

# The **Sloan Program** in Health Administration

# Why Sloan?



## Sean Nicholson

Director of the Sloan Program  
Professor of Policy Analysis and  
Management • PhD, Economics

“ The Sloan Program in Health Administration combines rigorous academics with practical learning opportunities to provide students with the skills and experiences required to improve the health care system and population health through leadership and innovation. ”

For more than 60 years, the Sloan MHA Program has prepared students for leadership positions in the health care industry. Sloan graduates enter the job market with strong management skills, a deep understanding of the health care industry, and connections to our strong Sloan alumni network. Relationships with alumni help students while at Cornell and during their entire professional career.

### Rigorous management curriculum

The curriculum is health care-specific from the start, taught by faculty who are leaders in their fields. The Program is accredited by the Commission on Accreditation of the Healthcare Management Education (CAHME).

### Real-world, practical learning opportunities

You will be immersed in the health care industry through the required summer internship; a year long culminating capstone project; short, specialized courses taught by health care executives; career counseling and professional development from four executives-in-residence; January trips to New York City and Washington, D.C.; and guest speakers in the colloquium series.

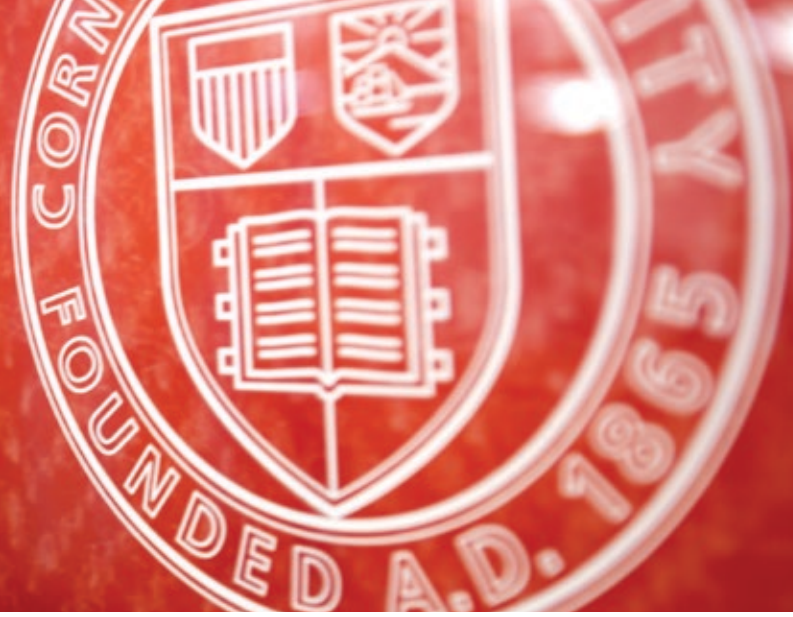
### Tailor your education

You will be encouraged to take courses in other world-renowned Cornell graduate programs such as the Johnson Graduate School of Management, the School of Hotel Administration, and the Engineering School in order to develop specialized skills and take advantage of our diverse Ivy League university.

### High placement rate

Over the past 5 years, 100% of students have obtained a full-time position within 4 months of graduation, due in large part to Sloan's large and engaged alumni network and strong employer relationships.





## Why you should consider an MHA

The unique challenges of health care leadership require specialized training. Health care deals with people and organizations that function like business enterprises yet are charged with individual and public health obligations. Caring for the sick and improving the health status of populations is a multi-disciplinary endeavor in which Sloan has excelled for over 60 years.

### 1.) The Range of Disciplines

A Masters in Health Administration (MHA) is a 2-year graduate degree that will prepare you to be a manager and leader in the various sectors of the health care industry: hospitals/health systems, physician practices, health insurance companies, pharmaceutical, biotech, medical device and information technology companies.

### 2.) You Will Make a Difference

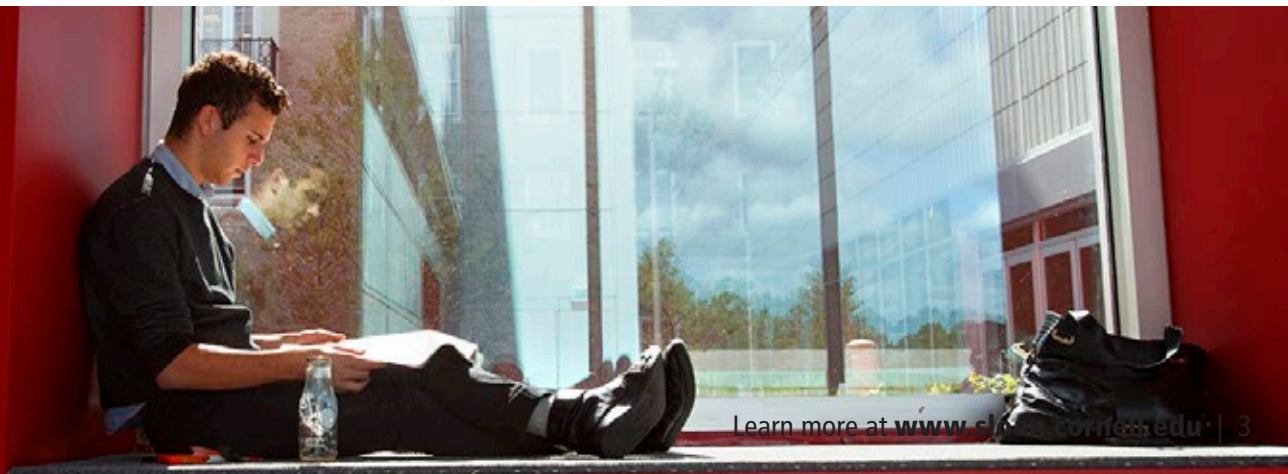
An MHA will allow you to earn a good living while doing something that matters. You can improve patients' lives by improving the quality of medical care, reducing the cost of care, and broadening access to important medical services.

### 3.) You Will be In Demand

A secure career: health care accounts for one-sixth of the entire economy, but needs help from innovative managers in order to evolve and remain affordable. The health care field in general will see a significant spike in available positions in the coming years, but this will be especially true in health care administration.

### 4.) It Pays Well

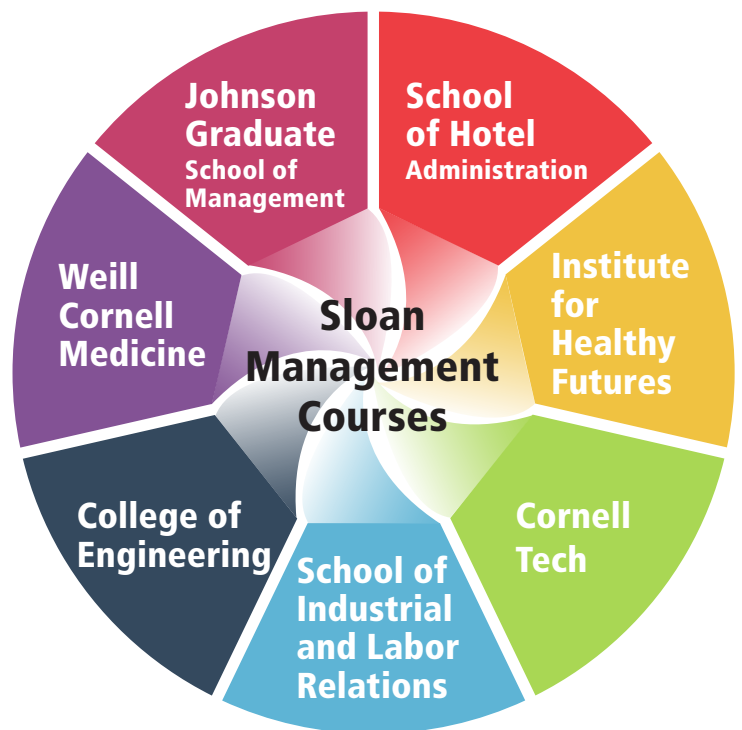
Salaries of health administrators and managers grew by 26% between 1997 and 2012, almost twice as much as the economy as a whole.



# Tailor Your Education



One of the most wonderful and unique features of Cornell University and the Sloan Program in Health Administration is the opportunity to take courses from colleges, programs and departments campus-wide.



**Greg Calosso • Class of 2011**  
**Director of Strategic Initiatives at Penn State Health**

“The strong core curriculum and real world learning opportunities prepare Sloan students so they can succeed in day-to-day operational roles yet still have a solid grip on the big picture, strategic component of health care.”



Sloan students are encouraged to supplement their core health management curriculum with classes outside the Sloan Program and the College of Human Ecology.

### Johnson Graduate School of Management

Corporate Finance | Leadership | Management Consulting | Supply Chain Management Analytics | Financial Statement Analysis | Entrepreneurship and Business Ownership

### School of Hotel Administration

Quality Systems and Processes | Advanced Business Modeling | Services Marketing

### School of Industrial and Labor Relations

Organizational Behavior | Collective Bargaining | Non-Profit Finance Management

### Engineering School

Systems Engineering | Six Sigma

## What this means for you

YOU have the flexibility to tailor your graduate education according to your personal interests and career goals. Sloan students customize their curriculum for opportunities in hospital management, policy, insurance, consulting, biotechnology, information technology, entrepreneurship and planning/design. These opportunities to customize and specialize give Sloan students a competitive edge in the job market. Cross-campus learning prepares future health care leaders for the complexity of the health care system and supports the mission of the College of Human Ecology: to improve the health and well-being of people.

To quote Cornell founder Ezra Cornell, *"I would found an institution where any person can find instruction in any study."* His vision is alive and well after more than 150 years with over 4000 courses is the most comprehensive university in the Ivy League.



## Ben Tudor '16

Sloan Student Association President  
Employer: Veralon

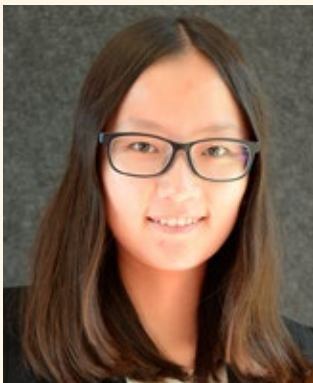
“When I joined the Sloan community, I was ready to explore

the diverse array of paths open to our students. The flexibility afforded our students in pursuing coursework across the myriad disciplines offered at Cornell was instrumental in helping me develop and refine the skills necessary to be a health care consultant. Understanding early on in my graduate career that I was passionate about helping hospitals and health systems overcome their financial challenges, I was able to bolster my understanding of complex topics such as corporate income taxation and financial strategy, all of which will enable me to better serve my clients moving forward.”

# Real World Practical Learning Opportunities

## HOW WE SPENT OUR SUMMER INTERNSHIPS

Students are required to undertake a 10 week (usually paid) internship in the summer between the first and second year of the Program. Internships allow students to apply classroom learning to real projects at a health care organization. Some students return to campus in the fall with a full time offer from their internship organization; all students gain a deeper appreciation for the challenges and opportunities in the health care industry, and arrive with a renewed motivation and focus for the second year.



**Fiona Huang '16**  
Massachusetts  
General Hospital

“I worked on many projects during my 10-week summer internship with Massachusetts General Hospital (MGH) including improving clinical room utilization, estimating pharmaceutical drug profitability, and helping secure Palliative Care Joint Commission Certification. I gained exposure to the real world, strengthened my analytical skills, and met people from various fields including international operations, where I found my true passion. The project experience and network I developed at MGH definitely helped me secure a full-time position at Johns Hopkins International at the end of the Sloan Program.”



**Amanda Thigpen '16**  
Pricewaterhouse  
Coopers

“I spent my summer internship at PwC in Washington, D.C. in their Health Industries Advisory Practice where I had the opportunity to work on-site at client engagements throughout the country. The highlight of my summer was helping a client evaluate the acquisition of a northern New Jersey academic medical center, which allowed me to apply many skills that I learned in the first year of the Sloan Program. I was thrilled to receive a full-time offer from PwC in their San Francisco office, which was the perfect culmination of my internship experience.”



## Trips

In January, the entire class heads to Washington, DC (in even years) or New York City (in odd years). These trips allow students to gain first-hand exposure to management issues (in NYC) and policy issues (in DC) by interacting with policy makers, health advocacy groups, and health system leaders and clinicians.

## Workshops

Workshops provide students with an opportunity to learn specialized skills, such as negotiating effectively, conducting crucial conversations, and writing a business plan for a start-up or a project within an established company.

## Practitioner-Led Intensive Courses (PLICs)

PLICs allow students to develop expertise in a special topic or skill by taking a one-credit weekend course from a Sloan alumnus who is a national expert in the field. Recent examples of PLICs include: hospital bond financing; improving quality of care through collaborative efforts; big data in health care; health care facility planning; and supply chain management.

## Executives-in-Residence (EIR)

Each year two experienced Sloan alumni are assigned to each incoming class to work with students over their two years in the program and help prepare them for the job market. The EIRs visit campus regularly throughout the year, bring to campus their enthusiasm for and experience in the health care field, critique resumes, perform mock interviews, and ultimately help students identify and secure an internship and full-time position that is customized to the student's unique career interest.



**Arnaub Chatterjee**  
**Sloan 2007 • CIPA**  
**2008 •** Currently the  
Director of Data Science  
and Partnerships at

Merck; previously a Special Assistant and Adviser to the Chief Technology Officer at the U.S. Department of Health and Human Services; and a Senior Consultant at Deloitte.

“The era of big data is well on its way — 92% of the world’s data were created in the last two years. While it is clear that the massive digitization of information will affect health care profoundly, there are many unanswered questions about how to use these data in a practical and useful way. In the Big Data PLIC, I help students think critically about the evolving ecosystem of organizations developing big data solutions and to draw insights from real-world case studies to shed light on how data and technology are being used to transform care.”

**Joe Tasse • Class of 1979**  
**Executive in Residence 2014-16**

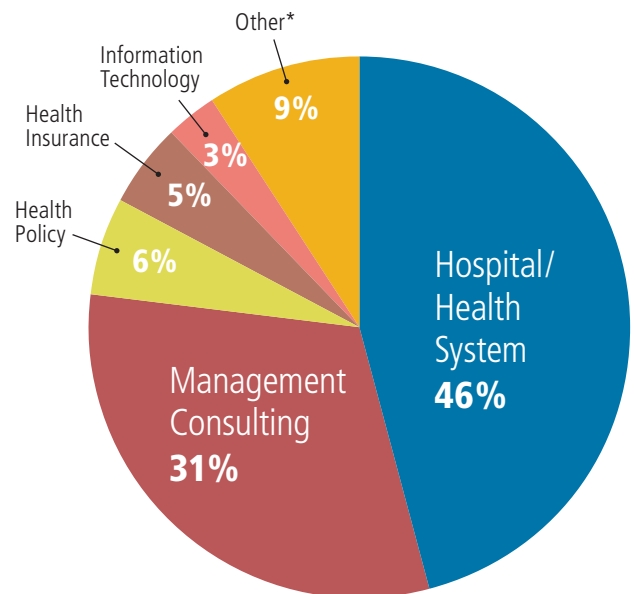
Joe previously served as president of the Ambulatory Network for the St. John Providence Health System, part of Ascension Health; as the president of 535-bed St. John Macomb-Oakland Hospital; and as Chief Administrative Officer of Oakwood Hospital and Medical Center, a 615-bed community teaching hospital.

# High Job Placement Rate

Since its founding in 1955, the Sloan Program has prepared students for leadership positions in health care. Supportive alumni, the strong Cornell brand, practical learning, and rigorous academics have played key roles in Sloan's enviable and consistent placement rates.

Sloan's consistent year-to-year placement rate, even during rapid changes in the health care industry, has given the program a competitive advantage. For the past 5 years, over 92% of Sloan students had full-time employment one month after graduation.

First Jobs by Health Care Sector for Graduating Classes of 2011 – 2015



\* Other: Pharma, Biotech, Investment Banking, Finance, Entrepreneurial Endeavors



## Sally Mason Boemer

Senior Vice President for Finance at Massachusetts General Hospital

"Each year I screen more than 120 applications for the Massachusetts General Hospital Fellowship program in an attempt to narrow it down to 8 candidates for an in person interview. Students from the Sloan Program consistently stand out on three dimensions. Academically...as Sloan students often come from highly competitive undergraduate schools before being immersed into a broad set of health care focused management courses. Conceptual learning... the required summer internship program provides assurance that prospective candidates have had experience applying concepts from the classroom in practice and that they've tested their commitment to this career track. And finally... well drafted personal statements indicate that Sloan program students have been taught to synthesize and reflect on the impact they would like to make in the field of health administration."



# For the past 12 years, 100% of students were placed in jobs within 4 months.



## **Elise Pennington**

Class of 2016 • Consultant at Deloitte Healthcare Consulting, working for Rachel Miller, Sloan class of 1994 and a Principal with Deloitte.

“The interdisciplinary nature of the Sloan program and wide network of close-knit alumni has allowed me to sort through a vast number of career paths and identify the one that is best suited for me. Working as a Summer Associate at Deloitte, traveling to clients across the country, and contributing to a consulting team with a common goal solidified my decision to begin my career with Deloitte. One of our Sloan Executives-in-Residence told me that I’m the type of person who runs towards the fire, and that is certainly true. As our health care system faces major challenges, I want to be at the forefront of the health care revolution. My experience at Sloan has given me the knowledge, skills, and opportunity to do just that.”

Our graduates consistently secure positions in top-tier organizations and with the most competitive administrative fellowships. Recent graduates are currently working at:

- Accenture
- Aetna
- Booz Allen
- Boston Consulting Group
- The Cleveland Clinic, Abu Dhabi
- The Cleveland Clinic
- Cigna
- Deloitte
- Ernst and Young
- Johns Hopkins
- Johns Hopkins International
- Harvard Pilgrim Health
- Henry Ford Health System
- Kaiser Permanente
- KPMG
- Massachusetts General Hospital
- Merck & Co.
- New York University
- Novartis
- PwC
- Stanford University Medical Center
- The Winston Fellowship, Washington, D.C.
- Vanderbilt University
- Veralon

# Rigorous Management Curriculum

Our two-year MHA offers you a rigorous management curriculum, unparalleled flexibility in selecting specialized courses based on your career interests, and practical learning opportunities.

Students are required to take 15 courses in key management disciplines, usually with a health care focus. Formal classes are complemented by a range of practical learning opportunities such as PLICs, the colloquium series, a summer internship, and the capstone course.

## CORE CURRICULUM

- Health Care Organization
- Regression Analysis and Managerial Forecasting
- Health Care Accounting
- Population Health for Health Managers
- Finance Essentials
- Healthcare Finance
- Managing Operations
- Organizational Development and Human Resources
- Microeconomics for Management and Policy
- Health Care Strategy
- Health Care Marketing
- Health Care Ethics
- Legal Aspects of Health Care
- Health Care Information Technology
- Health Policy

## SLOAN COLLOQUIUM SERIES

Each semester, practicing healthcare executives visit the campus and give lectures, workshops, and seminars. The colloquia provide informal settings where students interact directly with high-level professionals to learn about recent trends, issues, and innovative developments in the industry.

## PRACTITIONER-LED INTENSIVE COURSES (PLICs)

PLICs are one-credit weekend courses taught by experienced health care executives on a range of topics such as:

- Big Data
- Supply Chain Management
- Operations and Planning of Long Term Care and Senior Living Facilities
- Healthcare Supply Chain Management
- Operations and Planning of Collaborative Approaches to Quality, Safety and Service for Patients
- Strategic Change
- Management of Bond Financing
- Healthcare Facilities Planning
- Alternative Payments in Healthcare

## SPECIALIZED ELECTIVES

Specialized courses offered in the College of Human Ecology and throughout the Cornell campus allow students to develop specialized skills. Examples include:

- Negotiations
- Advanced Business Modeling
- Essentials of Management Consulting
- Leadership
- Spa and Resort Development and Management
- Reading Financial Statements
- Project Management
- Quality Systems and Processes
- Systems Engineering and Six Sigma

## Qualifications for Admission

- Our Admissions Committee rigorously evaluates applicants holistically, taking into account not only outstanding academic performance but also demonstrated leadership ability, innovative and creative thinking, community service and passion for the industry.
- We look for applicants who will serve as change makers in the industry. Applicants with all levels of experience and academic preparation who have a strong desire to hold leadership positions in the health care industry will be considered.
- Our MHA requires strong analytical abilities and quantitative skills. While some training in statistics, accounting, and economics, as well as familiarity with basic computer applications is desirable, the study and application of the MHA invites interest from an expansive range of professional fields, including the arts, business, engineering, and the sciences.

### CULMINATING CAPSTONE COURSE

Working in small teams, second-year students complete a year-long capstone project for a health care organization. These consulting projects offer students an opportunity to synthesize and apply what they have learned to try to solve a real problem for a real client. Recent capstone projects include: developing an initiative to help a hospital's pediatric practice grow patient volume; redesigning physician schedules to improve patient access and throughput at a GI clinic; examining the feasibility of a hospice house; and determining how to allow physician practices to accept cash payments from patients without violating payer contracts.

### FOUR DEGREE OPTIONS

Meeting the needs of diverse early careerists.

- Standard Two-Year MHA
- 24-Month Dual MHA/MBA
- Three-Year Dual MHA/MPA
- Accelerated Five-Year BS/MHA



*Applicants may choose to submit the above application materials via HAMPCAS, the Health Administration Management and Policy Centralized Application Service*



### OFFICIAL APPLICATION MATERIAL

#### Documents needed to complete your application:

- Cornell's online Graduate School application.
- Transcripts. Copies from all colleges and universities attended.
- GRE or GMAT.
- Two (2) letters of recommendation.
- Current résumé.
- TOEFL scores. For international students.

#### Statement of Purpose addressing these points:

- Detail why you are applying to the program.
- Include personal and/or professional experiences that have led to your interest in the Sloan program.





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College of Human Ecology

Sloan Program in Health Administration

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