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

<table>
<thead>
<tr>
<th>Education</th>
<th>9 Physicians without MBAs</th>
<th>5 Physicians with MBAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• All with MDs&lt;br&gt;• 2 MPHs&lt;br&gt;• 1 MS in Public Health (Mt. Sinai)&lt;br&gt;• 2 Harvard Certificate Programs</td>
<td>• 1 Cornell-Queen’s EMBA&lt;br&gt;• 2 Cornell Johnson EMBAs&lt;br&gt;• 1 Columbia EMBA&lt;br&gt;• 1 Wharton MD/MBA</td>
<td></td>
</tr>
</tbody>
</table>

| Experience | 7-15 years of experience<br>• Mix of surgeons and medical specialties | 10-20 years of experience<br>• Mix of surgeons and medical specialties |

| Employment | • All employed at Weill-Cornell Medical Center<br>• All Healthcare Leadership Fellows | • 2 employed at Weill-Cornell Medical Center<br>• 2 employed at other hospitals<br>• 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

<table>
<thead>
<tr>
<th>Time</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Time</strong></td>
<td><strong>Debt</strong></td>
</tr>
<tr>
<td>Many would be unwilling to</td>
<td>“A lot to take on” with existing debt</td>
</tr>
<tr>
<td>give up time with families</td>
<td></td>
</tr>
<tr>
<td><strong>Opportunity Cost</strong></td>
<td><strong>Method of Payment</strong></td>
</tr>
<tr>
<td>Physicians are often rated</td>
<td></td>
</tr>
<tr>
<td>based on RVUs; taking time</td>
<td></td>
</tr>
<tr>
<td>out of practice could</td>
<td></td>
</tr>
<tr>
<td>negatively impact productivity</td>
<td></td>
</tr>
</tbody>
</table>

Seems to become less of an issue later in career

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

<table>
<thead>
<tr>
<th>Format</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weeknights</td>
<td>All but one said this would be too demanding</td>
</tr>
<tr>
<td></td>
<td>“After a long day at work, I’d be too tired to pay attention in class”</td>
</tr>
<tr>
<td>Weekends</td>
<td>Preferred by all interviewees, except one non-MBA</td>
</tr>
<tr>
<td></td>
<td>“Still difficult, but easier than during the week”</td>
</tr>
<tr>
<td></td>
<td>Having kids would significantly reduce feasibility</td>
</tr>
<tr>
<td>2 Weeks Off</td>
<td>Feasible, not an issue with advanced notice</td>
</tr>
<tr>
<td>24-Month Program</td>
<td>10 preferred 24 months, only 3 preferred 18 months</td>
</tr>
<tr>
<td></td>
<td>Most felt 18 weekends in 24 months would be difficult, so cramming more into 18 months would be untenable</td>
</tr>
</tbody>
</table>

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

$160,000 is an appropriate price

Sponsorship will be crucial from time and cost perspective

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

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

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

<table>
<thead>
<tr>
<th>Motivations to get an MBA</th>
<th>Career advancement with quantitative and leadership skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barriers to pursuing an MBA</td>
<td>Similar to MDs: time and cost</td>
</tr>
<tr>
<td>Skills sought from program</td>
<td>Leadership, team-building, strategic approaches to healthcare industry; “internships” strongly suggested</td>
</tr>
<tr>
<td>Student composition</td>
<td>“You want collaboration [between MDs and non-MDs] in a work setting, why not in a school setting?”</td>
</tr>
<tr>
<td>Timing of classes</td>
<td>Weekends, following the standard 24-month EMBA format</td>
</tr>
<tr>
<td>Careers</td>
<td>Offer networking opportunities and industry-specific job postings (not traditional MBA career services)</td>
</tr>
<tr>
<td>Cost and Sponsorship</td>
<td>Price at market, sponsorship not expected</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th></th>
<th>Business School-sponsored</th>
<th>Public Health School-sponsored</th>
<th>De novo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institutions</strong></td>
<td>Yale, Duke, U Rochester (in NYC), U Miami</td>
<td>Columbia, Harvard, U Michigan, U Minnesota, U North Carolina</td>
<td>Dartmouth (co-sponsored with business school), Brown, Mt. Sinai</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td>MBA: $95,000- $159,00, MS: $64,000</td>
<td>$61,000-$80,000 (1 program in-state $50,000)</td>
<td>$74,00-$100,000</td>
</tr>
<tr>
<td><strong>Duration</strong></td>
<td>MBA: 22-23 months MS: 13 months</td>
<td>24-25 months</td>
<td>16-21 months</td>
</tr>
<tr>
<td><strong>Cohort Size</strong></td>
<td>28 Yale, other NA</td>
<td>20-50 (4 programs)</td>
<td>28-50 (2 programs)</td>
</tr>
<tr>
<td><strong>Minimum Work Experience</strong></td>
<td>5-7 years (4 programs)</td>
<td>3-5 years, 1 program MD-only</td>
<td>5 years (1 program)</td>
</tr>
</tbody>
</table>
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 includes
  – 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.
<table>
<thead>
<tr>
<th>Item</th>
<th>Response (type in the requested information)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institution name and address</strong></td>
<td>Cornell University (419510) 300 Day Hall</td>
</tr>
<tr>
<td></td>
<td>Ithaca, NY 14853</td>
</tr>
<tr>
<td><strong>Additional information:</strong></td>
<td>Specify campus where program is offered, if other than the main campus:</td>
</tr>
<tr>
<td><strong>Identify the program you wish to change</strong></td>
<td>Program title: Executive MBA and MS in Health Care Policy and Research</td>
</tr>
<tr>
<td></td>
<td>Award (e.g., B.A., M.S.): MBA and MS</td>
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<tr>
<td></td>
<td>Credits: 60</td>
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<tr>
<td></td>
<td>HEGIS code: 0506.00 and 1299.00</td>
</tr>
<tr>
<td></td>
<td>Program code: 31084 and 35614</td>
</tr>
<tr>
<td><strong>Contact person for this proposal</strong></td>
<td>Name and title: Kristin Walker, Manager, Academic Program Review</td>
</tr>
<tr>
<td></td>
<td>Telephone: 607-255-2716 Fax: 607-255-2990 Email: <a href="mailto:walker@cornell.edu">walker@cornell.edu</a></td>
</tr>
<tr>
<td><strong>CEO (or designee) approval</strong></td>
<td>Name and title: Michael I Kotlikoff, VMD, PhD, Provost and Professor Molecular Physiology</td>
</tr>
<tr>
<td></td>
<td>Signature and date:</td>
</tr>
<tr>
<td></td>
<td>If the program will be registered jointly¹ with another institution, provide the following information:</td>
</tr>
<tr>
<td></td>
<td>Partner institution’s name: Weill Cornell Medical College and Graduate School of Medical Sciences (419520)</td>
</tr>
<tr>
<td></td>
<td>Name and title of partner institution’s CEO: Laurie H. Glimcher, MD, Provost</td>
</tr>
<tr>
<td></td>
<td>Signature of partner institution’s CEO:</td>
</tr>
</tbody>
</table>

- 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:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Degree Award</th>
<th>Program Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program 1: Executive MBA</td>
<td>MBA</td>
<td>31084</td>
</tr>
<tr>
<td>Program 2: Health Care Policy and Research</td>
<td>MS</td>
<td>35614</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Current MBA</th>
<th>Current MS</th>
<th>Proposed MBA/MS</th>
<th>Cr</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCCE 5010 Managerial Statistics</td>
<td>HBST 5001.01 Introduction to Biostatistics</td>
<td>HBST 5001.0X Introduction to Biostatistics</td>
<td>4.0</td>
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<td>NBAE 5700 Leading Teams</td>
<td></td>
<td>NBAE 5700 Leading Teams</td>
<td>1.5</td>
</tr>
<tr>
<td>NBAE 5580 Critical and Strategic Thinking</td>
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<td>NBAE 5580 Critical and Strategic Thinking</td>
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<td>3-6 required concentration courses, either HPEC 5001.01, HPEC 5004.03, HPEC 5007.04 or HINF 5001.01, HPEC 5002.03, HINF 5006.03, HINF 5004.03, HINF 5007.04, HINF 5008.04</td>
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**Total** 60 **Total** 30 **Total** 60
## FIRST YEAR OF STUDY

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## SECOND YEAR OF STUDY

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Total 2 years: 30.0

WCMC Faculty Effort: 30.0

Total: 60.0