receive a fixed salary based on the number of credit hours per course.

Criteria for TA selection (and renewal) include the following:

- Grade of A (or better) in the course in question or equivalent course
- Strength of overall academic record
- Faculty recommendations, observations and evaluations

# Communication & Social Media

**Student Opportunity Digest (SOD)**

The SOD is a weekly email to inform full-time HPM & HPM certificate students of job opportunities, internship postings, and other relevant department communications. In the fall, practicum opportunities are also included in the digest. In the spring, practicum opportunities are compiled in a separate digest (see POD for details). The SOD is emailed throughout the academic year and on an as-needed basis during the summer.

**Practicum Opportunity Digest (POD)**

The POD is emailed on a weekly basis during the spring semester to all first-year, full-time HPM students. This compilation of practicum opportunities includes department-only opportunities and relevant opportunities advertised by the Office of Career Services. The POD is for HPM students only and should not be shared with anyone outside of HPM.

**Canvas Department Site**

Canvas is MSPH's online course management site (www.courseworks2.columbia.edu). By logging into Canvas, students can view important information, such as the course syllabus, required textbooks, pre-readings, administrative information and discussion boards.

**Student Picture & Bio Books**

At the start of each academic year, student photo and bio books are created for the full-time, part-time and executive programs. All HPM students are included in these bio books. The books will be available digitally to students on Canvas.

**HPM Facebook Page**

HPM maintains a Facebook page to keep students and alumni informed about department events, links to current articles about healthcare issues, reminders about student group events, and updates about faculty in the news. The page also displays photo albums which highlight special department events including orientation, graduation, social gatherings and the HPM Healthcare Conference. We encourage students and alumni to contribute to the page and share their comments here: https://www.facebook.com/ColumbiaHPM/

**HPM LinkedIn Group**

All HPM current students and alumni are encouraged to join the department's group on LinkedIn. HPM frequently posts job, internship and fellowship opportunities, as well as

information about special events. Request to join here:
https://www.linkedin.com/groups/5116336

**Alumni Resources**

HPM is committed to maintaining connections to its students after they graduate. We encourage alumni to stay in touch and keep their information current. The department profiles alumni for the newsletter and website, connects them with current students, and asks them to return for various speaking engagements, including the HPM Conference, Practicum Day, FHL events, and Department Career Panels. The HPM alumni update form can be found here: https://www.mailman.columbia.edu/research/executive-management-programs-mhamph/alumni

MSPH also has a dedicated alumni office. More information on MSPH's Alumni Affairs can be found at http://www.mailman.columbia.edu/alumni

# Appendix

# HPM Staff Directory

**Academic Administration**

| | | |
|---|---|---|
| Department Chair | Michael Sparer | mss16@cumc.columbia.edu<br>212-305-5611 |
| Administrative Coordinator and Assistant to Dr. Sparer | Becca Schoenfeld | rs3665@cumc.columbia.edu<br>212-342-3285 |
| Senior Director, Education | Rebecca Sale | rlr2108@cumc.columbia.edu<br>212-305-0298 |
| Director, MHA & Executive Programs | Marni Selman | mbs2206@cumc.columbia.edu<br>212-305-5152 |
| Associate Director, MPH Program | Debra Osinsky | do79@cumc.columbia.edu<br>212-305-3579 |
| Associate Director, Co-Curricular & Non-Degree Programs | Beth Silvestrini | bs2520@cumc.columbia.edu<br>212-305-9885 |
| Associate Director, Communications & Events | Carey McHugh | ctm2101@cumc.columbia.edu<br>212-342-4442 |
| Manager, Academic Operations & Registration | Amina Williams | aw2732@cumc.columbia.edu<br>212-305-1844 |
| Coordinator, Professional Development Program | LaTanya Brown | lmb2228@cumc.columbia.edu<br>212-304-5557 |
| Administrative Coordinator | Paige Franklin | pf2366@cumc.columbia.edu<br>212-305-1844 |

**Faculty Directors**

| | | |
|---|---|---|
| Columbia MHA – FTM, PTM & EXEC | David Rosenthal | dr2447@cumc.columbia.edu |
| Accelerated MPH | Jeanne Stellman | jms13@cumc.columbia.edu |
| Certificates in Health Policy Analysis and Health Policy & Practice | Miriam Laugesen | ml3111@cumc.columbia.edu |
| Certificate in Comparative Effectiveness & Outcomes Research | Matt Neidell | ms2191@cumc.columbia.edu |

# HPM Faculty Directory: Teaching 2018-19

| First Name | Last Name | Category | Email |
|---|---|---|---|
| Sara | Abiola | Assistant Professor | sa3049@cumc.columbia.edu |
| Cande | Ananth | Adjunct | cva2111@cumc.columbia.edu |
| Don | Ashkenase | Adjunct | dla2@cumc.columbia.edu |
| Lawrence | Bartlett | Adjunct | lrb2164@cumc.columbia.edu |
| Mark | Bittman | Lecturer | mb4268@cumc.columbia.edu |
| Russ | Branzell | Adjunct | rb3232@cumc.columbia.edu |
| Lawrence | Brown | Professor | ldb3@cumc.columbia.edu |
| Heather | Butts | Adjunct | hb2108@cumc.columbia.edu |
| Julius | Chen | Assistant Professor | jlc2310@cumc.columbia.edu |
| Lynette | Chiu | Adjunct | lynette.chiu@cumc.columbia.edu |
| Frank | Cino | Adjunct | fmc2131@cumc.columbia.edu |
| Chelsea | Clinton | Adjunct | cc3459@cumc.columbia.edu |
| Stephen | Coussens | Assistant Professor | sc4501@cumc.columbia.edu |
| Jaime | Daw | Assistant Professor | jrd2199@cumc.columbia.edu |
| Jacqueline | Dobbs | Adjunct | jbd2131@cumc.columbia.edu |
| Nathan | Dong | Assistant Professor | gd2243@cumc.columbia.edu |
| Sharen | Duke | Adjunct | sid5@cumc.columbia.edu |
| Norman | Edelman | Adjunct | ne2148@cumc.columbia.edu |
| Lili-An | Elkins | Adjunct | le11@cumc.columbia.edu |
| Meghan | Fitzgerald | Adjunct | mmf2038@cumc.columbia.edu |
| Catherine | Foster | Part-Time | cf2450@cumc.columbia.edu |
| Howard | Friedman | Adjunct | hf2222@cumc.columbia.edu |
| Leslie | Funtleyder | Adjunct | ldf2120@cumc.columbia.edu |
| Arthur | Gianelli | Adjunct | ag2619@cumc.columbia.edu |
| William | Gold | Adjunct | weg2@cumc.columbia.edu |
| Herschel | Goldfield | Adjunct | hg28@cumc.columbia.edu |
| Darryl | Hollar | Adjunct | dh93@cumc.columbia.edu |
| Steven | Katz | Adjunct | sbk2146@cumc.columbia.edu |
| Arthur | Klein | Adjunct | aak2200@cumc.columbia.edu |
| Andrew | Kolodny | Adjunct | ajk2158@cumc.columbia.edu |
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| Yuna | Lee | Assistant Professor | ysl2118@cumc.columbia.edu |
| Donna | Lynne | Adjunct | dl42@cumc.columbia.edu |
| Ari | Markenson | Adjunct | ajm41@cumc.columbia.edu |
| John | McHugh | Assistant Professor | jpm2192@cumc.columbia.edu |
| Kent | McKinney | Adjunct | rkm2103@cumc.columbia.edu |
| Stephen | Mick | Adjunct | ssm2204@cumc.columbia.edu |
| Peter | Muennig | Associate Professor | pm124@cumc.columbia.edu |

| First Name | Last Name | Category | Email |
| --- | --- | --- | --- |
| Matthew | Neidell | Associate Professor | mn2191@cumc.columbia.edu |
| Kathleen | Pike | Adjunct | kmp2@cumc.columbia.edu |
| Alex | Preker | Adjunct | asp2133@cumc.columbia.edu |
| Angela | Profeta | Adjunct | aap2126@cumc.columbia.edu |
| Anoop | Raman | Adjunct | amr2261@cumc.columbia.edu |
| Todd | Richter | Adjunct | |
| Zohn | Rosen | Adjunct | zr2153@cumc.columbia.edu |
| David | Rosenthal | Associate Professor | dr2447@cumc.columbia.edu |
| John W. | Rowe | Professor | dr2447@cumc.columbia.edu |

# MSPH Student Resources

**Office of Education**

Julie Kornfeld, Vice Dean for Education      jk3924@cumc.columbia.edu    342-1576

**Office of Diversity, Culture, and Inclusion**

Raygine DiAquoi, Director      rcd60@cumc.columbia.edu    305-0435

**Office of Student Academic Affairs & Student Life**

| | | |
|---|---|---|
| Marlyn Delva, Associate Dean & Dean of Students | mmt22@cumc.columbia.edu | 305-3067 |
| Eric Ratner, Director of Student Academic Affairs | emr2211@cumc.columbia.edu | 342-3717 |
| Lillian Morales, Associate Director, Academic Records & Standards | lm31@cumc.columbia.edu | 342-3128 |
| Student Government, c/o Student Affairs | sphsga@columbia.edu | 305-3927 |

**Office of Admissions & Financial Aid**

| | | |
|---|---|---|
| Clare Norton, Associate Dean, Enrollment Management | cn2473@cumc.columbia.edu | 342-5127 |
| Julie Vann, Assistant Director, Admissions, Financial Aid | jkd6@cumc.columbia.edu | 305-2751 |
| Charles Liriano, Assistant Director, Financial Aid | cl2281@cumc.columbia.edu | 305-4113 |

**Office of Educational Programs (MSPH Core)**      msph-oep@cumc.columbia.edu 305-1954

**Office of Field Practice**

| | | |
|---|---|---|
| Ana Jimenez-Bautista, Director, Field Practice | aj2168@cumc.columbia.edu | 305-5157 |
| Tabaitha Rodriguez, Administrative Assistant | tr2217@cumc.columbia.edu | 305-6965 |

**Office of Career Services**

| | | |
|---|---|---|
| Heather Krasna, Assistant Dean & Director, Career Services | hk2778@cumc.columbia.edu | 305-1548 |
| Adi Clerman, Associate Director | alc2278@cumc.columbia.edu | 305-3803 |
| Asha De Costa, Assistant Director | cd2594@cumc.columbia.edu | 342-3600 |
| Edmund Asiedu, Assistant Director | eea2137@cumc.columbia.edu | 305-7146 |

**Other Mailman Offices & Services**

| | | |
|---|---|---|
| Disability Services | 50 Haven Ave, 105 Bard | 304-7029 |
| Housing Office | 50 Haven Avenue, Walk-In Level | 305-4357x2 |
| International Student & Scholars Office | 650 West 168th Street, Room 103 | 305-8165 |
| Parking Office | 630 West 168th Street, Room 2-460 | 305-4357x7 |
| Student Admin Services (Registrar/Billing) | 650 West 168th Street, Room 141 | 342-4790 |
| | | |
| Security Desk | 722 West 168th Street, 10th Floor | 342-1905 |
| Security Office | 650 West 168th Street, Room 109 | 305-8100 |
| Work Study Office (workstudy@columbia.edu) | 210 Kent Hall | 854-6232 |

**Student Health Services**

| | | |
|---|---|---|
| Medical Care | 60 Haven Avenue, Walk-In Level | 305-3400 |
| Enrollment and MMR | 60 Haven Avenue, Tower I, Apt.3E | 305-3400 |
| Mental Health | 60 Haven Avenue | 496-8491 |

**Counseling and Consultant Offices**

| | | |
|---|---|---|
| OMBUDS Office | http://www.columbia.edu/cu/ombuds/ | |
| Sexual Violence Prevention & Response | 60 Haven Avenue, Room 206<br>svprp@columbia.edu | 854-4357 |
| Office of Equal Opportunity<br>    & Affirmative Action | 103 Low Library, MC 4333        854-5511        eoaa@columbia.edu | |

**Bookstore and CUMC Library**

| | | |
|---|---|---|
| Bookstore (Barnes & Noble) | 711 West 168th St | 305-6800 |
| Health Science Library | 701 West 168th Street | 305-3605 |

# MSPH Department, Centers & Programs

## Academic Departments

**Biostatistics**
**722 West 168th Street, 6th Floor, 342-3417**
Interim-Chair to be announced
Justine Herrera, Administrative Contact

**Environmental Health Sciences**
**722 West 168th Street, 11th Floor, 305-3464**
Dr. Andrea Baccarelli, Chair
Nina Kulacki, Administrative Contact

**Epidemiology**
**722 West 168th Street, 7th Floor, 305-9412**
Dr. Charles Branas, Chair
Liliane Zaretsky, Administrative Contact

**Health Policy & Management**
**722 West 168th Street, 4th Floor, 305-3924**
Dr. Michael Sparer, Chair
Becca Schoenfeld, Administrative Contact

**Population & Family Health**
**60 Haven Ave. B-2, 304-5200**
Dr. Terry McGovern, Chair
Chelsea Kolff, Administrative Contact

**Sociomedical Sciences**
**722 West 168th Street, 5th floor, 305-5656**
Dr. James Colgrove, Interim-Chair
Andrea Constancio, Administrative Contact

**Centers & Programs**

A complete list of Mailman centers and programs can be found online at:
http://www.mailman.columbia.edu/academic-departments

# Online Management Systems & IT Resources

**Online Management Systems**

| | |
|---|---|
| Email at CUMC | http://cumc.columbia.edu/it/howto/email/index.html |
| Canvas | https://courseworks2.columbia.edu |
| Student Services Online (SSOL) | https://ssol.columbia.edu/ |

**Columbia University Information Technology (CUIT)**

Columbia University IT offers a wide range of support for Mailman students. Their website lists a variety of resources. There is also a CUIT helpline, in case students ever run into problems with a personal or campus computer. Both the website and helpline are listed below.

CUIT Website                    http://cuit.columbia.edu/

5-HELP Helpline                 212-854-1919 (off campus)
                                5-HELP (when using a campus phone)
                                5help@columbia.edu (email)

**Free Software Downloads & Software Tutorials**

**Software Downloads**

CUIT has a variety of software downloads available to Mailman students for free, including Microsoft Office Suite (Word, Excel, PowerPoint, etc.). Free downloads can be found at:
http://cuit.columbia.edu/cuit/software-downloads

**Software Tutorials**

For an extensive list of free software training programs: https://cuit.columbia.edu/cuit/software-downloads#/cu_card_group-8330

# Mailman School of Public Health - Academic Calendar (Fall 2018, Spring 2019)

| Fall 2018 | | |
|---|---|---|
| **Date** | **Day** | **Description** |
| June 19 – 21 | Tuesday - Thursday | Registration 1 for Fall Semester (continuing students) |
| August 1 | Wednesday | Last day to apply for October degrees |
| August 21 – 23 | Tuesday – Thursday | Registration 2 for Fall Semester (continuing students) |
| August 28 – 30 | Tuesday – Thursday | Registration for Fall Semester (new students) |
| September 3 | Monday | No classes - Labor Day |
| September 4 | Tuesday | First day of classes |
| September 4 – 13 | Tuesday – Thursday | Change of Program Period<br>*Students who have not registered prior to this period will be assessed a late registration fee.*<br>*Students may add/drop via SSOL.*<br>*No adjustment of fees for individual courses dropped after this period.* |
| September 27 | Thursday | Last day to drop without UW/change grade option (1st-quarter classes) |
| October 17 | Wednesday | Award of October degrees |
| October 23 | Tuesday | 2nd-quarter classes begin<br>Last day to drop without UW (full-term classes) |
| October 29 – November 10 | Monday - Saturday | Open Enrollment for certificate and department changes (1st-year MPH students) |
| November 6 | Tuesday | No classes – Election Day |
| November 10 – 14 | Saturday – Wednesday | American Public Health Association (APHA) Annual Meeting (San Diego, CA) |
| November 15 | Thursday | Last day to drop without UW (2nd-quarter classes)<br>Last day to change grade option (2nd-quarter and full-term classes) |
| November 22 – 25 | Thursday – Sunday | No classes - Thanksgiving Holiday |
| December 3 | Monday | Last day to apply for February degrees |
| December 10 | Monday | Last day of classes |
| December 11 – 13 | Tuesday – Thursday | Reading period |
| December 11 – 13 | Tuesday – Thursday | Registration 1 for Spring Semester (all students) |
| December 14 – 21 | Friday – Friday | Final examinations |
| December 21 | Friday | Term ends |
| Dec. 22 – Jan. 21, 2019 | Saturday – Monday | No classes - Winter Holidays |

| Spring 2019 | | |
|---|---|---|
| **Date** | **Day** | **Description** |
| January 2 | Wednesday | Deadline for submitting fall 2017 grades by 9:30 PM |
| January 8 – 10 | Tuesday – Thursday | Registration 2 for Spring Semester (all students) |
| January 21 | Monday | No classes - Martin Luther King Jr. Holiday |
| January 22 | Tuesday | First day of classes |
| January 22 – 31 | Tuesday – Thursday | Change of Program Period<br>*Students who have not registered prior to this period will be assessed a late registration fee.*<br>*Students may add/drop via SSOL.*<br>*No adjustment of fees for individual courses dropped after this period.* |
| February 1 | Friday | Last day to apply for May degrees |
| February 7 | Thursday | Last day to drop without UW/change grade option (1st quarter classes) |
| February 13 | Wednesday | Award of February degrees |
| February 18 | Monday | No classes - Presidents' Day Holiday |
| March 12 | Tuesday | 2nd-quarter classes begin<br>Last day to drop without UW (full-term classes) |
| March 16 – 24 | Saturday - Sunday | No classes - Spring Holidays |
| April 18 | Thursday | Last day to drop without UW (2nd-quarter classes)<br>Last day to change grade option (2nd-quarter and full-term classes) |
| May 6 | Monday | Last day of classes |
| May 7 – 9 | Tuesday – Thursday | Reading period |
| May 10 – 17 | Friday – Friday | Final examinations |
| May 17 | Friday | Term ends – deadline for submitting grades for graduating students by 9:30 PM |
| May 21 | Tuesday | Mailman School of Public Health Commencement |
| May 22 | Wednesday | Columbia University Commencement (conferral of May degrees) |
| May 23 | Thursday | Deadline for submitting grades for non-graduating students by 9:30 PM |