

**Department of
Health Policy & Management**

Handbook

2014-2015

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Welcome to HPM

Welcome to the Department of Health Policy & Management (HPM). The HPM department offers academic programs of study for the MPH and MHA degrees in health policy, management, and comparative effectiveness and outcomes research. This handbook provides HPM-specific information about program requirements, course offerings, and special events for the 2014-15 academic year. Please note that the curriculum checklists are for the cohorts beginning coursework in the fall of 2014. 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 Student Handbook, which is located at the following web address:

<http://www.mailman.columbia.edu/students/student-academics/student-handbook>.

Students are encouraged to assume an active role in determining the scope and quality of their own education. We hope students actively participate in the 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.

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.

Academic and Co-Curricular Programs

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Programs of Study

Columbia MPH

The Mailman Core

All incoming Columbia MPH and Accelerated students are enrolled in the integrated Core curriculum in their first semester. The Core consists of six broad areas of study, known as “studios”. These studios, which are broken down into six modules, build one upon the next to provide the broad, interlocking foundation of knowledge needed for a career in public health. The Columbia MPH Core Studios are:

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

In addition to these studios, Columbia MPH students are required to complete two additional components of coursework.

The HPM Discipline

In addition to the Columbia MPH Core, all HPM students must complete a series of five courses known as the HPM Discipline. These courses include:

1. HPMN P6503 Health Economics
2. HPMN P6529 Healthcare Accounting and Budgeting
3. HPMN P8502 Research Methods I: Data Analysis for Public Policy
4. HPMN P8582 Research Methods II: Program Evaluation
5. HPMN P8531 Health Policy and Political Analysis

Columbia MPH
Certificate in Health Policy Analysis
Faculty Director—Miriam Laugesen, PhD

HPM is home to the certificate in Health Policy Analysis. Students interested in focusing on health policy should choose this option for the Columbia MPH course of study. The department and certificate course requirements provide students with the knowledge and skills needed to work on health policy formulation and policy analysis in the United States and other countries. The certificate is designed to provide students with an understanding of how the political system, health economics, and healthcare financing affect health policy. 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.

Detailed course requirements are found online:
[http://www.mailman.columbia.edu/academics/degree-offerings/mph/full-time-
mph/certificates/health-policy-analysis](http://www.mailman.columbia.edu/academics/degree-offerings/mph/full-time-
mph/certificates/health-policy-analysis)

Columbia MPH – Health Policy Analysis Certificate
2014-16 Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2014	Columbia MPH Core	15	
	P6010 Quantitative Foundations, Evidence, and Policy		<input type="checkbox"/>
	P6020 Foundations of Public Health		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health		<input type="checkbox"/>
	P6060 Health Systems		<input type="checkbox"/>
FALL 2014	P6071 Integration of Science and Practice	1.5	<input type="checkbox"/>
FALL 2014	P8571 Professional Development Seminar I	0.5	<input type="checkbox"/>
	TOTAL	17	
SPR 2015	PXXXX Leadership in Public Health	1.5	<input type="checkbox"/>
SPR 2015	P6080 Leadership and Innovation	1.5	<input type="checkbox"/>
SPR 2015	P8502 RM I: Data Analysis for Public Policy	3	<input type="checkbox"/>
SPR 2015	P8582 RM II: Program Evaluation	3	<input type="checkbox"/>
SPR 2015	P8531 Health Policy and Political Analysis	3	<input type="checkbox"/>
SPR 2015	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2015	P8572 Professional Development Seminar II	0.5	<input type="checkbox"/>
	TOTAL	15.5	
SUM 2015	PRACTICUM		<input type="checkbox"/>
FALL 2015	P6508 Health Policy and Political System	3	<input type="checkbox"/>
FALL 2015	P6529 Accounting & Budgeting	3	<input type="checkbox"/>
FALL 2015	P8508 RM III: Analysis of Large Scale Data	3	<input type="checkbox"/>
FALL 2015	P8581 Professional Development Seminar III: Practicum	0.5	<input type="checkbox"/>
FALL 2015	Certificate Electives	6	<input type="checkbox"/>
	TOTAL	15.5	
SPR 2016	P8548 Public Health Law	3	<input type="checkbox"/>
SPR 2016	PXXXX Advanced Health Policy Seminar	1.5	<input type="checkbox"/>
SPR 2016	Global Policy Elective	1.5 – 3	<input type="checkbox"/>
SPR 2016	Electives	3	<input type="checkbox"/>
	TOTAL	9-10.5	
TOTAL REQUIRED CREDITS		57 – 58.5	

Columbia MPH**Certificate in Comparative Effectiveness and Outcomes Research****Faculty Director—Y. Claire Wang, MD, PhD**

Clinical and public health research generates tremendous knowledge 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 and research organizations as well as the bio-pharma sector.

Detailed course requirements are found online:

<http://www.mailman.columbia.edu/academics/degree-offerings/mph/full-time-mph/certificates/comparative-effectiveness-outcomes-research>

Columbia MPH – Comparative Effectiveness and Outcomes Research Certificate
2014-16 Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2014	Columbia MPH Core	15	<input type="checkbox"/>
	P6010 Quantitative Foundations, Evidence, and Policy		<input type="checkbox"/>
	P6020 Foundations of Public Health		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health		<input type="checkbox"/>
	P6060 Health Systems		<input type="checkbox"/>
FALL 2014	P6071 Integration of Science and Practice	1.5	<input type="checkbox"/>
FALL 2014	P8571 Professional Development Seminar I	0.5	<input type="checkbox"/>
	TOTAL	17	
SPR 2015	PXXXX Leadership in Public Health	1.5	<input type="checkbox"/>
SPR 2015	P6071 Integration of Science and Practice	1.5	<input type="checkbox"/>
SPR 2015	P8502 RM I: Data Analysis for Public Policy	3	<input type="checkbox"/>
SPR 2015	P8582 RM II: Program Evaluation	3	<input type="checkbox"/>
SPR 2015	P8531 Health Policy and Analysis	3	<input type="checkbox"/>
SPR 2015	P8568 Decision Analysis	3	<input type="checkbox"/>
SPR 2015	P8572 Professional Development Seminar II	0.5	<input type="checkbox"/>
	TOTAL	15.5	
SUM 2015	PRACTICUM		<input type="checkbox"/>
FALL 2015	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2015	P6529 Accounting & Budgeting	3	<input type="checkbox"/>
FALL 2015	P8510 Strategic Issues in Healthcare Quality		
	OR P8565 Landscape of Healthcare Quality	1.5	<input type="checkbox"/>
FALL 2015	P8508 RM III: Analysis of Large Scale Data	3	<input type="checkbox"/>
FALL 2015	P8581 Professional Development Seminar III: Practicum	0.5	<input type="checkbox"/>
FALL 2015	Certificate Electives	3	<input type="checkbox"/>
	TOTAL	14	
SPR 2016	P6110 Statistical Computing with SAS		
	OR P8483 Applications Epidemiologic Research Methods	3	<input type="checkbox"/>
SPR 2016	P8438 Epidemiology II	3	<input type="checkbox"/>
SPR 2016	P85XX Applied CEOR	1.5	<input type="checkbox"/>
SPR 2016	Certificate Electives	4.5	<input type="checkbox"/>
	TOTAL	12	
TOTAL REQUIRED CREDITS		58.5	

Accelerated MPH**Faculty Director—Jeanne Stellman, PhD**

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

You can find general information online:

<http://www.mailman.columbia.edu/academics/degree-offerings/mph/accelerated-mph>

Accelerated Checklist

2014-15

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2014	Columbia MPH Core	15	
	P6010 Quantitative Foundations, Evidence, and Policy		<input type="checkbox"/>
	P6020 Foundations of Public Health		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health		<input type="checkbox"/>
	P6060 Health Systems		<input type="checkbox"/>
FALL 2014	ISP	1.5	<input type="checkbox"/>
FALL 2014	P6529 Healthcare Accounting and Budgeting	3	<input type="checkbox"/>
FALL 2014	Bi-Weekly HPM Accl & Dual Seminar	0	
	TOTAL	19.5	
SPR 2015	PXXXX Leadership in Public Health	1.5	<input type="checkbox"/>
SPR 2015	ISP	1.5	<input type="checkbox"/>
SPR 2015	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2015	P8583 RM2: Program Evaluation	3	<input type="checkbox"/>
SPR 2015	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2015	P8556 Competitive Health Strategy – HealthSquare Sim	1.5	<input type="checkbox"/>
SPR 2015	Electives	4.5	<input type="checkbox"/>
SPR 2015	P8562 Consulting Workshop	1	<input type="checkbox"/>
SPR 2015	Bi-Weekly HPM Accl & Dual Seminar	0	
	TOTAL	19	
SUM 2015	P8562 Consulting Workshop	0.5	<input type="checkbox"/>
SUM 2015	Applied Methods in HPM	3	<input type="checkbox"/>
	TOTAL	3.5	
TOTAL REQUIRED CREDITS		42	

* NOTE: Students can take up to 45 credits under the flat rate tuition

Dual-degree Programs

Faculty Director—Jeanne Stellman, PhD

MSPH offers dual degrees with nine schools across the University. Once accepted into the respective schools, dual-degree students should begin their coursework at the partner school, with the exception of dual degrees with the Graduate School of International and Public Affairs (SIPA). Reference the curriculum checklists for details. At this time, MSPH does not offer a dual degree with the Columbia MHA program.

Dual-degree students should note:

- All students in the dual-degree program will spend a consecutive fall and spring semester at MSPH earning a minimum of 39 points credits through a flat-fee tuition model.
- All students will earn an additional seven credits in either the summer of their first year or in year two as a cross-registrant (or a combination of both). Some of these credits may be added to the fall and spring semesters of the first year.
- Certificate programs are not available to dual-degree students.
- Dual degree students, when registered with MSPH, will need to register for PUBH P0005—Mailman Dual Degree—so that Mailman can monitor their progress and effectively communicate with them.
- Dual-degree students have a choice of completing a consulting workshop and/or a summer practicum.
- There are 21 Mailman credits (including the MSPH Core) that cannot be substituted. (Credits from partner schools cannot count towards the completion of the MSPH Core.)
- Dual Degree requirements are similar to the Accelerated requirements. Please note that MBA students are waived from Healthcare Accounting and Budgeting. OT, Nursing and SIPA students are waived from Research Methods I: Data Analysis for Public Policy if they complete a methods course through the other Columbia school. P&S, Dental, SW, and Urban Planning students select a course to be waived in consultation with the Faculty Director.

Dual Degree Programs

College of Physicians and Surgeons	MD/MPH
School of Dental and Oral Surgery	DDS/MPH
School of Nursing	MSN/MPH
Occupational Therapy	MSOT/MPH
School of Business	MBA/MPH
School of International and Public Affairs	MIA/MPA/MPH
School of Social Work	MSW/MPH
Graduate School of Architecture, Planning and Preservation	MSUP/MPH
School of Law	JD/MPH

Dual Checklist

2014-15

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2014	Columbia MPH Core	15	
	P6010 Quantitative Foundations, Evidence, and Policy		<input type="checkbox"/>
	P6020 Foundations of Public Health		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health		<input type="checkbox"/>
	P6060 Health Systems		<input type="checkbox"/>
FALL 2014	ISP	1.5	<input type="checkbox"/>
FALL 2014	P6529 Healthcare Accounting and Budgeting	3	<input type="checkbox"/>
FALL 2014	Bi-Weekly HPM Accl & Dual Seminar	0	
	TOTAL	19.5	
SPR 2015	PXXXX Leadership in Public Health	1.5	<input type="checkbox"/>
SPR 2015	ISP	1.5	<input type="checkbox"/>
SPR 2015	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2015	P8583 RM2: Program Evaluation	3	<input type="checkbox"/>
SPR 2015	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2015	P8556 Competitive Health Strategy – HealthSquare Sim	1.5	<input type="checkbox"/>
SPR 2015	Electives	1.5	<input type="checkbox"/>
SPR 2015	P8562 Consulting Workshop	1	<input type="checkbox"/>
SPR 2015	Bi-Weekly HPM Accl & Dual Seminar	0	
	TOTAL	16	
SUM 2015	P8562 Consulting Workshop	0.5	<input type="checkbox"/>
SUM 2015	Applied Methods in HPM	3	<input type="checkbox"/>
	TOTAL	3.5	
	TOTAL REQUIRED CREDITS	39	

Columbia MPH

Undecided and Other Certificates

Columbia MPH students can choose to study in HPM and pursue a certificate option in another department at Mailman. The HPM department's required courses provide students with knowledge and skills that can be used across many disciplines. The required HPM discipline includes health economics, healthcare accounting and budgeting, program evaluation, research methods, and health policy and political analysis.

Other Certificate options are found online:

<http://publichealth.columbia.edu/degree-programs/columbia-mph/certificate-program>

Students interested in switching certificates or those who entered the program as undecided must meet with the program advisor prior to the certificate application deadline to discuss academic and professional plans. After receiving approval, students need to complete the "Change of Certificate" electronic form at: https://cumc.us2.qualtrics.com/SE/?SID=SV_1EQICvQicP9ow4t. The request will be forwarded for review and the Office of Educational Programs (OEP) will inform the student of the decision. Certificate switches are not guaranteed and may have financial and academic implications.

The Global certificate is not open to mid-degree declaration; it requires application during the admission cycle, prior to matriculation.

Students who have not declared their certificate choice (undecided) or want to change certificates, must meet set deadlines: December 10 or March 14 depending on certificate of choice. Please note the certificates with the earlier deadline.

December 1 – December 10
Comparative Effectiveness Outcomes Research
Health Policy Analysis

March 14, 2014 deadline to declare
Other certificates

Columbia MHA

Faculty Director—Tom Ference, 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 the management skills of a business school education, but does so 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 highly structured 2-year full-time program that includes a required professional development program (PDP). A key component of the PDP is a summer practicum experience. For more information regarding the PDP and summer practicum please see the Professional Development Program section on page 20.

The **Part-Time MHA program (PTM)** is a 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), with occasional weekend elective options.

The **Executive Masters of Healthcare Management (EMHM) program** is a 24-month program (six semesters), designed for healthcare professionals with seven or more years of related work experience. The EMHM program provides these professionals a significant opportunity to expand their knowledge and sharpen skills in order to advance their careers. The program draws students from a wide range of health-related fields. Students attend classes once a month, Thursday-Sunday. The EMHM program offers students the option to pursue either an MPH or MHA degree.

The culminating experience for all three Columbia MHA programs is HealthSquare, an intense 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.

CAHME Accreditation & Competency Tracking for Management Students

The Department of Health Policy & Management's (HPM) 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 the 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 (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 CourseWorks. Students receive feedback about their performance through faculty comments, letter grades, and communication of competency attainment.

A separate pamphlet has been provided 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.

The Columbia MHA - Full-Time Management (FTM)

2014-16 Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
SUM 2013	Computational Tools for HPM (online & orientation session)		<input type="checkbox"/>
FALL 2014	P6103 Managerial Data Analysis & Decision-Making	3	<input type="checkbox"/>
FALL 2014	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2014	P6529 Healthcare Accounting and Budgeting	3	<input type="checkbox"/>
FALL 2014	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2014	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
FALL 2014	P8571 Professional Development Seminar I	0.5	<input type="checkbox"/>
	TOTAL	15.5	
SPR 2015	P8529 Analytic Methods for Health Services Management	3	<input type="checkbox"/>
SPR 2015	P8533 Healthcare Finance	3	<input type="checkbox"/>
SPR 2015	PXXXX Public Health Concepts	3	<input type="checkbox"/>
SPR 2015	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2015	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SPR 2015	P8572 Professional Development Seminar II	0.5	<input type="checkbox"/>
SPR 2015	Electives	1.5	<input type="checkbox"/>
	TOTAL	15.5	
SUM 2015	PRACTICUM		<input type="checkbox"/>
FALL 2015	P8569 Hospital Management	3	<input type="checkbox"/>
FALL 2015	P8559 Comparative Strategic Analysis	3	<input type="checkbox"/>
FALL 2015	P8536 Health Information Technology	1.5	<input type="checkbox"/>
FALL 2015	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
FALL 2015	P8581 Professional Development Seminar II: Practicum	0.5	<input type="checkbox"/>
FALL 2015	Electives	4.5	<input type="checkbox"/>
	TOTAL	14	
SPR 2016	P8517 Mgmt Challenges-Evolving HC & Insurance System	3	<input type="checkbox"/>
SPR 2016	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2016	P8527 Human Resources Management	1.5	<input type="checkbox"/>
SPR 2016	P8556 Competitive Health Strategy—HealthSquare Sim	1.5	<input type="checkbox"/>
SPR 2016	Electives	6	<input type="checkbox"/>
	TOTAL	13.5	
TOTAL REQUIRED CREDITS		58.5	

The Columbia MHA - Part-Time Management (PTM) Program
2014-17 Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
SUM 2014	Computational Tools for HPM (online & orientation session)		<input type="checkbox"/>
FALL 2014	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2014	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
	TOTAL	6	<input type="checkbox"/>
SPR 2015	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
SPR 2015	P6103 Managerial Data Analysis & Decision-Making	3	<input type="checkbox"/>
	TOTAL	6	
SUM 2015	P8533 Healthcare Finance	3	<input type="checkbox"/>
SUM 2015	P8529 Analytic Methods for Health Services Management	3	<input type="checkbox"/>
	TOTAL	6	<input type="checkbox"/>
FALL 2015	P8558 Strategic Management	3	<input type="checkbox"/>
FALL 2015	PXXXX Public Health Concepts	3	<input type="checkbox"/>
FALL 2015	P8581 Integrated Practicum Seminar	0.5	<input type="checkbox"/>
	TOTAL	6.5	
SPR 2016	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2016	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2016	Elective(s)	3	<input type="checkbox"/>
	TOTAL	7.5	
SUM 2016	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SUM 2016	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SUM 2016	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
SUM 2016	P8556 Competitive Health Strategy – HealthSquare Simulation	1.5	<input type="checkbox"/>
	TOTAL	6	
FALL 2016	P8527 Human Resources Management	1.5	<input type="checkbox"/>
FALL 2016	Elective(s)	3	<input type="checkbox"/>
	TOTAL	4.5	<input type="checkbox"/>
TOTAL REQUIRED CREDITS		45.5	

Executive Masters of Healthcare Management Programs (EMHM)
2014-16 MPH Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2014	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2014	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2014	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
	TOTAL	9	
SPR 2015	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
SPR 2015	P6103 Managerial Data Analysis & Decision-Making	3	<input type="checkbox"/>
SPR 2015	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
	TOTAL	7.5	
SUM 2015	P6700 Social and Behavioral Science	1.5	<input type="checkbox"/>
SUM 2015	P6520 Environmental Challenges for Healthcare Managers	1.5	<input type="checkbox"/>
SUM 2015	P8533 Healthcare Finance	3	<input type="checkbox"/>
SUM 2015	P8527 Human Resources Management	1.5	<input type="checkbox"/>
	TOTAL	7.5	
FALL 2015	PXXXX Transformation in Economic Models of Healthcare	1.5	<input type="checkbox"/>
FALL 2015	P6400 Epidemiology	3	<input type="checkbox"/>
FALL 2015	P8558 Strategic Management	3	<input type="checkbox"/>
FALL 2015	P8581 Integrated Practicum Seminar	0.5	<input type="checkbox"/>
	TOTAL	8	
SPR 2016	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SPR 2016	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SPR 2016	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2016	P8565 The Landscape of Healthcare Quality: Perspectives & Initiatives	1.5	<input type="checkbox"/>
	TOTAL	6	
SUM 2016	P8018 Master Class	3	<input type="checkbox"/>
SUM 2016	P8556 Competitive Health Strategy – HealthSquare Simulation	1.5	<input type="checkbox"/>
SUM 2016	P8566 Entrepreneurship for Healthcare Managers	1.5	<input type="checkbox"/>
SUM 2016	P8582 Program Evaluation	1.5	<input type="checkbox"/>
	TOTAL	7.5	
TOTAL REQUIRED CREDITS		45.5	

Executive Masters of Healthcare Management (EMHM) Program
2014-16 MHA Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2014	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2014	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2014	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
	TOTAL	9	
SPR 2015	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
SPR 2015	P6103 Managerial Data Analysis & Decision-Making	3	<input type="checkbox"/>
SPR 2015	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
	TOTAL	7.5	
SUM 2015	PXXXX Public Health Concepts	3	<input type="checkbox"/>
SUM 2015	P8533 Healthcare Finance	3	<input type="checkbox"/>
SUM 2015	P8527 Human Resources Management	1.5	<input type="checkbox"/>
	TOTAL	7.5	
FALL 2015	PXXXX Transformation in Economic Models of Healthcare	1.5	<input type="checkbox"/>
FALL 2015	P8529 Analytic Methods for Health Services Management	3	<input type="checkbox"/>
FALL 2015	P8558 Strategic Management	3	<input type="checkbox"/>
FALL 2015	P8581 Integrated Practicum Seminar	0.5	<input type="checkbox"/>
	TOTAL	8	
SPR 2016	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SPR 2016	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SPR 2016	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2016	P8565 The Landscape of Healthcare Quality: Perspectives & Initiatives	1.5	<input type="checkbox"/>
	TOTAL	6	
SUM 2016	P8018 Master Class	3	<input type="checkbox"/>
SUM 2016	P8556 Competitive Health Strategy – HealthSquare Simulation	1.5	<input type="checkbox"/>
SUM 2016	P8566 Entrepreneurship for Healthcare Managers	1	<input type="checkbox"/>
SUM 2016	P8569 Hospital Management	1.5	<input type="checkbox"/>
	TOTAL	7.5	<input type="checkbox"/>
TOTAL REQUIRED CREDITS		45.5	

Professional Development Program (PDP)

The Professional Development Program (PDP) is a co-curricular program carefully crafted by the Department of Health Policy & Management to focus on and develop professional skills that are necessary for the success of students in the workplace. PDP covers a broad range of activities and events. The PDP umbrella includes the Professional Development Seminar, Special Skill Sessions, and The Practicum, which are required for all full-time HPM students, as well as the optional activities and events detailed below.

The Professional Development Seminar

The Professional Development Seminar is a 3-semester co-curricular course required for all full-time students. The goal of the Seminar is to ensure students have the necessary skills for a successful summer practicum experience and employment after graduation. The Seminar covers a full spectrum of personal and professional competencies and skills designed to complement and supplement the student's academic program, including carefully developed coursework and personal coaching. The Seminar focuses on building essential skills such as presentation, oral and written communication, interviewing, and teamwork. The PDP 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.

The first two semesters of the Seminar are designed to develop essential professional skills. These skills are directly applicable to the practicum search, and later, the practicum experience. The third semester of the Seminar, taken in the fall following the practicum, requires students to both reflect on their practicum experience and begin planning for and engaging with their post-graduate job search. Students will prepare for and take part in Practicum Day, a one-day event where students are required to prepare practicum presentations in small groups facilitated by faculty members and alumni.

Professional Development Skill Sessions

All full-time HPM students are required to attend designated skill sessions designed to enhance their Excel skills. Prior to each session, students will be required to demonstrate proficiency in Excel through the successful completion of the *Excel 2013 Essential Training* online course provided by Lynda.com. This site is an excellent online resource for a variety of subjects and software, and it is available for free to all Columbia students. The online self-study workshop will be followed up by an on-campus workshop. The material covered will give students basic Excel skills that they will use in their coursework and beyond.

Professional Development Activities & Events

Case Competition (Fall and Spring)

The Exchange: Networking Night: Annual HPM Networking Event (Fall)

The Annual HPM Conference (Spring)

Various lectures, panels and socials

The Practicum

All students must fulfill a practicum requirement. Full-time students will complete this requirement between their first and second years of coursework. Part-time and executive students will fulfill their practicum requirement through integrating their current position in healthcare and coursework.

The PTM and EMHM programs include an integrated practicum requirement where students develop a case about an issue at their worksite, complete an in-depth analysis of that case, and present the case to HPM PTM faculty and students. Students are evaluated both on the content of the case and their presentation skills.

Practicum Overview

All full-time HPM students are required to complete a one-term *practicum*. The practicum takes place during the summer after the first year of graduate study. All practicum placements are designed to be full-time, 10-week practical experiences. The purpose of the practicum is to provide students with an opportunity to utilize and expand their academic knowledge and skills in a field setting. These opportunities for learning are different from, supportive of, and supplementary to coursework. 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.

Practica are individually selected and focus on site-specific needs. The focus, substance and approach of the practicum will vary with each student and site. The practicum experience may include domestic or international work in policy, management, or research. Students may contribute to distinct, coherent projects, and provide host sites with valuable materials, services, analyses, and/or research that relate 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. For example, students have prepared surveys, 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 *practicum preceptor*, or site supervisor, an individual who supervises, evaluates, and guides their work. Throughout the practicum process, students will work with a variety of HPM faculty and staff, including the practicum faculty advisor, the practicum coordinator, and HPM program advisors, to successfully complete their practicum experience.

PDP & Practicum Contacts

Emily Austin (eka2102@columbia.edu)

Coordinator, Practicum & Professional Development Programs

Tom Ference (tpf1@columbia.edu)

Faculty Director, Practicum & Professional Development Programs

Debra Osinsky (do79@columbia.edu)

Academic Program Manager, Columbia MPH Programs

Marni Selman (mbs2206@columbia.edu)

Academic Program Manager, Columbia MHA Programs

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Logistics & Extras

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 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 6th floor of 600 West 168th Street. Contact information for program advisors is listed below:

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

Registration

Columbia MPH and Accelerated MPH students will be registered by the Office of Educational Programs (OEP) for their first semester, fall 2014. Please contact OEP with questions regarding fall 2014 registration. Subsequently, beginning spring 2015 students will be registered by HPM for required classes. All students will be responsible for registering for electives.

Columbia MHA students will be registered by HPM. All students will be responsible for registering for electives.

All registration questions should be directed to Rachel Sabb, Manager of Operations & Registration (rs2512@columbia.edu).

Course Catalogues & Class Details

Mailman course descriptions, schedules, class locations, listings and call numbers used for registration are on the web: <http://www.mailmanschool.org/courses/index.asp>

Columbia University course descriptions, schedules, class locations, listings and call numbers used for registration are on the web: <http://www.columbia.edu/cu/bulletin/uwb/>

Cross-Registration

One of the advantages of attending Columbia University is the ability to incorporate coursework from other schools into the Mailman curriculum.

MSPH students interested in cross-registration 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 this cross-registered course. Please note that students cannot add or drop non-MSPH courses via the web.

The Cross-Registration Form is posted on the MSPH under Additional Forms:

<http://www.mailman.columbia.edu/students/student-academics/registration-course-info/downloadable-forms>.

The process of enrolling in a course as a cross-registrant is overseen by the school listing the course. Each school has different policies regarding cross-registration, so it is important to contact that school about their specific cross-registration process. Cross-registration details for three of the most popular schools are below:

- **Columbia Business School:** The Columbia Business School has an online cross registration process for all courses. Please check the following link which includes all dates for cross-registration for non-MBA students. <http://www8.gsb.columbia.edu/current-students/academic-essentials/policies/cross-registration/non-mba>. The Columbia Business School's cross-registration website is www0.gsb.columbia.edu/xreg. It is only open during the cross-registration period and students must log-in using their UNI and password to access courses. (Please note: the Business School follows a slightly different academic calendar. Students should review the school's calendar to ensure they meet required course and exam dates.)
- **School of International and Public Affairs (SIPA):** Students from all other programs must go to the SIPA Registration Site (Office of Student Affairs, Suite 610, 6th floor IAB building) for permission to register for SIPA courses. For more information on how to cross register for SIPA courses go to: http://sipa.columbia.edu/academics/sipa_registration/nonsipa_instructions.html
- **Teacher's College:** Teacher's College (TC) course listings can be found online: <http://www.tc.columbia.edu/tc-schedule/schdsearch.cgi>. To cross-register, please contact the course professor directly for permission. **Note that tuition at TC is not covered under the MSPH flat rate.**
- **School of Continuing Education:** Courses offered through the School of Continuing Education are not considered graduate level courses that can applied to a degree program.

Independent Tutorials

Students may have a special interest in an area or topic that is not addressed in the curriculum. A tutorial, which is a learning contract between a student and faculty member to explore an area of mutual concern, is intended to provide an opportunity to pursue such interest.

Tutorials are offered by every department and are available for 0.5-3 points per semester. Before registering for a tutorial, students must first obtain written approval of the sponsoring faculty member. Academic and faculty advisors are available to help identify appropriate sponsors for special topic interests. Students must submit a proposal for the tutorial that includes a project plan approved by their academic program advisor.

English Language Classes

Columbia University and Teacher's College offer excellent programs for students interested in improving English language skills. For information related to the Teacher's College Community English program, please visit: <http://www.tc.edu/centers/communityenglish/>
For information about English programs available through the American Language Program, please visit: <http://www.ce.columbia.edu/alp/>

Transfer of Credits

Transfer points from an accredited school may be granted toward MPH or MHA degree requirements for graduate courses not counted toward another degree. For more details outlining the MSPH transfer credit policy, please visit: <http://www.mailman.columbia.edu/students/student-academics/transfer-credit>

Course Waivers

Students are encouraged to seek a waiver from courses for which they think they may be eligible for exemption. Note that Columbia MPH & Accelerated Core curriculum courses may not be waived. Courses may be waived by exam or with B+ or better grade in a graduate-level course with an approved syllabus. Students should contact their Academic Program Manager for information regarding eligibility requirements and examination arrangements.

Adding & Dropping Classes

Students may add or drop courses during the change-of-program period (see Academic Calendar), via SSOL. If the change-of-program period has passed, students may drop courses with approval from their academic advisor and the Office of Student Affairs, but the process also requires a signature on the MPSH add-drop form, available on the Mailman Downloadable Forms page: <http://www.mailman.columbia.edu/students/student-academics/registration-course-info/downloadable-forms>

Course Evaluations

The school's course evaluations are essential in providing feedback to instructors and departments. Student course evaluations occur at the end of each term via CourseWorks. 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.

Policies & Procedures

A variety of relevant student forms can be accessed electronically via the Office of Student Affairs downloadable forms page: <http://www.mailman.columbia.edu/students/student-academics/registration-course-info/downloadable-forms>

Grading

Each professor has their own grading criteria, detailed on their course syllabus. The MSPH grading policy is below. Please note: grades of F (Fail), IN (Incomplete), or grades below B- are reported to the Academic Standards Committee of the School. In the Department of Health Policy & Management there is NOT a direct correlation between number, letter and symbol grades.

- A+ Reserved for highly exceptional achievement.
- A Excellent. Outstanding achievement.
- A- Excellent work, close to outstanding.
- B+ Very good. Solid achievement expected of most graduate students.
- B Good. Acceptable achievement.
- B- Acceptable achievement, but below what is generally expected of graduate students.
- C+ Fair achievement, above minimally acceptable level.
- C Fair achievement, but only minimally acceptable.
- C- Very low performance.
- F Failure. Course usually may not be repeated unless it is a required course.
- IN An Incomplete (IN) may be given only when a student has met the attendance requirement but certain course assignments have not been completed for reasons satisfactory to the instructor. The instructor may grant an extension, usually for a specified period of time, and usually not more than several weeks. Students must complete a "Request for Incomplete" form which may be downloaded from the following link:
<http://www.mailman.hs.columbia.edu/students/student-academics/registration-course-info/downloadable-forms> and have the faculty agree to and sign the form. Unless there is notification of change of grade from IN to a letter grade within one year from the end of the semester of registration, the IN will be converted to an unofficial withdrawal grade (UW).
- P/F Pass/fail. Students have the option to select P/F grading in a few elective courses (not to exceed 4.5 points total for HPM students) with permission from the instructor and the department's academic advisor. Some courses are graded only on a pass/fail (P/F) basis. Students must select this option during registration, on SSOL, or fill out a P/F form before the add/drop period ends: <http://www.mailman.columbia.edu/students/student-academics/registration-course-info/placement-and-waiver-exams>.
- UW Unofficial Withdrawal (See "Incomplete")

Grade Notification

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

Honor Code

A complete copy of the honor code, which went into effect in August 2009, is found online in the Mailman School of Public Health Student Handbook: <http://mailman-handbook.com/2009/node/165>.

Student Feedback & Academic Grievances

The Department of Health Policy & Management strives to offer an academically excellent, rigorous, and responsive program to each and every student in the department. We encourage students to identify deficiencies and to suggest ways to improve. Students can bring feedback to faculty and administrators in the department. Any non-academic issue not resolved to the student's satisfaction should be presented to the Office of Student Affairs or discussed with Student Government, as appropriate.

Questions about course grades should be discussed first with the course instructor and then with the Academic Program Advisor, Faculty Program Director and finally with the Department Chair, if necessary. In the case of serious unresolved disagreement between a student and an instructor concerning grades, an ad hoc committee of three members is appointed by the Dean of the School. The committee consists of two members from HPM and one member from another department.

Leave of Absence

Columbia University has overarching policies on voluntary and involuntary leaves of absence: <http://facets.columbia.edu/voluntary-leave-absence-policy>. Students who will be absent for more than two semesters must apply for a formal leave of absence.

To take a leave of absence, students must meet with their Academic Program Manager, obtain their approval, and complete this form: <http://www.mailman.columbia.edu/sites/default/files/9.1.1.6%20Leave%20of%20Absence%20Form.pdf>.

Leave of absence requests are approved for one year. Exceptions will be considered on a case-by-case basis. Before being allowed to register again, these students must contact the Office of Student Affairs for reinstatement.

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Activities & Events

In addition to coursework, there are a variety of HPM and Mailman extra-curricular events that students are encouraged to take full advantage of. Mondays, Wednesdays, and Fridays from 11:30 to 1:00 have been reserved for department activities across the school. Please visit the current events calendar on the HPM website for up-to-date details on all extra-curricular events (<http://www.mailman.columbia.edu/academic-departments/health-policy/hpm-events-calendar>).

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

The Exchange: A Networking Night November 13th, 6-9 pm, Columbia Club, Midtown NYC

All current students are encouraged to attend this HPM networking event! All faculty, practicum preceptors, students and alumni will be invited to our networking evening at the Columbia Club in midtown, New York.

HPM Healthcare Conference April 17th, 2015, Columbia Club, Midtown, NYC

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. Alumni 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 Lecture Series September-May, Various Locations

The HPM Lecture Series aims to feature professionals from different areas in public health, health policy and management. The lectures include a range of topics, from case studies on health policy to panel discussions on soaring medical costs. The lectures provide a forum for students, faculty, and alumni to discuss current topics in the vast and changing healthcare system. Upcoming Lecture Series information is posted on the department homepage. Students are encouraged to be involved with developing related events and should contact Carey McHugh (ctm2101@columbia.edu) for more information.

Case Competition Saturday, November 8, 722 West 168th Street, Hess Commons

The Department of Health Policy & Management hosts a bi-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.

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

Department Brown Bag Seminars

The second Wednesday of each month plus additional dates

HPM students are welcome to join faculty at the department's Brown Bag Seminars in the 4th Floor conference room at 600 West 168th Street, on Wednesdays, 12:00 noon to 1:00 pm. For schedules, presenters, and topics please check the School's Events Calendar at:

<http://www.mailman.columbia.edu/academic-departments/health-policy/faculty/brown-bag-seminar>

Student Groups

Student organizations at MSPH serve to enhance the academic experience, advocate for social change, and increase cultural awareness. The department encourages students to get the most out of their Mailman education by participating in one (or more) of the student organizations.

For more information about MSPH student groups, visit the MSPH website:

<http://www.mailman.columbia.edu/students/student-life/student-groups>

The two student groups listed below are popular among HPM students.

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.

Mailman Events

Mailman sponsors a variety of events to encourage school-wide, cross-department dialogue and interaction. Students can peruse the Mailman event page to see what is going on:

<http://www.mailman.columbia.edu/events>

Students should be aware of the monthly school-wide lectures, the **Mailman Grand Rounds** (<http://www.mailman.columbia.edu/events/grand-rounds>). Directed by Dean Linda Fried, this 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. Columbia MPH students are required to attend Mailman Grand Rounds and will receive more information from the school regarding their attendance.

Work & Research Opportunities

Graduate Research Opportunities

Each semester the department offers a limited number of research opportunities to students to work with HPM faculty. Students will receive information in the department's Student Opportunities Digest (SOD), including descriptions of available research opportunities and faculty contact information. The expectation is that students will spend a minimum of 80 hours per semester conducting research and will receive an \$800 stipend to their student account that can be used for tuition and associated expenses.

Teaching Assistantships

Teaching Assistantships (TA) are available through both the department and the school. All TAs are expected to be knowledgeable about their subject, and prepared to execute their TA responsibilities, which may include grading and providing feedback on students' work, holding periodic review sessions and weekly office hours, proctoring exams, and running lab sections. The particular combination of responsibilities given to a TA varies substantially among courses and instructors. The role of TA carries with it authority and power, and TAs are expected to maintain an attitude of objectivity and fairness to students, being careful not to misuse their role. First-year students should not expect to be awarded a TA position in the first semester.

Teaching Assistants are expected to work up to 15 hours per week, and may not hold another job or appointment (full or part-time) anywhere at Columbia University during the semester they are employed as TAs. For the 2014-2015 academic year the TA payment is \$4,000 for a 3-point course and \$2,000 for a 1.5-point course. At the end of the calendar year TAs will receive a tax form related to this payment.

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

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

Administrative Fellowships

Some students elect to complete a one- or two-year administrative fellowship after graduation. Applications are generally due in August/September of the second year of coursework. Students should work with the Office of Career Services and their academic program advisors to plan and apply for these residencies. Available fellowships in hospital administration are published in the SOD. Students can also visit this website for more information:

http://www.ache.org/postgrad/print_detail.cfm

Communication & Social Media

Department Communication

Student Opportunity Digest (SOD)

The SOD is a weekly email to inform HPM 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 separated digest (see POD for details). The SOD is emailed out to all full-time HPM students throughout the academic year, and on an occasional basis throughout 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. The POD should not be shared with anyone outside of HPM.

CourseWorks Department Site

CourseWorks is Mailman's online course management site. By logging into CourseWorks, you can view important information, such as the course syllabus, required textbooks, pre-readings, and discussion boards. The SOD and POD are archived in CourseWorks.

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 are available in digital and hard copy to students, staff, and faculty.

The Link

The Link is the bi-annual newsletter from the Department of Health Policy & Management designed to keep current students and alumni informed about what's happening in the department. HPM chose *The Link* as a title for several reasons. It speaks to the connections evident in our department: the relationships between health policy and management, between the theories we discuss and their applications in the world and between students' time in the classroom and their work in the healthcare field.

HPM Facebook Page

The Department of Health Policy & Management 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.

EMHM Blog

The EMHM blog: <http://columbiaemph.wordpress.com/> contains a wide range of articles, interviews and essays on health policy and management, and is maintained by current EMHM students and alums.

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: http://www.cumc.columbia.edu/dept/mailman/hpm/emph/alumni_update_form.html. Mailman also has a dedicated alumni office, more information on Mailman's Alumni Affairs can be found at <http://www.mailman.columbia.edu/alumni>.

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HPM Staff Directory

Academic Administration

Department Chair	Michael Sparer	mss16@columbia.edu 212-305-5611
Executive Assistant to Dr. Sparer	Dahlia Rivera	der1@columbia.edu 212-305-3924
Director of Academic Programming & Special Projects	Rebecca Sale	rlr2108@columbia.edu 212-305-0298
Academic Program Manager, Columbia MPH	Debra Osinsky	do79@columbia.edu 212-305-3579
Academic Program Manager, Columbia MHA	Marni Selman	mbs2206@columbia.edu 212-305-5152
Professional Development & Non-Degree Programs Coordinator	Emily Austin	eka2102@columbia.edu 212-304-5557
Manager, Academic Operations & Registration	Rachel Sabb	rs2512@columbia.edu 212-305-1844
Administrative Manager	Beth Silvestrini	bs2520@columbia.edu 212-305-9885
Manager, Special Projects & Events	Carey McHugh	ctm2101@columbia.edu 212-342-4442

Faculty Directors

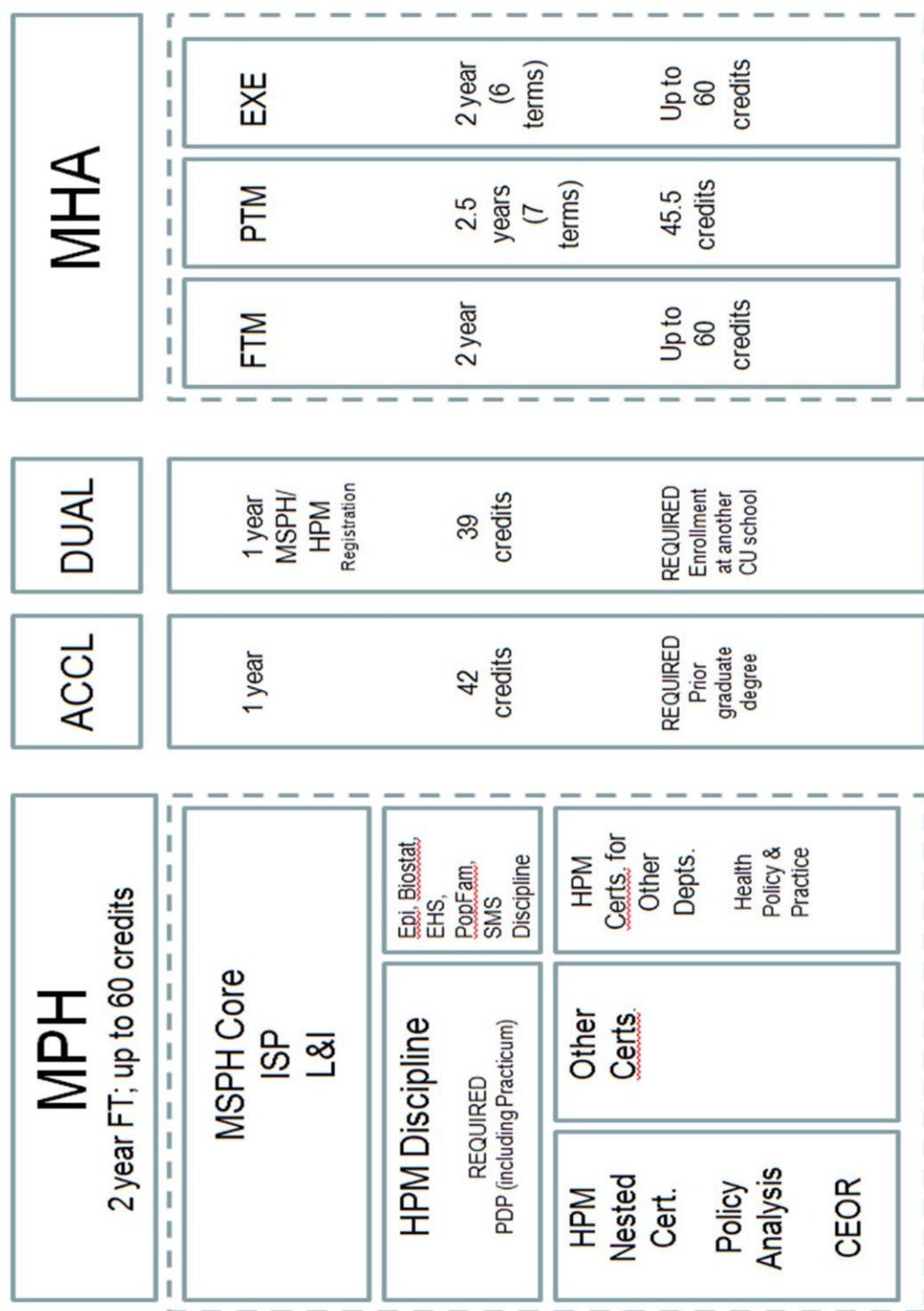
Columbia MHA	Tom Ference	tpf1@columbia.edu
Accelerated & Dual-Degree Programs	Jeanne Stellman	jms13@columbia.edu
Certificate in Health Policy Analysis & Practice	Miriam Laugesen	ml3111@columbia.edu
Certificate in Comparative Effectiveness & Outcomes Research	Y. Claire Wang	ycw2102@columbia.edu

HPM Faculty Directory: Teaching 2014-15

First Name	Last Name	Title	Email
Sara	Abiola	Assistant Professor	sa3049@columbia.edu
Richard	Alderslade	Adjunct	richard.alderslade@gmail.com
Don	Ashkenase	Adjunct	dashkena@montefiore.org
Thomas	Blaylock	Writing Instructor	teb2107@columbia.edu
Larry	Brown	Professor	ldb3@columbia.edu
Heather	Butts	Adjunct	hmbutts@aol.com
Robert	Chaloner	Adjunct	rchaloner@southamptonhospital.org
Frank	Cino	Adjunct	frank.cino@mountsinai.org
Chelsea	Clinton	Adjunct	aj66@nyu.edu
Gang Nathan	Dong	Assistant Professor	gd2243@columbia.edu
Norman	Edelman	Adjunct	ne2148@columbia.edu
Lili	Elkins	Adjunct	lilielkins1@comcast.net
Jonathan	Engel	Adjunct	engeljw@gmail.com
Thomas	Ference	Professor	tompf@prodigy.net
Meg	Fitzgerald	Adjunct	meghan.fitzgerald@cardinalhealth.com
Catherine	Foster	Adjunct	cf2450@columbia.edu
Dennis	Fowler	Adjunct	dlf91@columbia.edu
Jemima	Frimpong	Assistant Professor	jf2584@columbia.edu
Kathleen	Gaffney	Adjunct	kag2005@columbia.edu
Kate	Garrett	Adjunct	katherine.garrett@att.net
Art	Gianelli	Adjunct	artgianelli@aol.com
Mattia	Gilmartin	Adjunct	mattiagilmartin@hotmail.com
William	Gold	Adjunct	weg2@columbia.edu
Herschel	Goldfied	Adjunct	HGoldfield@proskauer.com
Tal	Gross	Assistant Professor	tg2370@columbia.edu
Michael	Gusmano	Adjunct	gusmanom@thehastingscenter.org
Myla	Harrison	Adjunct	meh2118@columbia.edu
Fred	Hyde	Professor	fh13@columbia.edu
Joan	Kaufman	Adjunct	jak2241@columbia.edu
Lara	Khoury	Adjunct	lmk100@columbia.edu
Margaret	Kruk	Associate Professor	mkruk@columbia.edu
Ira	Lamster	Professor	ibl1@mail.cumc.columbia.edu
Miriam	Laugesen	Assistant Professor	ml3111@columbia.edu
Joan	Leiman	Adjunct	jml2@columbia.edu
Nan	Liu	Assistant Professor	nl2320@columbia.edu
Donna	Lynne	Adjunct	Donna.L.Lynne@kp.org
Kent	McKinney	Adjunct	km2917@columbia.edu
Peter	Muennig	Associate Professor	pm124@columbia.edu
Matthew	Neidell	Associate Professor	mn2191@columbia.edu

First Name	Last Name	Title	Email
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Alex	Preker	Adjunct	apreker@healthinvestment.com
Lori	Rassas	Adjunct	lori.rassas@gmail.com
David	Rosenthal	Joint Appointment	dr2447@columbia.edu
Jack	Rowe	Professor	jwr2108@columbia.edu
Bhaven	Sampat	Associate Professor	bns3@columbia.edu
Magda	Schaler-Haynes	Adjunct	mes67@columbia.edu
Alvaro	Simmons	Adjunct	TBD
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Michael	Sparer	Professor	mss16@columbia.edu
Jeanne	Stellman	Professor Emeriti	jms13@columbia.edu
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Y. Claire	Wang	Associate Professor	ycw2102@columbia.edu
Alan	Weinberg	Adjunct	alan.weinberg@mountsinai.org
Jack	Wheeler	Adjunct	jw3206@columbia.edu; jackwhee@umich.edu
Renee	Wilson-Simmons	Director of NCCP	rw2502@columbia.edu
John	Winkelman	Lecturer	johnw@winkelmanco.com
Martha	Wolfgang	Adjunct	mw2427@columbia.edu

HPM Academic Program Map



MSPH Student Resources

Office of Student Affairs

722 West 168th Street, Suite 1014, 212-305-3927

Marlyn Delva, Associate Dean & Dean of Students	mmt22@columbia.edu	305-3067
Cynthia Powell, Associate Director, Finance and Administration	ccr@columbia.edu	305-3775
Lila Sears, Administrative Assistant to the Dean of Students	ljs2177@columbia.edu	342-1847

Office of Student Academic Affairs & Student Life

722 West 168th Street, Suite 1014, 212-342-3128

Eric Ratner, Director of Student Academic Affairs	emr2211@columbia.edu	342-3717
Lillian Morales, Associate Director, Academic Records & Standards	lm31@columbia.edu	305-8690
Cheryl Keise, Assistant Director, Student Affairs & Student Life	crk2108@columbia.edu	305-0541
Tabaitha Rodriguez, Administrative Clerk	tr2217@columbia.edu	305-6965

Office of Admissions & Financial Aid

722 West 168th Street, Suite 1014

Admissions: 212-342-5127, Fax 342-1830

Joseph Korevec, Director of Admissions & Financial Aid	jk2960@columbia.edu	305-8698
Betsey Asher, Recruiter/Admissions Officer	ba2239@columbia.edu	305-1241
Julie Davenport Vann, Admissions Officer	jkd6@columbia.edu	305-2751

Financial Aid: 305-4113, Fax 342-1861

Joseph Korevec, Director of Admissions & Financial Aid	jk2960@columbia.edu	305-8698
Farah Burnett-Rodriguez, Associate Director, Financial Aid	fb2173@columbia.edu	305-4113
Nayadet A. Diaz de Breton, Financial Aid Officer	nd2394@columbia.edu	305-4113
Charles Liriano, Administrative Aide, Financial Aid	cl2281@columbia.edu	305-4113

Office of Career Services

722 West 168th Street, Suite 1029

Heather Krasna, Assistant Dean, Career Services	hk2778@columbia.edu	305-1548
Elizabeth Sung, Assistant Director	kas2124@columbia.edu	305-3803
Asha Decosta, Coordinator	cd2594@columbia.edu	342-3600

Other Mailman Offices & Services

Disability Services	802 Lerner Hall (115 th Street)	854-2388
Housing Office	50 Haven Avenue, Walk-In Level	304-7000
International Student & Scholars Office	524 Riverside Drive (122nd Street)	854-3587
Parking Office	630 West 168th Street, Room 2-460	305-1056
Student Administrative Services (Registrar/Billing)	650 West 168th Street, Room 141	342-4790

Student Government, c/o Student Affairs
 (sphsga@columbia.edu)
 Security Desk
 Security Office
 Work Study Office (workstudy@columbia.edu)

722 West 168th St., Suite 1014 305-3927
 722 West 168th Street, 10th Floor 342-1905
 650 West 168th Street, Room 109 305-8100
 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/>
 Counselor to Students of the Health Sciences 305-3989

Sexual Violence Prevention and Misconduct

Sexual Violence Prevention & Response Program 854-3500
 Discipline Procedure for Sexual Misconduct (DPSM) 854-1717

Bookstore and CUMC Library

Bookstore (Barnes & Noble)* 3954 Broadway (165th/166th Street) 923-2149
 Health Science Library 701 West 168th Street 305-3605

*Please Note: The CUMC bookstore will be moving in September. Please visit their website for updated information:
<http://columbia-med.bncollege.com/webapp/wcs/stores/servlet/BNCBHomePage?storeId=44062&catalogId=10001&langId=-1>

MSPH Department, Centers & Programs

Academic Departments

Biostatistics

722 West 168th Street, 6th Floor, 305-2271

Dr. Debois Bowman, Chair

Justine Herrera, Administrative Contact

Environmental Health Sciences

722 West 168th Street, 11th Floor, 305-3466

Dr. Tomas Guilarte, Chair

Nina Kulacki, Administrative Contact

Epidemiology

722 West 168th Street, 7th Floor, 305-9410

Dr. Sandro Galea, Chair

Liliane Zaretsky, Administrative Contact

Health Policy & Management

600 West 168th Street, 6th Floor, 305-3924

Dr. Michael Sparer, Chair

Dahlia Rivera, Administrative Contact

Population & Family Health

60 Haven Ave. B-2, 304-5200

Dr. John Santelli, Chair

Courtney Hooper, Administrative Contact

Sociomedical Sciences

722 West 168th Street, 5th floor, 305-5656

Dr. Lisa Metsch, 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

CubMail	https://cubmail.cc.columbia.edu
New CourseWorks	https://courseworks.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, go to
<https://wind.columbia.edu/login?destination=https://hrservices.cc.columbia.edu/sws/sec/webservices/Skillsoft>, login with your UNI and password, and then go to "Catalog of Courses/Course Curricula/English/Desktop Curricula" to see the list of training that are available.