



JOHNSON
Cornell University



Weill Cornell Medical College

Johnson-Weill Cornell Joint executive MBA-MS program





Overview

- Johnson Graduate School of Management and Weill-Cornell Medical College propose a 2-year Joint Dual Degree Program
 - 22 months
 - MBA from Johnson, MS in Health Policy and Economics from Weill
 - Classes in Weill facilities
 - Teaching split 50-50, dual admission, shared administration and oversight
 - Target size ~ 60-70 students



Program Benefits to Johnson & Weill

- Johnson
 - Develops relationship with Weill, one of the most respected names in health care education and delivery
 - Enhances footprint and visibility in New York City
 - Effectively allows an additional (specialized) section of NYC EMBA
 - Engages Johnson in a large and growing sector of the economy
- Weill
 - Develops relationship with Johnson, and leverages its expertise in management and executive education
 - Allows a larger and broader offering to an expanded group of prospective students
 - Engages Weill in the business side of a rapidly changing market



Process

- Joint Development of Proposal
 - Two joint Johnson-Weill subcommittees have met regularly since Spring, 2015 to develop the proposal
 - Weekly phone calls
 - Visits by representatives of each school to the others facilities
- Johnson Approval Process
 - Presented to both Area Coordinators and Faculty Policy Committee
 - Two focus group meetings with faculty (Sept 11th and 14th)
 - Faculty-wide vote, September 25th
- Weill Approval Process
 - Reviewed by Healthcare Policy and Research Educational Committee
 - Review by Weill Cornell Graduate School Executive Faculty Committee (October 21st)



Supporting Analysis

- Remainder of Slides Summarize Subcommittee Analyses
 - Market Size and Potential
 - Target Student Interviews
 - Curriculum
 - Format
 - Tuition and Sponsorship
 - Comparison to Existing Programs
 - Next Steps



Market Size and Potential

- 37,000 MDs and 99 hospitals with almost 100,000 employees in the NY metro area (Manhattan, Bronx, Brooklyn, Queens Westchester)
- Additional potential in northern New Jersey and southern Connecticut
- Potential market for executive MBA-MS within this area includes current and potential leaders of:
 - Academic medical centers
 - Community hospitals (especially with academic medical center affiliations/ownership)
 - Large group multi-specialty or single-specialty practices



Profiles of MD Interview Participants

Education

9 Physicians without MBAs

- All with MDs
- 2 MPHs
- 1 MS in Public Health (Mt. Sinai)
- 2 Harvard Certificate Programs

5 Physicians with MBAs

- 1 Cornell-Queen's EMBA
- 2 Cornell Johnson EMBA
- 1 Columbia EMBA
- 1 Wharton MD/MBA

Experience

- 7-15 years of experience
- Mix of surgeons and medical specialties

- 10-20 years of experience
- Mix of surgeons and medical specialties

Employment

- All employed at Weill-Cornell Medical Center
- All Healthcare Leadership Fellows

- 2 employed at Weill-Cornell Medical Center
- 2 employed at other hospitals
- 1 in private practice



Why get an MBA?

Physicians without MBAs

8 of 9 have considered an MBA or other advanced degree

Physicians with MBAs

4 of 5 moved to new role within a year of graduating

“General business knowledge”: Med school does not teach the business side of working in a hospital or practice and this knowledge is becoming increasingly critical

“Quantitative skills”; “Leadership and team-building”; “To open doors”;
“Credibility with hospital admin”

“Career renewal and leadership development”; “Move into a hybrid admin/clinician role”

The most commonly cited reason for pursuing an MBA was to have “a seat at the table” when business decisions were made at the hospital



“Time and cost” were cited as the top barriers to pursuing an MBA

Time

Personal Time

Many would be unwilling to give up time with families

Opportunity Cost

Physicians are often rated based on RVUs; taking time out of practice could negatively impact productivity

Seems to become less of an issue later in career

Cost

Debt

“A lot to take on” with existing debt

Method of Payment

Often not subsidized by hospitals or practices

Uncertainty over payoff

Tangible ROI not clear

Particularly burdensome in first few years after residency

All interviewees, even those with MBAs, cited “Time and Cost” as the primary reasons a physician would not pursue an MBA



Leadership is the most sought-after skill from business school

Physicians without MBAs

- Leadership skills were most-cited
- “Physicians are a difficult lot to manage”

Most important courses:

- 4 said Operations
- 3 said Finance
- For MS: All important but HC Leadership and Informatics most important

Physicians with MBAs

- “A general understanding of how business operates”
- “Med school teaches you how to be a lone wolf”

Most important courses:

- 4 said all were important
- 3 specifically cited organizational psych/leadership

By a 2-1 ratio the interviewees would choose a leadership-focused program over a quant-focused program

Leadership, team-building and “understanding how the hospital runs” are what most physicians hope to get from an MBA



The standard EMBA format is preferred

X

Weeknights

- All but one said this would be too demanding
- “After a long day at work, I’d be too tired to pay attention in class”

✓

Weekends

- Preferred by all interviewees, except one non-MBA
- “Still difficult, but easier than during the week”
- Having kids would significantly reduce feasibility

✓

2 Weeks Off

- Feasible, not an issue with advanced notice

✓

24-Month Program

- 10 preferred 24 months, only 3 preferred 18 months
- Most felt 18 weekends in 24 months would be difficult, so cramming more into 18 months would be untenable

Most physicians chose a 24-month program requiring 18 weekends and 2 week-long sessions



Overwhelming support for a program open to all HC professionals

"That [physicians only]
is the last thing you
want to do."

"Physicians are going
to have a serious
groupthink problem."

"Include them, but they
need to meet certain
standards. Better if they
have a post-grad degree."

"At conferences the
most value I get is
from talking to non-
physicians."

All but one interviewee strongly supported including nurses, administrators, insurance executives as long as they were "of the right caliber"



An MBA would likely provide career acceleration over a career switch

Physicians without MBAs

- 8 said would use to accelerate career within the hospital and move into hybrid admin/clinical role
- None would leave clinical practice entirely
- 1 said he might use it to explore career options

Physicians with MBAs

- None switched careers, but some moved to different practices and hospitals
- All stayed involved with clinical practice but used MBA to move into more admin/business-focused roles
- All felt that the MBA helped them move upwards in their careers

Both MBA holders and non-MBA holders said that the MBA would bring more respect at the hospital, act as a signaling device, and open up advancement opportunities

A CMC team assigned to the program would not be necessary, but coursework should inform graduates on how to accelerate their careers



Sponsorship will be critical to a successful program

\$160,000 is an appropriate price

- Relative to \$120,000 cost of EMBA all but 1 physician viewed this as a reasonable price
- 2 physicians with MBAs specifically said **do not** price below market

Sponsorship will be crucial from time and cost perspective

- 2 of 5 MBA holders sponsored, 3 paid with loans/cash
- Time sponsorship (i.e. no penalties for lower RVUs) as important as monetary sponsorship
- All non-MBAs would agree to “consulting-style” lock-in sponsorship agreement

Older physicians more likely to be able to afford costs

- Younger physicians cited presence of med-school debt as major barrier to new loans
- Interviewees who had an EMBA had 7+ years of experience at the time and were out of residency

Program is viable without sponsorship but it was the key factor cited in willingness to enroll



Some additional concepts were tested

We Asked

Which program: EMBA
vs MBA/MS?

- 5 said EMBA stand-alone, 11 said MBA/MS
(Counted 1 for each for those who did not choose or cited pros and cons for both)

Naming Preference

- Approximately tied:
 - 5 votes for Weill Cornell-Johnson
 - 4 votes for Johnson-Weill Cornell
 - 5 votes for Cornell

The naming of the MBA/MS program is less important than positioning and how its value is communicated



Suggested Positioning Statement

For medical professionals in the New York City area seeking to move into hospital leadership and aspiring to take on administrative responsibilities in the healthcare industry, the Johnson-Weill Cornell MBA-MS dual degree program jointly offered by a business school and a medical school provides the healthcare-focused business and leadership skills she needs to succeed in today's healthcare world.



Key Takeaways

Motivations to get an
MBA

To have “a seat at the table” with general business knowledge and quantitative and leadership skills

Barriers to pursuing an
MBA

Time and cost. Barriers are highest earlier in careers

Skills sought from
program

Leadership, team-building and “understanding how the hospital runs”

Student composition

All healthcare professionals should be considered, provided they are “of the right caliber”

Timing of classes

Weekends, following the standard 24-month EMBA format

Careers

Offer coursework and guidance on career acceleration rather than CMC support for career switching

Cost and Sponsorship

Price at market value and explore sponsorship availability



Suggested Next Steps

Conduct interviews with non-MD healthcare professionals to assess interest in MBA/MS program

Investigate availability of sponsorship funds at various hospitals and willingness of hospital leadership to use those funds for MBA/MS-type program

Develop model curriculum and build out full cost structure of program



Non-MD Interviews

- Participants were 2 WCMC managers (1 department, 1 physician organization) and 1 nurse who works for pharmaceutical company
- 1 completing Baruch part-time MBA with healthcare focus, 1 entering Johnson EMBA, 1 completed Columbia Exec MBA
- Baruch program includes a capstone project conducted in teams of 3-4 students, resulting in an entrepreneurial or intrapreneurial business plan presentation, highly valued by students
- Baruch program was formerly Baruch/Mt. Sinai, some perceived value in having a brand with healthcare affiliation



Key non-MD Takeaways

Motivations to get an MBA

Career advancement with quantitative and leadership skills

Barriers to pursuing an MBA

Similar to MDs: time and cost

Skills sought from program

Leadership, team-building, strategic approaches to healthcare industry; "internships" strongly suggested

Student composition

"You want collaboration [between MDs and non-MDs] in a work setting, why not in a school setting?"

Timing of classes

Weekends, following the standard 24-month EMBA format

Careers

Offer networking opportunities and industry-specific job postings (not traditional MBA career services)

Cost and Sponsorship

Price at market, sponsorship not expected



WCMC Leadership Interviews

- Participants were 2 department chairs, 1 department administrator, 1 senior administrative leader; 2 non-MBA MDs, 2 non-MD MBAs
- All supportive, identified the following as target market:
 - mid-level associate professors/section chiefs
 - clinical service chiefs/medical directors
 - owned/affiliated hospital physician leaders
 - division administrator direct reports/associate director or director-level administrators in departments and central administration without master's degrees
- More senior MDs might be interested in shorter certificate programs; some currently attend Harvard certificate program



Benefits and Concerns Identified by WCMC Leaders

- Benefits to participants and WCMC:
 - improved leadership/teamwork skills
 - better understanding of financial concepts
 - ability to develop strategies for their units
- Concerns:
 - cost: sizeable subsidy unlikely except perhaps 1-2 selected students per year
 - breadth of MD participation by specialty
 - gender balance
 - “intellectual firepower” of non-MD participants



Comparator Executive Programs

- 4 programs sponsored by business schools
 - 2 MBA, 1 MBA with certificate, 1 MS in healthcare management
 - all in-person standard EMBA format
- 5 programs sponsored by schools of public health
 - 3 MHSA, 1 MHA, 1 MS in healthcare management
 - 2 in-person standard EMBA format, 1 mixed format, 2 online plus 5-6 weeks on campus
- 3 *de novo* programs
 - MS in Healthcare Delivery Science, Master of Healthcare Leadership, MS in Healthcare Delivery Leadership
 - all online plus 2-6 weeks in on campus
- 1 MS program has option to extend for combined MBA-MS



Comparator Program Characteristics

	Business School-sponsored	Public Health School-sponsored	De novo
Institutions	Yale, Duke, U Rochester (in NYC), U Miami	Columbia, Harvard, U Michigan, U Minnesota, U North Carolina	Dartmouth (co-sponsored with business school), Brown, Mt. Sinai
Total Cost	MBA: \$95,000-\$159,00, MS: \$64,000	\$61,000-\$80,000 (1 program in-state \$50,000)	\$74,00-\$100,000
Duration	MBA: 22-23 months MS: 13 months	24-25 months	16-21 months
Cohort Size	28 Yale, other NA	20-50 (4 programs)	28-50 (2 programs)
Minimum Work Experience	5-7 years (4 programs)	3-5 years, 1 program MD-only	5 years (1 program)



Comparator Program Curricula

- Business school programs: MBA curriculum with some healthcare adaptation, health economics/policy/payment systems, healthcare management
- Public health school programs: healthcare management curriculum, health policy/payment systems, quality, information systems, legal issues
- De novo programs: management curriculum varies, health economics/policy/payment systems, quality
- Over half of programs have a leadership course or seminar
- Over half of programs have a capstone or field project



Executive MBA-MS Proposed Format

- In-person weekend standard EMBA format taught in MBA-style classroom on Weill Cornell campus
- 2 summer 1-week on-campus sessions in Ithaca
- 2 winter 1-week sessions in NYC (location TBD)
- No online format, capability for distance teaching between Ithaca and NYC
- Most courses will be 3-credit or 1.5-credit courses in existing MBA or MS curricula
- Incentives/assistance to instructors in adding healthcare content to existing MBA courses and management content to existing MS courses



Proposed Curriculum

- Total 60 credits
 - 27 credits from Existing EMBA Program (not in MS)
 - 30 credits from Existing MS Program (not in MBA)
 - 3 credits from both programs (Statistics)
- Core, Electives and Capstone
 - All core courses in both programs are included
 - 12-15 credits of Weill electives, 3-6 credits of Johnson Electives
 - 4.5 Credit Capstone research project



Next Steps

- Provide status update to institutional leadership
- Form “execution” team
- Curriculum review and revision
- Financial model
- Administrative plan (including admissions and program management)
- Marketing plan
- Timeline



Change or Adapt a Registered Program*

Use this form to request program changes that require approval by the State Education Department (see chart on the following page). For **programs that are registered jointly** with another institution, all participating institutions must confirm support for the changes.

This application should **NOT** be used for the following types of requests:



- Proposals for new programs
- Requests for changes to registered programs preparing Teachers, Educational Leaders, and Other School Personnel
- Requests for changes to programs preparing Licensed [Professionals](#); or
- Requests to add the Distance Education Format to a Registered Program

(**Note:** If the only requested change is to add the distance education format to an existing registered program, institutions need only complete and submit the [Application to Add the Distance Education Format to a New or Registered Program](#).)

The application materials for requests for changes to registered programs preparing Teachers, Educational Leaders, and Other School Personnel or Licensed Professionals can be found at:

<http://www.highered.nysed.gov/ocue/aipr/register.html>

For requests to changes to Doctoral programs: please [contact](#) the Office of College and University Evaluation (OCUE).

Directions for submission of request:

1. Create a **single** PDF document that includes the following completed forms:
 - Request to Change or Adapt a Registered Program
 - Master Plan Amendment Supplement and Abstract (if applicable)
 - External Review of Certain Degree Programs and Response (if applicable)
 - [Application to Add the Distance Education Format to a New or Registered Program](#), (if applicable).
2. Create a separate PDF document for any required syllabi (see p. 2 of form, Changes in Program Content)
3. Attach the PDF documents to an e-mail.
4. Send e-mail to OCUERevAdmin@mail.nysed.gov

When submitting to the mailbox, include the following elements in the subject line of the e-mail:
Institution Name, Degree Award, and Program Title

E.g., Subject: AAA College, Request for Change, Master of Science, English Literature

* **CUNY and SUNY** institutions: contact System Administration for Request for Change submission process.

Changes and Adaptations Requiring State Education Department Approval

Changes in Program Content (all programs)

1. Any of the following substantive changes:

- Cumulative change from the Department's last approval of the registered program of one-third or more of the minimum credits required for the award (e.g., 20 credits in an associate degree program)
- Changes in the program's focus or design (e.g., eliminating management courses in a business administration program), including a change in the program's major disciplinary area
- Adding or eliminating an option or concentration
- Eliminating a requirement for completion, including an internship, clinical, cooperative education, or other work-based experience
- Altering the liberal arts and science content in a way that changes the degree classification, as defined in Section 3.47(c)(1-4) of [Regents Rules](#)

Other Changes (all programs)

2. Program title
3. Program award (e.g., change in degree)
4. Mode of delivery (**Note:** if the change involves adding a **distance education format** to a registered program, please complete the [Application to Add the Distance Education Format to a New or Registered Program](#).)
5. Discontinuing a program
6. A format change that alters the program's financial aid eligibility (e.g., from full-time to part-time, or to an abbreviated or accelerated semester)
7. A change in the total number of credits of any certificate or advanced certificate program

Establishing New Programs Based on Existing Registered Programs

8. Creating a dual-degree program from existing registered programs
9. Creating a new program from a concentration/track in an existing registered program

PLEASE NOTE:

Establishing an existing program at a new location requires new registration of the program. If the requested action changes the program's major disciplinary area, master plan amendment may be needed if the revised program represents the institution's first program in that major subject area, at that degree level. If a requested **degree title** is not authorized for an institution chartered by the Board of Regents, charter amendment will be needed.



NEW YORK STATE EDUCATION DEPARTMENT
Office of Higher Education—Office of College and University Evaluation
89 Washington Avenue, Albany, NY 12234
(518) 474-1551 Fax: (518) 486-2779
<http://www.highered.nysed.gov/ocue/>
OCUERevAdmin@mail.nysed.gov

Request to Change or Adapt a Registered Program	
Item	Response (type in the requested information)
Institution name and address	Cornell University (419510) 300 Day Hall Ithaca, NY 14853 <i>Additional information:</i> <ul style="list-style-type: none"> Specify campus where program is offered, if other than the main campus:
Identify the program you wish to change	Program title: Executive MBA and MS in Health Care Policy and Research Award (e.g., B.A., M.S.): MBA and MS Credits: 60 HEGIS code: 0506.00 and 1299.00 Program code: 31084 and 35614
Contact person for this proposal	Name and title: Kristin Walker, Manager, Academic Program Review Telephone: 607-255-2716 Fax: 607-255-2990 E-mail: walker@cornell.edu
CEO (or designee) approval	Name and title: Michael I Kotlikoff, VMD, PhD, Provost and Professor Molecular Physiology Signature and date: <div style="background-color: black; color: white; padding: 2px;">If the program will be registered jointly¹ with another institution, provide the following information:</div> Partner institution's name: Weill Cornell Medical College and Graduate School of Medical Sciences (419520) Name and title of partner institution's CEO: Laurie H. Glimcher, MD, Provost Signature of partner institution's CEO:

- For **programs that are registered jointly** with another institution, all participating institutions must confirm their support of the changes.

¹ If the partner institution is non-degree-granting, see CEO Memo 94-04 at <http://www.highered.nysed.gov/ocue/documents/ceo94-04.pdf>

Establishing New Programs Based on Existing Registered Programs

[√] **Creating a dual-degree program** from existing registered programs

- a) Complete the following table to identify the existing programs:

	Program Title	Degree Award	Program Code
Program 1	Executive MBA	MBA	31084
Program 2	Health Care Policy and Research	MS	35614

- b) Proposed dual-degree program (title and award):²

Executive MBA (Cornell) and MS in Health Care Policy and Research (Weill)

The following table indicates how the proposed program incorporates courses from the existing curricula.

- c) Courses that will be counted toward both awards:

See attachment

- d) Length of time for candidates to complete the proposed program:

It will take 22 months for candidates to complete the proposed program and earn both the MBA and MS degrees.

- e) Use Task 3: Sample Program Schedule from [Application for Registration of a New Program](#) to show the sequencing and scheduling of courses in the dual-degree program.

See Attachment

² Only candidates with the capacity to complete the requirements of both degrees shall be admitted to a dual-degree program.
June 2014

[] **Creating a new program from a concentration/track in an existing program.**

If the new program is based **entirely** on existing courses in a registered program, provide the current program name, program code, and the following information:

Note: this abbreviated option applies only if a master plan amendment is NOT required **and** there are no new courses or changes to program admissions and evaluation elements. If these conditions are not met, submit a new registration application for the proposed program.

a) Information from the [Application for Registration of a New Program](#):

- Task 1 and Task 2a
- Task 3 - Sample Program Schedule
- Task 4 - Faculty information charts (full-time faculty, part-time faculty, and faculty to be hired)

- b) Brief description of the proposed program and rationale for converting the existing coursework to a separately registered program:
- c) Expected impact on existing program:
- d) Adjustments the institution will make to its current resource allocations to support the program:
- e) Statement confirming that the admission standards and process and evaluation methods are the same as those in the existing registered program.

Note: if the change involves **establishing an existing registered program at a new location**, complete a new registration application for the proposed program.

Executive Summary

Executive MBA and Master's of Science Health Care Policy and Research

Cornell's *S. C. Johnson Graduate School of Management* and *Weill Cornell Medical College Graduate School of Medical Sciences* propose to jointly offer an Executive MBA and Master's of Science Health Care Policy and Research.

Program Details

A target class of 60-70 students enrolling in the 60-credit program will receive both an MBA from Johnson and an M.S. from Weill after 22 months of matriculation at Weill's campus in New York City. Course formats will be modeled on Johnson's current Executive MBA offering in Palisades, NY: week-long residential sessions in both Ithaca and NYC, and weekend sessions in NYC throughout the academic year. Prospective students are expected to be physicians and experienced health care administrators drawn from the greater metropolitan New York City area. The curriculum will include all of the core courses from existing versions of Johnson's MBA and Weill's M.S. in Health Care Policy and Research (including one course, Statistics, currently part of the core in both programs), electives from both programs, and a capstone research project. Instruction will be offered by Johnson and Weill in equal measure. Both schools will evaluate all applicants for admission, and other administrative duties will be allocated based on their relative strengths. Both Johnson and Weill intend to provide incentives and resources to help faculty develop new content, to ensure that we offer excellent instruction in the rapidly changing business of health care.

Program Benefits

The joint program offers benefits to, Johnson, Weill and Cornell. Johnson will benefit from a closer relationship with one of the most respected names in health care education and delivery; from an enhanced footprint and visibility in New York City; from an expansion of an already successful general management program; and from increased engagement in a large and growing sector of the economy (health care). Weill will benefit from a closer relationship with Johnson, which brings expertise to both management executive education; from the ability to reach an expanded group of prospective students; and from increased engagement with the business side of the rapidly changing health care market.

Process and Faculty Input

Both Johnson and Weill have conducted extensive analyses to evaluate the feasibility of the program. Two joint Johnson-Weill subcommittees have met regularly since Spring, 2015 to plan and conduct market research and develop the proposal, and visited one another's campuses to assess facilities and strengthen communication. Johnson has presented the proposal to our Area Coordinators (appointed by the Dean to oversee faculty in their discipline) and to our Faculty Policy Committee (elected by the faculty to share governance with administration). We have scheduled two focus-group meetings (September 11th and 14th) and plan a faculty-wide vote on September 25th. Weill has presented the proposal to their Healthcare Policy and Research Educational Committee, and will present it to the Weill Cornell Graduate School Executive Faculty Committee for approval on October 21st.

Attachment 1: Proposed Curriculum and Relation to Existing Curricula
Executive MBA and MS in Health Care Policy and Research
Johnson Graduate School of Management/Cornell Weill Medical College Graduate School
of Medical Sciences

Current MBA	Cr	Current MS	Cr	Proposed MBA/MS	Cr
NCCE 5010 Managerial Statistics		HBST 5001.01 Introduction to Biostatistics	4.0	HBST 5001.0X Introduction to Biostatistics	3.0
NBAE 5700 Leading Teams				NBAE 5700 Leading Teams	1.5
NBAE 5580 Critical and Strategic Thinking				NBAE 5580 Critical and Strategic Thinking	1.5
NCCE 5000 Financial Accounting				NCCE 5000 Financial Accounting	3.0
NCCE 5020 Microeconomics for Management				NCCE 5020 Microeconomics for Management	3.0
NBAE 5710 Principled Leadership				NBAE 5710 Principled Leadership	1.5
NCCE 5080 Managing Operations				NCCE 5080 Managing Operations	3.0
NCCE 5060 Managerial Finance				NCCE 5060 Managerial Finance	3.0
NCCE 5030 Marketing Management				NCCE 5030 Marketing Management	3.0
NCCE 5090 Business Strategy				NCCE 5090 Business Strategy	3.0
NBAE 5650 Corporate Governance				NBAE 5650 Corporate Governance	1.5
Electives (including NBAE 5020 Managerial and Cost Accounting)				NBAE 5020 Managerial and Cost Accounting (required)	3.0
		HBST 5002.01 Introduction to Health Services Research	3.0	HBST 5002.0X Introduction to Health Services Research	1.5
		HPEC 5003.03 Health Data for Research	3.0	HPEC 5003.0X Health Data for Management	3.0
		3-6 required concentration courses, either HPEC 5001.01, HPEC 5004.03, HPEC 5007.04 or HINF 500.01, HPEC 5002.03, HINF 5006.03, HINF 5004.03, HINF 5007.04, HINF 5008.04	9.0 - 18.0	5 required concentration courses (HPEC 5001.0X, HINF 5001.0X, HPEC 5002.0X, HPEC 5007.0X, HINF 5007.0X)	15.0
		Research Project	6.0	Capstone Project	4.5
		Electives drawn from concentration courses above, HPEC 5005.03, HPEC 5006.04	5.0-14.0	Electives drawn from MBA and MS programs	6.0
Total	60	Total	30	Total	60

Attachment 1: Proposed Curriculum and Relation to Existing Curricula
Executive MBA and MS in Health Care Policy and Research
Johnson Graduate School of Management/Cornell Weill Medical College Graduate School of Medical Sciences

FIRST YEAR OF STUDY

	Full-time Session I : Ithaca										
Fall	(Sun - Fri)	1	2	3	4	5	6	7	8	9	10
Course	Leading Teams	Finl Accounting	Finl Accounting	Finl Accouning	Finl Accounting	Finl Accounting	Micro.	Micro.	Micro.	Micro.	Micro.
Instructor											
Course	Critical & Strategic Thinking	Biostats	Biostats	Biostats	Biostats	Biostats	Manag. & Cost Acctg	Manag. & Cost Acctg	Manag. & Cost Acctg	Manag. & Cost Acctg	Manag. & Cost Acctg
Instructor											

	Full-time session II: WCMC										
Spring	(Sun -Fri)	1	2	3	4	5	6	7	8	9	10
Course	Principled Leadership	Health Policy & Econ	Health Policy & Econ	Health Policy & Econ	Health Policy & Econ	Health Policy & Econ	Finance	Finance	Finance	Finance	Finance
Instructor											
Course	Intro to Health Services Research	Operations	Operations	Operations	Operations	Operations	Health Systems	Health Systems	Health Systems	Health Systems	Health Systems
Instructor											

Fall Term			
<u>Course #</u>	<u>Course Name</u>	<u>Credits</u>	<u>Lead Faculty</u>
	Leading Teams	1.5	Johnson
	Critical & Strategic Thinking	1.5	Johnson
	Financial Accounting	3.0	Johnson
	Biostatistics	3.0	WCMC
	Microeconomics for Management	3.0	Johnson
	Managerial and Cost Accounting	3.0	Johnson
	Total Fall Credits:	15.0	
	Johnson Faculty Effort	12.0	
	WCMC Faculty Effort	3.0	

Spring Term			
<u>Course #</u>	<u>Course Name</u>	<u>Credits</u>	<u>Faculty</u>
	Principled Leadership	1.5	Johnson
	Introduction to Health Services Research	1.5	WCMC
	Foundations of Health Policy and Economics	3.0	WCMC
	Manaing Operations	3.0	Johnson
	Managerial Finance	3.0	Johnson
	Healh Systems and Services	3.0	WCMC
	Total Spring Credits	15.0	
	Johnson Faculty Effort	7.5	
	WCMC Faculty Effort	7.5	

SECOND YEAR OF STUDY

	Full-time session I: Ithaca										
Fall	(Sun - Fri)	1	2	3	4	5	6	7	8	9	10
Course	Elective	Marketing	Marketing	Marketing	Marketing	Marketing	Strategy	Strategy	Strategy	Strategy	Strategy
Instructor											
Course	Elective	Health Info Systems	Healh Info Systems	Health Info Systems	Health Info Systems	Health Info Systems	Health Data	Health Data	Health Data	Health Data	Health Data
Instructor											

	Full-time session II: WCMC										
Spring	(Sun -Fri)	1	2	3	4	5	6	7	8	9	10
Course	Elective	Health Info & Quality	Healh Info & Quality	Health Info & Quality	Health Info & Quality	Health Info & Quality	Capstone	Capstone	Capstone	Capstone	Capstone
Instructor											
Course	Elective	Healthcare Incentives	Healthcare Incentives	Healthcare Incentives	Healthcare Incetives	Healthcare Incentives	Corporate Governance	Capstone	Corporate Governance	Capstone	Corporate Governance
Instructor											

Fall Term			
<u>Course #</u>	<u>Course Name</u>	<u>Credits</u>	<u>Lead Faculty</u>
	Elective	1.5	Johnson
	Elective	1.5	WCMC
	Marketing Management	3.0	Johnson
	Health Information Systems	3.0	WCMC
	Business Strategy	3.0	Johnson
	Health Data	3.0	WCMC
	Total Fall Credits:	15.0	
	Johnson Faculty Effort	7.50	
	WCMC Faculty Effort	7.50	

Spring Term			
<u>Course #</u>	<u>Course Name</u>	<u>Credits</u>	<u>Faculty</u>
	Elective	1.5	Johnson
	Elective	1.5	WCMC
	Health Informatics & Quality	3.0	WCMC
	Healthcare Incentives	3.0	WCMC
	Corporate Governmance	1.5	Johnson
	Capstone (1/3 Johnson; 2/3 WCMC)	4.5	Johnson/WCMC
	Total Spring Credits	15.0	
	Johnson Faculty Effort	3.00	
	WCMC Faculty Effort	12.00	

Total 2 years		
	Johnson Faculty Effort	30.0
	WCMC Faculty Effort	30.0
	Total	60.0