

Department of
Health Policy & Management

Handbook

2016-2017

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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 MHA and 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 2016-17 academic year. Please note that the curriculum checklists are for the cohorts beginning coursework in the fall of 2016. 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:

<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 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.

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 one upon the next 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. These courses include:

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

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.

Detailed course requirements are 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 CURRICULUM CHECKLIST

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	MPSH Core	15	
	P6010 Quantitative Foundations, Evidence & Policy (4)		<input type="checkbox"/>
	P6020 Foundations of Public Health (1.5)		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning (1.5)		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health (2.5)		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health (3)		<input type="checkbox"/>
	P6060 Health Systems (2.5)		<input type="checkbox"/>
FALL 2016	P6071 Integration of Science & Practice	1.5	<input type="checkbox"/>
FALL 2016	P8571 Professional Development Course	1.5	<input type="checkbox"/>
SPR 2017	P6071 Integration of Science & Practice	1.5	<input type="checkbox"/>
SPR 2017	P6081 Leadership	1.5	<input type="checkbox"/>
SPR 2017	P8531 Health Policy & Political Analysis	3	<input type="checkbox"/>
SPR 2017	P8502 RM I: Empirical Analysis for Health Policy	3	<input type="checkbox"/>
SPR 2017	P8582 RM II: Program Evaluation	3	<input type="checkbox"/>
SPR 2017	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2017	P8571 Professional Development Course	1.5	<input type="checkbox"/>
SUM 2017	PRACTICUM		<input type="checkbox"/>
FALL 2017	P6508 Health Policy & Political System	3	<input type="checkbox"/>
FALL 2017	P6529 Accounting & Budgeting	3	<input type="checkbox"/>
FALL 2017	P8508 RM III: Analysis of Large Scale Data	3	<input type="checkbox"/>
FALL 2017	P8548 Public Health Law	3	<input type="checkbox"/>
FALL 2017	Certificate Electives	3	<input type="checkbox"/>
SPR 2018	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2018	P8587 Advanced Health Policy Seminar	1.5	<input type="checkbox"/>
SPR 2018	Certificate Electives (Global Policy Recommended)	3	<input type="checkbox"/>

Columbia MPH – Comparative Effectiveness and Outcomes Research Certificate
Faculty Director—Matt Neidell, 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, hospitals, and research organizations as well as the bio-pharma sector.

Detailed course requirements are found online:

<https://www.mailman.columbia.edu/become-student/degrees/masters-programs/masters-public-health/columbia-mph/certificates/comparative>

MPH + CEOR CERTIFICATE CURRICULUM CHECKLIST

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	MPSH Core	15	
	P6010 Quantitative Foundations, Evidence & Policy (4)		<input type="checkbox"/>
	P6020 Foundations of Public Health (1.5)		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning (1.5)		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health (2.5)		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health (3)		<input type="checkbox"/>
	P6060 Health Systems (2.5)		<input type="checkbox"/>
FALL 2016	P6071 Integration of Science & Practice	1.5	<input type="checkbox"/>
FALL 2016	P8571 Professional Development Course	1.5	<input type="checkbox"/>
SPR 2017	P6071 Integration of Science & Practice	1.5	<input type="checkbox"/>
SPR 2017	P6081 Leadership	1.5	<input type="checkbox"/>
SPR 2017	P8502 RM I: Empirical Analysis for Health Policy	3	<input type="checkbox"/>
SPR 2017	P8582 RM II: Program Evaluation	3	<input type="checkbox"/>
SPR 2017	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2017	P8568 Decision Analysis	3	<input type="checkbox"/>
SPR 2017	P8571 Professional Development Course	1.5	<input type="checkbox"/>
SUM 2017	PRACTICUM		<input type="checkbox"/>
FALL 2017	P6529 Accounting & Budgeting	3	<input type="checkbox"/>
FALL 2017	P8510 Strategic Issues in Healthcare Quality OR P8565 Landscape of Healthcare Quality	1.5	<input type="checkbox"/>
FALL 2017	P8508 RM III: Analysis of Large Scale Data	3	<input type="checkbox"/>
FALL 2017	P6110 Statistical Computing with SAS	3	<input type="checkbox"/>
FALL 2017	Certificate Electives	1.5	<input type="checkbox"/>
SPR 2018	P8531 Health Policy & Political Analysis	3	<input type="checkbox"/>
SPR 2018	P8438 Epidemiology II	3	<input type="checkbox"/>
SPR 2018	P8586 Applied Methods in Health Services & Outcomes Research	1.5	<input type="checkbox"/>
SPR 2018	Certificate Electives	3	<input type="checkbox"/>

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 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.

Students can find general information online:

<https://www.mailman.columbia.edu/become-student/degrees/masters-programs/masters-public-health/accelerated-mph>

MPH + ACCELERATED CURRICULUM CHECKLIST

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	MPSH Core	15	
	P6010 Quantitative Foundations, Evidence & Policy (4)		<input type="checkbox"/>
	P6020 Foundations of Public Health (1.5)		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning (1.5)		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health (2.5)		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health (3)		<input type="checkbox"/>
	P6060 Health Systems (2.5)		<input type="checkbox"/>
FALL 2016	P6071 Integration of Science & Practice	1.5	<input type="checkbox"/>
FALL 2016	P6081 Leadership	1.5	<input type="checkbox"/>
FALL 2016	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
FALL 2015	Bi-Weekly HPM Accelerated Seminar	0	
SPR 2017	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2017	P8582 RM2: Program Evaluation	3	<input type="checkbox"/>
SPR 2017	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2017	P8556 Competitive Health Strategy – HealthSquare Sim*	1.5	<input type="checkbox"/>
SPR 2017	Electives	7.5	<input type="checkbox"/>
SPR 2017	P8562 Consulting Workshop	3	<input type="checkbox"/>
SPR 2017	Bi-Weekly HPM Accelerated Seminar	0	<input type="checkbox"/>
SUM 2017	P8508 Research Methods III: Analysis of Large Scale Data	3	<input type="checkbox"/>

* Competitive Health Strategy – HealthSquare Simulation is 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. HealthSquare is run over one weekend.

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.

Dual-degree students should note:

- All students in the dual-degree program will spend a consecutive fall and spring semester at MSPH. Students may also complete coursework the following term when they are registered at their partner school.
- Dual-degree students complete 39 credits under a flat-fee tuition model.
- 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 must complete a summer practicum.
- Credits from partner schools cannot count towards the completion of the MSPH Core, ISP and Leadership.
- MBA students are waived from Healthcare Accounting & Budgeting.
- OT, Nursing and SIPA students are waived from Research Methods I: Empirical Analysis for Health Policy if they complete a methods course through the other partner Columbia school.
- P&S, Dental, SW, and Urban Planning students select a course to be waived in consultation with the MPH program advisor.

Students can find general information online: <https://www.mailman.columbia.edu/become-student/degrees/dual-degrees>

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/MPH
School of International and Public Affairs	MPA/MPH
School of Social Work	MSW/MPH
Graduate School of Architecture, Planning and Preservation	MSUP/MPH
School of Law	JD/MPH

MPH + DUAL DEGREE CURRICULUM CHECKLIST

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	MPSH Core	15	
	P6010 Quantitative Foundations, Evidence, & Policy (4)		<input type="checkbox"/>
	P6020 Foundations of Public Health (1.5)		<input type="checkbox"/>
	P6030 Systems & Methods for Public Health Planning (1.5)		<input type="checkbox"/>
	P6040 Biological & Environmental Determinants of Health (2.5)		<input type="checkbox"/>
	P6050 Social, Behavioral & Structural Determinants of Health (3)		<input type="checkbox"/>
	P6060 Health Systems (2.5)		<input type="checkbox"/>
FALL 2016	P6071 Integration of Science and Practice	1.5	<input type="checkbox"/>
FALL 2016	P6081 Leadership	1.5	<input type="checkbox"/>
FALL 2016	Professional Development Seminar 1		
SPR 2017	P6503 Health Economics	3	<input type="checkbox"/>
SPR 2017	P6529 Healthcare Accounting & Budgeting *	3	<input type="checkbox"/>
SPR 2017	P6502 RM1: Empirical Analysis for Health Policy	3	<input type="checkbox"/>
SPR 2017	P8582 RM2: Program Evaluation	3	<input type="checkbox"/>
SPR 2017	P8558 Strategic Management or P8531 Health Policy & Political Analysis	3	<input type="checkbox"/>
SPR 2017	Elective	3	<input type="checkbox"/>
SPR 2017	P8572 Professional Development Seminar II		
SUM 2017	Practicum		<input type="checkbox"/>
FALL 2017	Electives**	3	<input type="checkbox"/>

*Students have the option to complete Accounting & Budgeting in fall 2016 or 2017

** 6 credits of electives can be completed spring 2017 if students complete Accounting & Budgeting in the fall 2016 or 2017.

Columbia MPH Undecided and Other Certificates

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

Other Certificate options are found online:

<https://www.mailman.columbia.edu/become-student/degrees/masters-programs/masters-public-health/columbia-mph/certificates>

Students interested in switching certificates or those who entered the program as undecided must meet with Debra Osinsky, Associate Director of Academic Programs, prior to the certificate application deadline to discuss certificate selection. The Office of Educational Programs (OEP) coordinates the certificate application and transfer process and will notify students of appropriate deadlines. Please note, certificate switches are not guaranteed and may have financial and academic implications.

Columbia MHA

Faculty Director Full-Time MHA & EXEC Programs – David Rosenthal, PhD

Faculty Director Part-Time MHA Program – Lawrence Brown, 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.

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 seven 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 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. HealthSquare is run over one weekend.

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 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, 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 CourseWorks. 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.

MHA – FULL-TIME CURRICULUM CHECKLIST

SEMESTER	COURSE	CREDITS	COMPLETE
SUM 2016	Computational Tools for HPM (online & orientation session)		
FALL 2016	P6545 Analytics & Managerial Decision-Making I	3	<input type="checkbox"/>
FALL 2016	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2016	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
FALL 2016	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2016	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
FALL 2016	P8571 Professional Development Course	1.5	<input type="checkbox"/>
SPR 2017	P8529 Analytics & Managerial Decision-Making II	3	<input type="checkbox"/>
SPR 2017	P8533 Healthcare Finance	3	<input type="checkbox"/>
SPR 2017	P8555 Public Health Concepts	3	<input type="checkbox"/>
SPR 2017	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2017	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SPR 2017	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SPR 2017	P8571 Professional Development Course	1.5	<input type="checkbox"/>
SUM 2017	PRACTICUM		<input type="checkbox"/>
FALL 2017	SELECTIVE: Choose 1/2	3	<input type="checkbox"/>
	P8517 Mgmt Challenges-Evolving HC & Insurance System		
	P8518 Advanced Healthcare Finance		
FALL 2017	P8559 Comparative Strategic Analysis	3	<input type="checkbox"/>
FALL 2017	P8527 Human Resources Management	1.5	<input type="checkbox"/>
FALL 2017	Electives**	4.5	<input type="checkbox"/>
SPR 2018	P6513 Critical Issues in Hospital Management	1.5	<input type="checkbox"/>
SPR 2018	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2018	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
SPR 2018	P8556 Competitive Health Strategy—HealthSquare Simulation	1.5	<input type="checkbox"/>
SPR 2018	Electives**	4.5	<input type="checkbox"/>

**Electives taken outside of the department must be approved by Marni Selman and David Rosenthal to count towards the management curriculum.

MHA – PART-TIME CURRICULUM CHECKLIST

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2016	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
SPR 2017	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
SPR 2017	P6503 Health Economics	3	<input type="checkbox"/>
SUM 2017	P8533 Healthcare Finance	3	<input type="checkbox"/>
SUM 2017	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SUM 2017	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
FALL 2017	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
FALL 2017	P8558 Strategic Management	3	<input type="checkbox"/>
FALL 2017	Electives(s)*	3	<input type="checkbox"/>
SPR 2018	P6545 Analytics & Managerial Decision-Making I	3	<input type="checkbox"/>
SPR 2018	P8555 Public Health Concepts	3	<input type="checkbox"/>
SPR 2018	Elective(s)*	1.5	<input type="checkbox"/>
SUM 2018	P8529 Analytics & Managerial Decision-Making II	3	<input type="checkbox"/>
SUM 2018	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
SUM 2018	P8556 Competitive Health Strategy – HealthSquare Simulation	1.5	<input type="checkbox"/>
FALL 2018	Electives	3	<input type="checkbox"/>
FALL 2018	P6513 Critical Issues in Hospital Management	1.5	<input type="checkbox"/>
FALL 2018	P8527 Human Resources Management	1.5	<input type="checkbox"/>

*Students need to complete a total of 4.5 elective credits in the 2017-18 year; students can choose to complete these electives in either the fall '17 or spring '18 terms.

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

MHA - EXECUTIVE MASTERS OF HEALTHCARE MANAGEMENT PROGRAM Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2016	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2016	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
SPR 2017	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
SPR 2017	P6545 Analytics & Managerial Decision-Making I	3	<input type="checkbox"/>
SPR 2017	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
SUM 2017	P8555 Public Health Concepts	3	<input type="checkbox"/>
SUM 2017	P8533 Healthcare Finance	3	<input type="checkbox"/>
SUM 2017	P8527 Human Resources Management	1.5	<input type="checkbox"/>
FALL 2017	P8563 Transformation in Economic Models of Healthcare	1.5	<input type="checkbox"/>
FALL 2017	P8529 Analytics & Managerial Decision-Making II	3	<input type="checkbox"/>
FALL 2017	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2018	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SPR 2018	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SPR 2018	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2018	P8565 The Landscape of Healthcare Quality	1.5	<input type="checkbox"/>
SUM 2018	P8018 Master Class	3	<input type="checkbox"/>
SUM 2018	P8556 Competitive Health Strategy – HealthSquare Simulation	1.5	<input type="checkbox"/>
SUM 2018	P8566 Entrepreneurship for Healthcare Managers	1.5	<input type="checkbox"/>
SUM 2018	P6513 Critical Issues in Hospital Management	1.5	<input type="checkbox"/>

MPH - EXECUTIVE MASTERS OF HEALTHCARE MANAGEMENT PROGRAM Curriculum Checklist

SEMESTER	COURSE	CREDITS	COMPLETE
FALL 2016	P6503 Health Economics	3	<input type="checkbox"/>
FALL 2016	P6530 Issues & Approaches in HPM	3	<input type="checkbox"/>
FALL 2016	P8557 Managerial & Organizational Behavior	3	<input type="checkbox"/>
SPR 2017	P6529 Healthcare Accounting & Budgeting	3	<input type="checkbox"/>
SPR 2017	P6103 Analytics & Managerial-Decision Making I	3	<input type="checkbox"/>
SPR 2017	P8514 Governance, Health Law & Ethics	1.5	<input type="checkbox"/>
SUM 2017	P8570 Program Evaluation	1.5	<input type="checkbox"/>
SUM 2017	P6400 Epidemiology	3	<input type="checkbox"/>
SUM 2017	P8533 Healthcare Finance	3	<input type="checkbox"/>
SUM 2017	P8527 Human Resources Management	1.5	<input type="checkbox"/>
FALL 2017	P8563 Transformation in Economic Models of Healthcare	1.5	<input type="checkbox"/>
FALL 2017	P6520 Environmental Challenges for Healthcare Managers	1.5	<input type="checkbox"/>
FALL 2017	P8558 Strategic Management	3	<input type="checkbox"/>
SPR 2018	P8515 Healthcare Marketing	1.5	<input type="checkbox"/>
SPR 2018	P8536 Health Information Technology	1.5	<input type="checkbox"/>
SPR 2018	P8510 Strategic Issues in Healthcare Quality	1.5	<input type="checkbox"/>
SPR 2018	P8565 The Landscape of Healthcare Quality	1.5	<input type="checkbox"/>
SUM 2018	P8018 Master Class	3	<input type="checkbox"/>
SUM 2018	P8556 Competitive Health Strategy – HealthSquare Simulation	1.5	<input type="checkbox"/>
SUM 2018	P8566 Entrepreneurship for Healthcare Managers	1.5	<input type="checkbox"/>
SUM 2018	P6700 Social & Behavioral Science	1.5	<input type="checkbox"/>

Professional Development Program (PDP)

The Professional Development Program (PDP) is a co-curricular program carefully crafted by HPM to focus on and develop professional skills that are necessary for the success of HPM students in the workplace. The PDP umbrella includes the Professional Development Course, the Writing Program and Excel Proficiency Training (required for all full-time HPM students) as well as a wide variety of optional activities and events. The PDP has been designed based on a review of the literature on leadership and professional development, and on extensive market research with employers, alumni and colleagues at other institutions.

The Professional Development Course

The Professional Development Course is a 2-semester, co-curricular class required for all full-time students. The goal of the course is to ensure students have the necessary skills for a successful summer practicum experience and employment after graduation. The course 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 course focuses on building essential skills such as presentation, oral and written communication, interviewing, and teamwork.

Writing Program

The HPM Writing Program aims to ensure competency in written communications for all full-time HPM students through writing workshops and courses. All full-time students will participate in a Writing Workshop - during orientation for MHA students and in the second semester for MPH students. The material covered during Workshop will give students an introduction to professional writing and tools to improve their work. A writing assessment will be due following the Workshop and students will receive personalized feedback and recommendations on how to continue improving their writing from Professor Thom Blaylock, who runs HPM's Writing Program. Students who wish to continue to enhance their writing skills will have the opportunity to enroll in one of two elective courses offered in the fall and spring semesters, *Writing Well* and *Writing for Publication*.

Excel Proficiency Training

All full-time HPM students are required to demonstrate proficiency in Excel. HPM provides an online tutorial training, as well as an in-person workshop designed to enhance students' Excel skills. Following the workshop, students will submit a take-home Excel exam. 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)
The Exchange: Networking Night Event (Fall)
The Annual HPM Conference (Spring)

The Practicum

All students must fulfill a practicum requirement. Full-time students will complete this requirement during the summer between their first and second years of coursework. Part-time and executive students will fulfill their practicum requirement by integrating their current position in healthcare with a project required in P8558 Strategic Management.

Practicum Overview for Full-Time Students

All practicum placements are designed to be full-time, 10-week substantive 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.

Practica are individually selected and focus on site-specific needs. During their practicum, students work closely with a *practicum preceptor*, or site supervisor, an individual who supervises, evaluates, and guides their work. 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. Past practicum projects and responsibilities have included legislative research, program design and implementation, data analysis, policy evaluation and procedure development, and financial impact and budget review. 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.

PDP & Practicum Contacts

LaTanya Brown (lmb2228@columbia.edu)

Program Coordinator, Practicum and Professional Development Programs

Catherine Foster (cf2450@columbia.edu)

Faculty Director, HPM Practicum & Professional Development Programs

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 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:

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

Columbia MPH, Accelerated MPH and Dual MPH students will be registered by the Office of Educational Programs (OEP) for their first semester, fall 2016. Please contact OEP with questions regarding fall 2016 registration. In subsequent semesters students will be registered by HPM for required classes and certain electives.

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

Registration Contact:

Coordinator, Academic Operations & Registration	Amina Williams	aw2732@columbia.edu 212-305-7975
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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-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 in the MSPH Handbook under Cross-Registration:
https://www.mailman.columbia.edu/sites/default/files/legacy/registration_form.pdf

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/programs/mba/academics/classes/cross-registration>
Registration for these courses 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 wishing to cross-register 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 courses at SIPA please visit: <https://sipa.columbia.edu/>
- **Teacher's College:** Teacher's College (TC) course listings can be found online: <http://www.tc.columbia.edu/registrar/index.asp?Id=Registration+Tools&Info=Info+for+Non-TC+Students>. 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 through coursework. 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 submit a proposal for the tutorial that includes a project plan 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.

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 Language Program, please visit: <http://www.tc.columbia.edu/arts-and-humanities/applied-linguistics-tesol/academics/community-language-program/>
For information about English programs available through Columbia's 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: <https://www.mailman.columbia.edu/become-student/apply/process/faq>

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. 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 Advisor 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: <https://www.mailman.columbia.edu/people/current-students/academics/registration>

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

Included below are a handful of policies HPM wants to highlight for student review. Students should review the MSPH handbook for formal school-wide policies and procedures.

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:
https://www.mailman.columbia.edu/sites/default/files/legacy/9.1.1.6_incomplete_for_m.pdf 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. Degree (and certificate) electives must be taken for a letter grade. P/F is only available for electives beyond degree requirements, and may not exceed 4.5 points total for HPM students. Students must obtain permission from the instructor and HPM's academic advisor. If a student has permission to take a course P/F, they must select this option during registration, on SSOL, or fill out a P/F form before the add/drop period ends: <https://www.mailman.columbia.edu/people/current-students/academics/registration>
- 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.

Student Feedback & Academic Grievances

HPM strives to offer an academically excellent, rigorous, and responsive program to every student in the department. Students are encouraged to identify deficiencies and to suggest areas for improvement. Students can bring feedback to faculty and administrators in the department.

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. Student should consult the MSPH Student Handbook in the case of serious unresolved disagreement between a student and an instructor concerning grades:

<https://www.mailman.columbia.edu/people/current-students/academics/student-handbooks>

Honor Code & Leave of Absence

For MPSH policies regarding the Honor Code and student Leaves of Absence please consult the MPSH Student Handbook:

<https://www.mailman.columbia.edu/people/current-students/academics/student-handbooks>

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).

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

Fellowship Fair

September 13, 2016, 11:30 am – 1pm, Riverview Lounge, Hammer Health Sciences Building

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 10, 2016, 6:30 – 9 pm, Columbia Club, Midtown NYC

All current students are encouraged to attend this HPM networking event! 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 21, 2017, 10a – 4 pm, 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 and alums, 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 & Lecture Series

September-May, Various Locations

The HPM Roundtables and Lecture Series aims to feature professionals from different areas in public health, health policy and management. The roundtables and lectures address a range of topics, from case studies on health policy to panel discussions on soaring medical costs. 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@columbia.edu) for more information.

Case Competition

Saturday, October 29, 2016, 722 West 168th Street, Hess Commons

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.

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 classroom at 722 West 168th Street, on Wednesdays, 12:00 - 1:00 pm. For schedules, presenters, and topics please check the School's Events Calendar at: <https://www.mailman.columbia.edu/public-health-now/events>

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 MSPH 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.

Columbia Mailman Consulting Club

The mission of the Columbia Mailman Consulting Club (CMCC) is to provide opportunities for MPH 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. Students can peruse the MSPH event page to see what is going on: <https://www.mailman.columbia.edu/public-health-now/events>

Students are encouraged to attend the **Mailman Grand Rounds**, monthly school-wide lectures, <https://www.mailman.columbia.edu/public-health-now/events/grand-rounds-series>. 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 will receive more information from the school regarding Grand Rounds.

Work & Research Opportunities

Graduate Research Opportunities

Each semester HPM 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. Students will receive a \$1,000 stipend to their student account that can be used for tuition and associated expenses.

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 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 Graduate Student Coordinator 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 CourseWorks; 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 in the course in question or equivalent course
- Strength of overall academic record
- Faculty recommendations, observations and evaluations

Communication & Social Media

HPM Communication

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 separated digest (see POD for details). The SOD is emailed 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 MSPH's online course management site. By logging into CourseWorks, 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 are available in digital copy to students.

The Link

The Link is the bi-annual newsletter from HPM designed to keep current students and alumni informed about what's happening in the department. HPM chose *The Link* as a title, as 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

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.

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>

EXEC Blog

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

MSPH also has a dedicated alumni office. More information on MSPH'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
Associate Director of Academic Programs, Columbia MPH	Debra Osinsky	do79@columbia.edu 212-305-3579
Associate Director of Academic Programs, Columbia MHA	Marni Selman	mbs2206@columbia.edu 212-305-5152
Coordinator, Practicum & Professional Development Programs	LaTanya Brown	lmb2228@columbia.edu 212-304-5557
Coordinator, Academic Operations & Registration	Amina Williams	aw2732@columbia.edu 212-305-1844
Administrative Manager, Co-Curricular & Non-Degree Programs	Beth Silvestrini	bs2520@columbia.edu 212-305-9885
Manager, Special Projects & Events	Carey McHugh	ctm2101@columbia.edu 212-342-4442
Administrative Coordinator	Hector Gorritz	hg2140@columbia.edu 212-305-1844

Faculty Directors

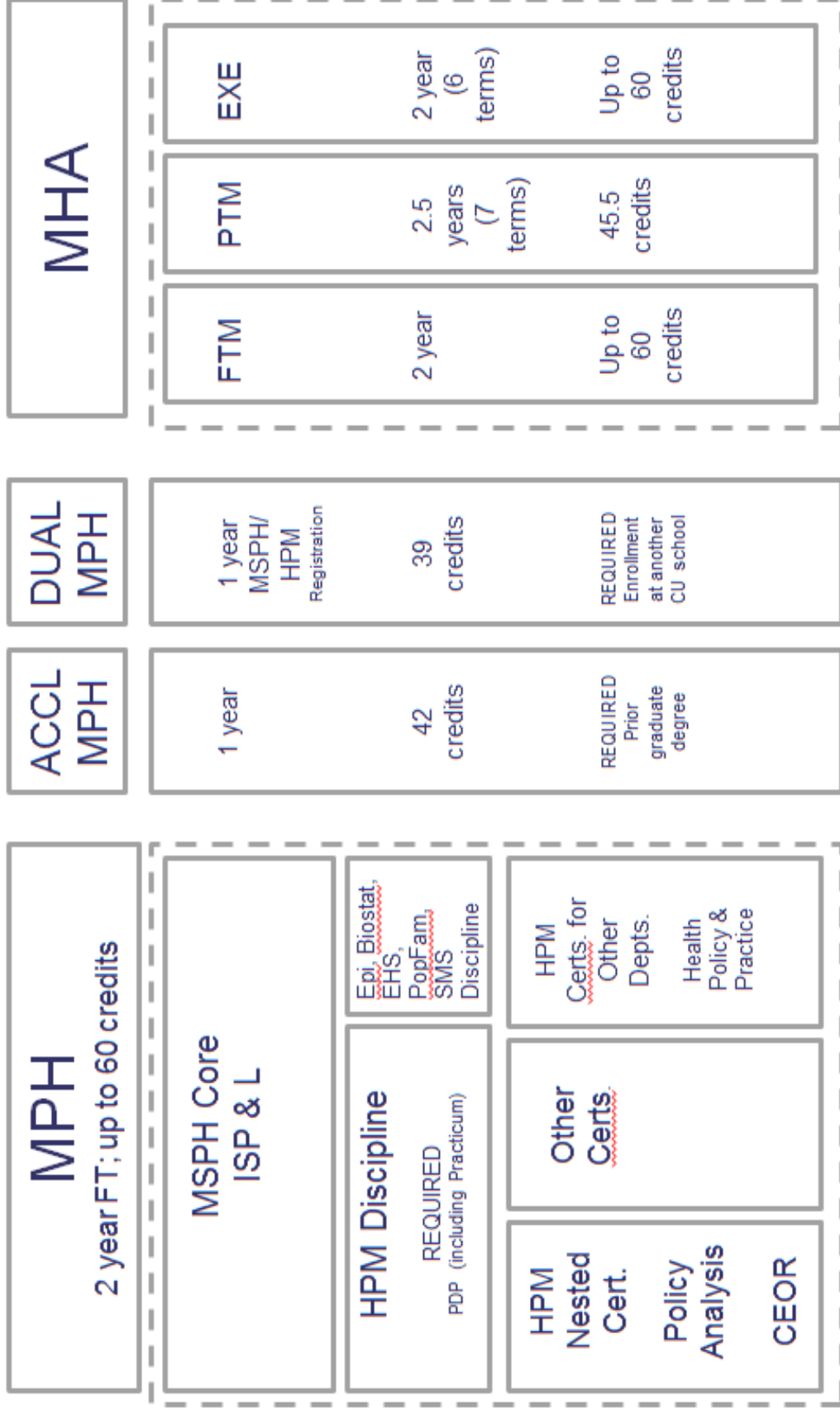
Columbia MHA – FTM & EXEC	David Rosenthal	dr2447@columbia.edu
Columbia MHA – PTM	Lawrence Brown	ldb3@columbia.edu
Accelerated MPH	Jeanne Stellman	jms13@columbia.edu
Certificates in Health Policy Analysis and Health Policy & Practice	Miriam Laugesen	ml3111@columbia.edu
Certificate in Comparative Effectiveness & Outcomes Research	Matt Neidell	ms2191@columbia.edu

HPM Faculty Directory: Teaching 2016-17

First Name	Last Name	Title	Email
Sara	Abiola	Assistant Professor	sa3049@columbia.edu
Don	Ashkenase	Adjunct Professor	dla2@columbia.edu
Lawrence	Bartlett	Adjunct Professor	lrb2164@columbia.edu
Thomas	Blaylock	Associate in HPM	teb2107@columbia.edu
Lawrence	Brown	Professor	ldb3@columbia.edu
Heather	Butts	Adjunct Professor	hb2108@columbia.edu
Robert	Chaloner	Adjunct Professor	rsc45@columbia.edu
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Lili-An	Elkins	Adjunct Professor	le11@columbia.edu
Jonathan	Engel	Adjunct Professor	je2256@columbia.edu
Thomas	Ference	Professor	tpf1@columbia.edu
Meg	Fitzgerald	Adjunct Professor	mmf2038@columbia.edu
Catherine	Foster	Associate in HPM	cf2450@columbia.edu
Howard	Friedman	Adjunct Professor	hf2222@columbia.edu
Les	Funtleyder	Adjunct Professor	ld2120@columbia.edu
Kate	Garrett	Adjunct Professor	keg3@columbia.edu
Arthur	Gianelli	Adjunct Professor	ag2619@columbia.edu
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Matthew	Neidell	Associate Professor	mn2191@columbia.edu
Alex	Preker	Adjunct Professor	asp2133@columbia.edu

First Name	Last Name	Title	Email
Anoop	Raman	Adjunct Professor	amr2261@columbia.edu
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David	Rosenthal	Associate Professor	dr2447@columbia.edu
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Adam	Sacarny	Professor	ajs2102@columbia.edu
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Alvaro	Simmons	Adjunct Professor	ajs2321@columbia.edu
Michael	Sparer	Professor	mss16@columbia.edu
Jeanne	Stellman	Professor Emeriti	jms13@columbia.edu
Steve	Stellman	Professor	sds91@columbia.edu
Richard	Thomas	Adjunct Professor	rst2@columbia.edu
Paul	Thurman	Lecturer	pwt5@columbia.edu
Norman	Toy	Adjunct Professor	net3@columbia.edu
Zack	Van Rossum	Adjunct Professor	zjv2101@columbia.edu
Claire	Wang	Associate Professor	ycw2102@columbia.edu
Alan	Weinberg	Adjunct Professor	adw2@columbia.edu
Jack	Wheeler	Adjunct Professor	jw3206@columbia.edu
Renee	Wilson-Simmons	Adjunct Professor	rw2502@columbia.edu
John	Winkleman	Lecturer	jsw2154@columbia.edu
Martha	Wolfgang	Adjunct Professor	mw2427@columbia.edu
Jason	Wright	Adjunct Professor	jw2459@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, Director, Finance and Administration	cr22@columbia.edu	305-3775

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

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
Julie Davenport Vann, Admissions Officer	jdk6@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
Charles Liriano, Administrative Aide, Financial Aid	cl2281@columbia.edu	305-4113

Office of Educational Programs

600 West 168th Street, 4th Floor

Rosa Perez-Maldonado, Director	rep82@cumc.columbia.edu	305-1166
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Office of Field Practice

60 Haven Avenue

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

Office of Career Services

722 West 168th Street, Suite 1029

Heather Krasna, Assistant Dean & Director, Career Services	hk2778@columbia.edu	305-1548
Elizabeth Sung, Senior Associate Director	kas2124@columbia.edu	305-3803
Asha De Costa, Assistant Director	cd2594@columbia.edu	342-3600
Grace Huntley, Assistant Director	gmh2127@columbia.edu	305-7146

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)	722 West 168th St., Suite 1014	305-3927
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/
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)	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

Dr. Debois Bowman, Chair

Justine Herrera, Administrative Contact

Health Policy & Management

722 West 168th Street, 4th Floor, 305-3924

Dr. Michael Sparer, Chair

Dahlia Rivera, Administrative Contact

Environmental Health Sciences

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

Dr. Tomas Guilarte, Chair

Nina Kulacki, Administrative Contact

Population & Family Health

60 Haven Ave. B-2, 304-5200

Dr. John Santelli, Chair

Courtney Hooper, Administrative Contact

Epidemiology

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

Dr. Li Guohua, Interim-Chair

Liliane Zaretsky, 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

Email at CUMC	http://cumc.columbia.edu/it/howto/email/index.html
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/web/services/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.