

# HEALTH ADMINISTRATION (MHA)

Brooks School of Public Policy

Program Website (<https://publicpolicy.cornell.edu/masters/sloan/emha/>)

CIP: 51.0701 | HEGIS: 1202.00 | NYSED: 93126

## Program Description

The standard Sloan Master of Health Administration (MHA) degree program is a comprehensive two-year, 60-credit, non-thesis professional program. Throughout the program, students engage in coursework covering various aspects of health care management, including:

- Management
- Health care delivery and finance
- Population health
- Quantitative analysis and methods
- Law and ethics
- Accounting
- Economics
- Health policy

## Accreditation

The program's accreditation by the Committee on Accreditation for Health Management Education (CAHME) ensures adherence to high standards of education and prepares graduates for leadership roles in the health care industry.

## Standard Admissions Requirements

Experience in health care—whether through part-time work, full-time positions, internships, or volunteer roles—is preferred but not required. Each application is reviewed holistically and in the context of the overall applicant pool for that admission cycle. To be considered for admission, applicants must submit a complete application package as outlined below.

- Transcripts from all colleges or universities attended
- Two letters of recommendation
- Resume
- Statement of purpose
- Online video interview

- TOEFL or IELTS scores, if applicable

- Visit the Graduate School Admissions site (<https://gradschool.cornell.edu/admissions/prepare/english-language-proficiency-requirement/>) for details on the English language proficiency requirement, including standing exemptions.

Successful completion (with a grade of B or higher) of one or more of the following courses is preferred:

- An introductory and/or advanced statistics course (introductory statistics is strongly recommended)
- Introductory coursework in areas such as accounting, finance, data-driven decision making or quantitative analysis, data analytics, financial modeling, math-based microeconomics
- Intermediate-level coursework in database analysis and management tools (e.g., Excel, SQL, Tableau)

Please visit <https://publicpolicy.cornell.edu/masters/sloan/mha/apply/> to view application deadlines.

## BS/MHA Accelerated Program Admissions Requirements

Students in eligible Bachelor of Science programs at Cornell may apply during their junior year for an accelerated five-year BS/MHA degree program. BS/MHA applicants should aim to meet all standard admissions expectations in addition to verifying eligibility with an advisor.

Students must verify eligibility with an advisor to develop a plan outlining how credits will overlap between programs.

Up to 30 credits may overlap between the MHA and the following undergraduate programs via the BS/MHA accelerated program.

- Policy Analysis and Management (Brooks)
- Public Policy (Brooks)
- Human Biology Health and Society (Human Ecology)
- Human Development (Human Ecology)

Up to 12 credits may overlap between the MHA and the following undergraduate programs via the BS/MHA accelerated program.

- Health Care Policy (Brooks)
- Global and Public Health Sciences (Human Ecology)
- Nutritional Sciences (Human Ecology)
- Biology and Society (CALS)

## MHA Policies and Procedures

MHA students are expected to meet policies set by the Brooks School of Public Policy and the University for professional Masters students. For details about Brooks School academic policies see the Brooks School policies page. Please review the university catalog policies regarding academic integrity and final exams.

### Good Academic Standing Requirements:

The minimum academic standards are as follows:

- A student must maintain a semester and cumulative grade point average of 3.0.
- Students must receive a grade of C or better in all degree requirements.
- Students must receive a grade of B or better in the capstone requirement (PUBPOL 5951 and PUBPOL 5952).
- Students must complete the internship requirement between 1st and 2nd year unless an alternate arrangement has been made with the MHA program director.
- A student cannot carry more than two (2) incomplete grades simultaneously.
- Students must complete at least 12 credits each semester unless they have received an approved petition to take fewer than 12 credits (e.g., for SDS accommodation)
- Students must be in-residence unless they are participating in an approved off-campus activity, with written approval from the Program Director.
- A student must be making “satisfactory progress” toward a Brooks School master’s degree.

### Review Process

At the end of each semester, the Brooks School committee on academic status (CAS) reviews each Bachelor of Science and Professional Master student’s academic record to ensure that the minimum academic standards are met. The committee takes appropriate action for students whose academic achievement is considered unsatisfactory as defined by the criteria above. To support every student’s success, the committee may take any of the following actions:

- Withdraw the student permanently from the Brooks School and Cornell University.
- Require the student to take a leave of absence for one or more semesters.
- Issue a warning to the student at one of the following levels (these imply that if the student does not show considerable improvement during the semester, the committee may withdraw the student):
  - Severe warning with danger of being withdrawn
  - Severe warning
  - Warning
- Add the student’s name to a review list; students with this status are monitored by the committee throughout the semester.

- Return the student to good standing.

Any of the above actions may be accompanied by a semester credit limit or a requirement for the student to meet with an academic advisor by a date set by the committee.

Students placed on a required leave must appeal to CAS to return. This appeal occurs at the end of the required leave period. Students who have been withdrawn may appeal the decision before the committee during the pre-semester appeals meeting.

All students with an academic warning status automatically will be reviewed for specific criteria at the end of the subsequent semester. Students put on warning, severe warning, or severe warning with danger of being withdrawn status will be informed of conditions that they are expected to fulfill to return to good standing.

Students who have been previously placed on a required leave and wish to return to the Brooks School must submit a plan of study to the committee before being rejoined. The student should contact the Registrar in the Brooks Office of Admissions, Student Services, and Career Management to discuss the process and due dates (BrooksRegistrar@cornell.edu).

Students who have been withdrawn from the Brooks School by CAS may request that they be readmitted. Such students have three years from the date they were withdrawn to make this appeal with assistance from an advisor in the Brooks Office of Admissions, Student Services, and Career Management. After three years, a former student must apply for readmission through the Brooks School admissions process. A student applying for readmission should discuss their situation with an advisor in the Brooks Office of Admissions, Student Services and Career Management. The student also should talk with others who may be able to help—faculty mentors, instructors, or a member of the university medical staff. Any information given to the committee is held in the strictest confidence.

## Curriculum Petitions

Students may request to take alternate Cornell electives at the 5000 level or higher that are not listed on the pre-approved list of electives. These substituted electives must be approved by the student’s advisor. In the petition, the student must outline how the substituted course aligns with their personal career goals and academic interests in the field of health administration.

Students may also petition to waive a core course based on previous academic course work in which the student demonstrated mastery of Sloan program competencies.

In order to qualify for a core course waiver, a student must have taken a similar course (or courses) prior to matriculating to Sloan, and show content mastery by:

- Demonstrating that this course covered similar content by submitting a course syllabus to the Sloan instructor and
- Submit evidence of a B or better in the prior course by submitting an official transcript. Individual faculty members reserve the right to test a student’s mastery of course competencies prior to approving a waiver.

Please note that if a waiver petition is approved, the result is that the specific petitioned course is “waived,” freeing those credits up for another advanced course (5000 level or higher) in lieu of the waived course. A

total of sixty-four (64) credits are still required for graduation. Sloan does not accept credits that are earned elsewhere in lieu of credits earned at Cornell.

## Career Management and Practical Training

In addition to support offered through the Brooks School Office of Admissions, Student Services and Career Management the Sloan program offers the following resources to support students in career management and practice training:

### The Sloan Colloquium Requirement

PUBPOL 5990 Challenges and Trends in the Health Services Industry The colloquium series aims to expose students to recent trends, issues, and innovative developments in the health care field. The series provides a platform for students to network with high-level professionals and gain insights into real-world practices and challenges.

### Capstone Requirement

During the second year in the program, students engage in a comprehensive capstone project that spans the entire year, PUBPOL 5951/PUBPOL 5952 Field Study in Health Administration and Planning. This project involves collaborating with a small team of classmates, typically three to four individuals, to address a real-world challenge faced by a health care organization. This hands-on experience allows students to apply the knowledge and skills acquired throughout their coursework and internships at Sloan to provide practical solutions for actual clients.

### Summer Internship Requirement

Students in the program are required to complete a 10-week internship during the summer break between their first and second years, typically in a paid capacity. This internship serves as a crucial opportunity for students to apply knowledge gained in the classroom to real-world projects within a health care organization while gaining practical experience.

### Professional Development Workshops

Each fall, incoming first-year students are offered a series of career and professional development workshops aimed at refining their professional skill set. These workshops cover a range of essential areas including communication, networking, interviewing, negotiating, etiquette, and health care management skills.

### Practitioner-Led Intensive Courses (PLICs)

Throughout the year, Sloan offers a variety of Practitioner-Led Intensive Courses (PLICs), via PUBPOL 5900 Special Topics in Health Administration and Finance, providing students with opportunities to delve into specialized topics and acquire practical skills under the guidance of experienced health care executives.

### Off-Campus Trips

Off-Campus trips to places like Washington, D.C. offer students the unique opportunity to connect theoretical knowledge with real-world practices and challenges in the health care sector. They also facilitate networking, exposure to diverse perspectives, and a deeper understanding of the broader health care landscape beyond classroom teaching.

## Program Information

- Instruction Mode: In Person
- Location: Ithaca, NY
- Minimum Credits for Degree: 64
- Length of Program: Full-time study, 2 years
- Required GPA: 3.0

## Program Requirements

Code	Title	Hours
<b>Core Requirements</b>		<b>46</b>
All core courses must be taken for a letter grade unless the only grading option available is S/U. Students must receive a grade of C or higher in all core courses.		
PUBPOL 5176	Health Care Operations and Management	3
PUBPOL 5280	Population Health for Health Managers	3
PUBPOL 5370	Economics of Health Care Markets	3
PUBPOL 5521		
PUBPOL 5570	Health Care Organizations	3
PUBPOL 5620	Health Care Managerial Finance I	3
PUBPOL 5630	Health Care Financial Management II	3
PUBPOL 5660	Strategic Management and Organizational Design of Health Care Systems	3
PUBPOL 5670	Health Policy	3
PUBPOL 5679	Desktop and Modeling Solutions	3
PUBPOL 5690	Regression Analysis and Managerial Forecasting	3
PUBPOL 5700	Accounting, Financial Reporting and Decision Making	3
PUBPOL 5710	Organizational Development and Human Resource Management in Health Care Organization	3
PUBPOL 5770	Health Care Services Marketing	3
PUBPOL 5840	Data Visualization for Public Policy	3
PUBPOL 5901		
<b>Colloquium</b>		<b>4</b>
Must complete 1 credit of PUBPOL 5990 every semester and receive a grade of S (satisfactory)		
PUBPOL 5990	Challenges and Trends in the Health Services Industry	1
<b>Capstone</b>		<b>4</b>
A grade of B or better is required in both courses.		
PUBPOL 5951	Field Studies in Health Administration and Planning	1
PUBPOL 5952	Field Study in Health Administration and Planning	3

## Internship

This is a non-credit bearing milestone requirement.

### Time Commitment:

Students must complete 400 hours of work.

- This requirement can be fulfilled through:
  - A 10-week full-time internship (40 hours per week) during the summer between 1st and 2nd year **OR**

- Alternative arrangements, such as part-time internships extending across the academic year, provided they total 400 hours. Students opting for alternative arrangements must consult the program director to ensure alignment with academic requirements

**Field of Experience:**

- The internship must be within the health and healthcare sector. Students may verify eligibility of an internship with the Brooks School Career Management staff.
- Students are expected to engage in project-based activities that support the development of Sloan MHA competencies.

**Supervision & Preceptor Requirement:**

- The host organization must designate at least one key preceptor to supervise and mentor the student throughout the internship.

**Student Assessment:**

- Students are required to present on their internship in the first PUBPOL 5990 Challenges and Trends in the Health Care Services Industry of the fall semester section year.
- The student's performance will be assessed based on a selected subset of the Sloan Program competencies (see the Sloan learning outcomes) that are most relevant to the experience, as determined by both the student and preceptor. Preceptors will evaluate and rate the student on these competencies at the end of the internship.
- A comprehensive summary of the internship experience, along with any supervisor feedback, must be submitted upon completion of the internship.

**Electives****Elective Policies**

- In addition to completing the requirements above, students must take enough remaining elective credits to reach the required 64 credits needed to graduate. Additional elective credits may be completed if desired and will still apply towards the student's graduate level GPA.
- Students may petition to request alternate electives at the 5000 level or higher to meet the electives requirement. See the MHA program's curriculum petitions section of this catalog.
- No more than 6 credits of elective coursework can be taken with S/U grading. All other elective credits must be completed with a grade of C or higher.
- No more than 6 credits of PUBPOL 6000 or other independent study credits can count towards the electives. All independent study credits counting towards electives must be taken for a letter grade.

Code	Title	Hours
<b>Elective Options</b>		
Any PUBPOL course at the 5000 level or higher		
AEM 5840	Python Programming for Data Analysis and Business Modeling	3
AEM 5615	Digital Platform Strategy	3
AEM 5670	Investments	3
AEM 5700	MPS Management Communication	1.5

AEM 6385		
AEM 7510	Environmental Economics	3
CHEM 5040	Entrepreneurship in Chemical Enterprise	1
COMM 5150	Organizational Communication: Theory and Practice	3
CRP 5370	Real Estate Seminar Series	0.5
CRP 5561	Innovation and Strategy in Commercial Real Estate Development	1.5
CRP 6595	Special Topics in Real Estate	1-4
CRP 6901	Real Estate Review	1-2
CRP 5320	Real Estate Development Process I	1.5
CRP 5321	Real Estate Development Process II	1.5
CRP 6560	Real Estate Transactions and Deal Structuring	3
DEA 6100	Studies in Design Thinking	3
DEA 6055	Hospitality, Health and Design Industry Immersion Seminar	1
DEA 6550	Healthcare Innovations	3
DEA 6560	Research Methods in Social Sciences	4
ELSO 6230	Designing and Delivering Effective Presentations	1
ENMG 5102	Basics of Programming in Python	1
GOVT 6053	Comparative Method in International and Comparative Politics	4
GOVT 6857	International Political Economy	4
GOVT 6837	International Organizations	4
HADM 6033	Introduction to Senior Living and Related Programs	2
HADM 6055	Hospitality, Health and Design Industry Immersion Seminar	1
HADM 6190	Key Drivers for Making Innovation Happen	1
HADM 6200	Principles of Real Estate	3
HADM 6280	Real Estate Finance and Investments	3
HADM 6470	Consumer Behavior	3
HADM 6710	Python Programming	3
HADM 6740	Fundamentals of Database Management and Data Analysis	3
HADM 7510	Properties Development and Planning	3
ILRHR 5690	Managing Total Rewards	1.5-3
ILRHR 5600	Human Resource Management	3
ILRHR 5618	The Financialization of US Healthcare: Challenges for Providers, Managers, and Policymakers	3
ILRHR 5645	Design Thinking for HR	1.5
ILRHR 5665	Organizational Consulting	1.5
ILRHR 5607	Executive Compensation and Corporate Governance	1.5
ILRHR 5620	HR Leadership	3
ILRHR 5660	Talent Analytics	3
ILRHR 5690	Managing Total Rewards	1.5-3
ILRHR 6400	Organizational Diversity and Inclusion	2-4
ILRHR 6410		1.5
ILRHR 6615	Socially Responsible Business	2
ILRHR 6620	Organization and Work Design	3
ILRHR 6640	HR Research for Executive Decision-Making	3
ILRHR 6685	Fundamentals of Benefits and the Employee Value Proposition	2

ILRHR 6910	Strategy and Finance for HR Professionals	3	NBA 6030	Strategies for Sustainability	1.5
ILRHR 7451			NBA 6060	Evaluating Capital Investment Projects	1.5
ILRHR 9600		2	NBA 6070	Designing and Building AI Solutions	1.5
ILRGL 6870	Introduction to Labor Research	3	NBA 6100	Applied Operations Strategy	1.5
ILROB 5260	Being Effective: Power and Influence	3	NBA 6120	Disruptive Technologies	1.5
ILROB 5790	Managerial Negotiations	3	NBA 6130	Women and Leadership	1.5
ILRIC 9800			NBA 6145	AI Strategy and Applications	1
MGMT 5680	Management Communication	1.5	NBA 6215	Introduction to Python for Business	1.5
NBA 5110	Financial Modeling	1.5	NBA 6260	Consumer Behavior	1.5
NBA 5020	Managerial Accounting and Reporting I: Fundamentals of Cost Analysis	1.5	NBA 6320	Core Leadership Skills for a VUCA World	1
NBA 5035	Philanthropic Leadership	1.5	NBA 6340	Customer Analytics and Strategy	1.5
NBA 5060	Financial Statement Analysis	1.5	NBA 6390	Data Driven Marketing	1.5
NBA 5075	Big Red Ventures	3	NBA 6410	Supply Chain Strategy	1.5
NBA 5090	Advanced Financial Statement Analysis	1.5	NBA 6420	Supply Chain Analytics	1.5
NBA 5100	Social Entrepreneurship	1.5	NBA 6430	Managerial Spreadsheet Modeling	1.5
NBA 5111	Foundations of Financial Modeling	3	NBA 6530	Strategic Alliances	1.5
NBA 5130	International Finance Cases	1.5	NBA 6540	Power and Politics in Organizations	1.5
NBA 5140	Ethics and Corporate Culture	1.5	NBA 6550	Business Data Analysis with SQL	1.5
NBA 5150	Leadership Theory and Practice	3	NBA 6560	Valuation Principles	1.5
NBA 5175	Life Science Entrepreneurship in Practice	3-6	NBA 6620	Brand Management	1.5
NBA 5180	Design and Innovation	1.5	NBA 6650	The Strategic Management of Technology and Innovation	3
NBA 5205	Digital Business and Retail Operations	3	NBA 6710	Ethical Decision Making in Management	1.5
NBA 5245	Introduction to Macroeconomics	3	NBA 6682	Crisis Communications for Business Leaders	1.5
NBA 5260	Leaders in Emerging Markets	1	NBA 6820	Negotiation I: Negotiation Essentials	1.5
NBA 5330	Management Cases	1.5	NBA 6860	Startup Learning Series	1
NBA 5360	Investment Banking Essentials	1.5	NBA 6880	Corporate Bankruptcy and Restructuring	2
NBA 5380	The Business Idea Factory	1.5	NBA 6910	Physical Product Entrepreneurship	1.5
NBA 5390	Profiles in Leadership	1.5	NBA 6921	AI for Business Applications	1.5-3
NBA 5410	Project Management	1.5	NBA 6930	Strategy and Tactics of Pricing	1.5
NBA 5530	Accounting and Financial Decision Making	3	NBA 6950	Game Theory and Business Strategy	1.5
NBA 5531	Federal Income Taxation	3	NCC 5010	Data Analytics and Modeling	2.5
NBA 5540	International Finance	3	NCC 5080	Managing Operations	2.5
NBA 5550	Fixed Income Securities and Interest Rate Options	3	NTRES 6310	Environmental Governance	3
NBA 5580	Corporate Financial Policy	1.5	NCC 5540	Managing and Leading in Organizations	3
NBA 5590	The Venture Capital Industry and Private Equity Markets	0.5	STSCI 5045	Python Programming and its Applications in Statistics	4
NBA 5600	Demystifying Big Data and FinTech	1.5	SYSEN 5610	Introduction to the US Healthcare System, Data, and Interoperability	3
NBA 5615	Digital Platform Strategy	1.5	VTPEH 6103	Public Health Policy	3
NBA 5640	The Business of Entrepreneurship	3	VTPEH 6103	Public Health Policy	3
NBA 5645	Dilemmas in Founding New Ventures	1.5	VTPEH 6173	Cross-sector Collaborations to Improve Health Equity	3
NBA 5650	Corporate Governance	1.5			
NBA 5670	Management Writing	1.5			
NBA 5680	Management Presentations	1.5			
NBA 5682	Interpersonal Communications	1.5			
NBA 5690	Management Consulting Essentials	1.5			
NBA 5710	Cornell Management Simulation	1.5			
NBA 5780	Consulting Problem-Solving Process	1.5			
NBA 5790	Applied Principles of Business Strategy	1.5			
NBA 5885	Advanced Critical Thinking for Business Leaders	1.5			
NBA 5980	Behavioral Finance	1.5			
NBA 6029	Leading Agile Innovation	1.5			

## University Graduation Requirements Requirements for All Students

In order to receive a Cornell degree, a student must satisfy academic and non-academic requirements.

### Academic Requirements

A student's college determines degree requirements such as residency, number of credits, distribution of credits, and grade averages. It is the student's responsibility to be aware of the specific major, degree,

distribution, college, and graduation requirements for completing their chosen program of study. See the individual requirements listed by each college or school or contact the college registrar's office (<https://registrar.cornell.edu/service-resources/college-registrar-directory/>) for more information.

## Non-academic Requirements

**Conduct Matters.** Students must satisfy any outstanding sanctions, penalties or remedies imposed or agreed to under the Student Code of Conduct (Code) or Policy 6.4. Where a formal complaint under the Code or Policy 6.4 is pending, the University will withhold awarding a degree otherwise earned until the adjudication process set forth in those procedures is complete, including the satisfaction of any sanctions, penalties or remedies imposed.

**Financial Obligations.** Outstanding financial obligations will not impact the awarding of a degree otherwise earned or a student's ability to access their official transcript. However, the University may withhold issuing a diploma until any outstanding financial obligations owing to the University are satisfied.

## Learning Outcomes

The Sloan Program is designed to develop student competency in five areas:

- Communication
  - Business writing skills
  - Presentation skills
- Leadership Skills and Relationship Management
  - Leading, communication with, and managing others
  - Change management
  - Ability for honest self-assessment
  - Problem solving and decision making
  - Working in teams
- Professionalism
  - Personal and professional ethics
  - Emotional intelligence and critical thinking
- Knowledge of the Health Care Environment
  - Health care issues and trends
  - Health care legal principles
  - Health policy
  - Population health and the social determinants of health
  - Cultural competence
- Business and Analytical Skills
  - Financial management and accounting
  - Organizational behavior and managing human resources
  - Strategic planning and analysis
  - Marketing
  - Information management
  - Operations management and quality and performance improvement
  - Quantitative skills
  - Planning and managing projects
  - Economic analysis and application