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Welcome to the Department of Health Management and Policy. We offer exciting and challenging programs for gaining knowledge and skills in health management and health policy. Exciting in that we offer state-of-the-art curricula taught by a world-renowned faculty. Challenging in that we provide a rigorous, multidisciplinary course of study that prepares students to meet the changing demands of the medical care, public health, and health policy environments.

This brochure contains basic information about the professional education we offer. We hope you will find it to be informative and useful as you contemplate preparation for a career in health administration and policy.

Please visit our web page at http://www.sph.umich.edu/hmp
Our Mission

The Department of Health Management and Policy (HMP) at the University of Michigan School of Public Health prepares qualified and motivated men and women for high-level careers that span the entire spectrum of health administration and policy analysis. By seeking admission to our graduate programs, applicants declare their desire to become complete professionals: to acquire the necessary skills of contemporary management and policy analysis, to acquire the knowledge to use them effectively, and to develop the values that are essential for addressing the unique problems and humanistic goals of health care and public health.

Michigan’s recognition as the country’s leading program confirms the contributions HMP graduates make to the organization and management of the nation’s public health and health care systems. They continue to hold key positions in government at all levels, in health insurance, in special programs for the poor and disadvantaged, federal and state agencies, and, most frequently, as managers of the nation’s hospitals, clinics, HMOs, and health departments.

The department’s size and scope have allowed it to contribute to every aspect of health care, from public health administration through health care finance to the management of hospitals and clinics; public health and health care research; and federal, state and local government.

Vision

In the Department of Health Management and Policy, we believe that future leaders in our field must possess or develop qualifications in four broad areas:

- First, they must have demonstrable leadership potential, be highly motivated and articulate, and be able to master a complex body of material. We look for these attributes in our applicants.

- Second, they must acquire knowledge of the economic, medical, epidemiological, social and political phenomena that relate specifically to health and the health care industry, and they must have a firm grasp of the organizational factors that influence the health of populations and the need for health services.

- Third, they must acquire and learn to apply the basic skills of business administration or policy analysis. As health managers or policy makers they must function successfully as agents of change, and as such must be able to identify both the shortcomings and the potentials of the system as a whole and the organizations in which they work. They must understand the processes necessary to marshal economic, political, and organizational resources to improve the system’s performance. They must be able to develop financially viable programs and gain community support for their effort.

- Finally, our students and graduates must be committed to health care as a fundamental expression of social good will. In their careers they must be willing to support programs that benefit all people, including individuals from economically and educationally disadvantaged backgrounds, and that seek to narrow the gap between the healthiest and most disadvantaged sectors of society.

“Some of the best professional and personal relationships I have today are the result of my education at the University of Michigan School of Public Health.”

Chris Allen, MHSA '80, President and Chief Executive Officer, Family Road Care Centers® L.L.C., Detroit, Michigan
Values

A growing number of people and groups recognize the excellence of the department's master's degrees. We take pride in that recognition. Many factors go into our success, including student selection, our faculty, the mentoring our graduates receive and their record on the job. Of particular importance is the effort in the classroom, both by faculty and students.

In 2000, the faculty approved this statement of some of the expectations we believe are essential to continue and improve our achievements.

1. Our faculty gain great satisfaction from the study of health and health care, both in the exploration of new ideas and research, and in communicating a growing body of knowledge to students.

We expect our students to share our enthusiasm, now and through their careers. We all have favorite topics and others we like less well but must master to support professional competence. We expect students to approach topics they like less well with an open mind and diligent study. We want to say that each of our graduates “has mastered all the areas necessary for professional success.”

2. Our faculty prepare for each class, striving to make an orderly flow of new information and reinforcing the old so that each student has a chance to master the skills, knowledge, and abilities offered.

We expect our students to prepare with the same diligence. Students whom we rate highly come to class prepared, participate actively in the discussion, and are always willing to help others learn.

3. We respect our colleagues, who bring unique skills to Michigan and contribute to its excellence.

We expect our students to respect faculty, guests, and peers. In particular, we believe students have much to teach one another, and we expect all students to participate in an environment of mutual growth. We welcome suggestions on the improvement of our classes. These should be offered in a manner designed to promote careful evaluation and effective response, as would be appropriate in any professional interaction.

4. The University of Michigan actively supports diversity, in recognition of the worth of all humans, and the Nation’s practical needs in the 21st century. The faculty support this commitment. We expect our students and alumni to join us in that support.

We recognize and respect the extra effort necessary to diversify health care leadership.

5. The faculty believe that scrupulous honesty is the foundation of excellence. We expect students and alumni to share that belief, and to apply it diligently in all their work. We stand ready to investigate reports of misconduct, with due regard to the rights of individuals, and to act constructively in the light of the evidence.

Recruitment

The Department of Health Management and Policy believes strongly that a diverse student body is critical to the education of all students in the School of Public Health. Since much of the burden of illness in the U.S. falls disproportionately on ethnic and racial populations, we feel that it is essential for diverse groups to be represented both in the classroom and in healthcare institutions. We believe that members of underrepresented groups may be more sensitive to both the health needs of diverse populations and the factors that affect their health status.

One of our major activities designed to increase the diversity of our student body is the Health Management and Policy Summer Enrichment Program (SEP). This is an eight-week paid internship program for undergraduate sophomores and juniors that places students in health care organizations throughout southeast Michigan. The department also participates in a wide variety of recruitment activities, such as graduate and professional career days and visits to historically black colleges and universities, which focus on attracting students from diverse backgrounds.
Frequently Asked Questions about the Department of Health Management and Policy

The Department of Health Management and Policy has been ranked #1 by U. S. News and World Report since 1994. Why?

A key reason is our alumni. Michigan has one of the best and most effective alumni networks of any school of public health in the country. We’ve been training health managers and policy makers for more than 50 years, and we’ve got alumni in top administrative and policy positions throughout the world. Our 2500 alumni hold positions in every sector of American health care and health policy. What’s more, they have a long record of helping and supporting new graduates. It’s no surprise that Michigan graduates lead the field in job placements.

What brought these alumni to Michigan in the first place?

It’s our faculty. Michigan has been at the forefront of developments in health policy and management for half a century. We were instrumental in establishing the prototype for Blue Cross/Blue Shield. We’ve been a leader in defining, measuring, and assuring health care quality. Michigan’s faculty has depth in health economics, health financing, information systems, health policy, and management. We also partner with other programs on the Michigan campus to offer joint degrees in such areas as business, law, medicine, and public policy. We offer concentrations in women’s health and public health genetics.

What about summer internship opportunities?

They’re a key component of every student’s education at Michigan. We’ve committed to that. We see it that each and every student in our department gets an internship that involves a specific project in a high-quality organization, usually mentored by one of our alumni.

Is there a good student-faculty interaction?

This is a student-friendly environment. We encourage student-faculty interaction both in and out of the classroom. Students have opportunities to work with faculty on research and community-based activities.

What about jobs after graduation?

Our students are actively sought by the leading organizations in our field. Each year we place our graduates in key positions in health care delivery, consulting, government, and trade associations.

What if I already have a good job in the health field and simply want to further my education?

Through our On Job/On Campus (OJ/OC) program, you can keep working at your job and get your degree at the same time. What makes our OJ/OC program the best in the country is that we’ve been doing it successfully for more than 25 years. We pioneered the concept of OJ/OC teaching. And our on-campus and off-campus curricula are the same: same courses, same great faculty and alumni network, same expectations of excellence. Only the internship is omitted, but in its place you’ll do a variety of projects using your job setting as laboratory. Please see page 27 of this brochure for more information.

How do you maintain the department’s high quality?

We are committed to constantly improving the quality of our curriculum. We actively seek feedback on courses from students and advisors as well as faculty. During an annual faculty retreat we distribute the results of course evaluations. On those rare occasions when a course isn’t working the way we expect, we appoint a task force to find out what’s wrong and fix it. We’re constantly adapting our curriculum to the changing health environment. One of the reasons our faculty are so effective in the classroom is because the examples they use are very current. And that’s because we’re all engaged at the very highest levels in research on the major issues in health management and policy.
How do I know if Michigan is right for me?
Look at our web site. It lists faculty, research, course summaries, deadlines, and application procedures. We strongly encourage applicants to have an on-campus interview. It’s the best way to determine whether Michigan is right for you, and vice versa. Our faculty members look forward to meeting prospective students. Students who enroll in Michigan are, to a person, excellent. If you’re sincerely committed to health care management or policy, and you’re ready to compete with the best, check us out.

Are you accredited?
Our Master of Health Services Administration program is accredited by the Accrediting Commission on Education in Health Services Administration, and our Master of Public Health program is accredited by the Commission on Education and Public Health.

Can I work while I am attending classes?
We discourage part-time work during the first semester because the academic workload is high, and many students find it difficult to keep up with the pace. However, if you do well at mid-terms, you can start looking. Most of our students who want part-time jobs find them, particularly in the second year. The positions vary, but generally pay $10-12 an hour, and one or two days’ work a week is feasible. United States citizens who qualify on financial need criteria can participate in work-study programs, where their salary cost is subsidized to expand work opportunities. Foreign nationals can hold non-work-study jobs, and they compete well when their English is good and they have undergraduate mastery of the subject or skill.
The Department of Health Management and Policy offers a number of different residential and non-residential degree programs. We offer three overlapping but separate master’s degrees in the department: a Master of Health Services Administration (MHSA) degree, a Master of Public Health (MPH), and a Master of Science (MS) in Health Services Research. We provide an integrated program of study, with all students receiving training in health management and health policy. All the degree programs prepare students for a wide range of professional positions in the public and private sectors, including careers as executive-level administrators and managers, health planners, policy analysts, researchers, and consultants. The Master of Science (MS) in Health Services Research is offered through the Rackham Graduate School. Because of the strengths in our curriculum and in our faculty, our master’s degree program is consistently rated the top health management program in the country.

The University of Michigan has offered graduate education in health management and policy for over 40 years. Throughout our history, our master’s and doctoral programs have been at the national forefront in educating outstanding professionals in health management, policy, and research. In a 1986 survey, our MHSA program was ranked first nationally by departmental chairs in accredited health administration programs across the U. S. In 2003, Michigan was ranked first in a national survey conducted by U. S. News and World Report, Best Graduate Schools 2004 Edition Guidebook (www.usnews.com).

### Master of Health Services Administration (MHSA)

Michigan’s Master of Health Services Administration program is designed to provide a well-rounded, high-quality professional education to gifted, dedicated men and women who aspire to leading positions in the management and planning of health services.

A wide variety of career opportunities awaits our graduates. MHSA alumni hold key positions in hospitals, clinics, doctor’s offices, home health care organizations, health insurance companies, health maintenance organizations, complex organizations integrating health care provision and financing, consulting firms, and government agencies.

### Master of Public Health (MPH)

The Master of Public Health is the basic professional degree offered by the School of Public Health. It is required by statute for public health professionals working in certain classifications in many jurisdictions, and it is the oldest degree specifically identified with public health training. The MPH is particularly appropriate for individuals who plan to work in federal, state, or local public health agencies and for individuals who want to work in international health agencies. The degree is also highly suitable for individuals who envision public or private sector careers in policy areas such as environmental health, occupational health, disease prevention and control, injury prevention, or substance abuse.

### Master of Science (MS) in Health Services Research

The Department of Health Management and Policy is pleased to announce a new master’s degree program, a Master of Science (MS) in Health Services Research. Students interested in pursuing careers in health services research will find this an attractive degree option. The program, which builds on our internationally recognized MHSA and MPH programs, is designed to provide intensive course work and field study in quantitative and qualitative research methods. It will permit students to take advantage of our combined strengths in cutting-
edge health policy and health services research and our innovative health policy and health management curriculum.

The goals of the MS-HSR degree are:

- To enable students to identify and conduct health services research concerning current and future health policy issues in a variety of public and private sector research settings;
- To provide students with hands-on experience working with health management and policy and other School of Public Health faculty on current health services research projects that deal with both policy and management issues in today's society;
- To introduce students to the broad array of research designs and methods that characterize modern health services research;
- To provide students with deep and broad knowledge and understanding of the United States health care and public health systems and thus enable students to frame and conduct policy-relevant health services research.

As with our other master's degree programs, the MS-HSR is a two-year program of intensive study. Students will be expected to complete schoolwide course requirements in epidemiology and biostatistics, along with departmental core courses in the health services system, economics, and politics. But the focus of the degree will be on courses in research methods, a summer apprenticeship working with a faculty member on a research project (or with an external organization conducting health services research), and a thesis (based on independent research) to be completed in the second year.

The degree will provide a framework that will enable students to obtain more research-focused methodological training than students typically select in our other master's programs. As part of their training, students will work on faculty research projects during the school year and for their summer internship. During the second year, students will focus on analyzing and writing up their results for potential journal publication.

We anticipate that program graduates will take positions with a broad array of public and private organizations engaged in health services and health policy research. For example, private consulting firms and research organizations, insurance companies, university-based research programs, managed-care organizations, health foundations, and advocacy groups all rely on highly trained researchers to accomplish their missions. The new master's degree program will train researchers for employment in all of these venues. It is specifically designed to produce highly trained graduates with research skills that are valued in the marketplace.

Applicants for admission will be selected based on rigorous criteria, including previous academic and professional achievement, a demonstrated commitment to health care and health services research, and evidence of leadership ability. MS-HSR applicants will be eligible for all sources of funding available to all of our master's degree applicants, including scholarships, financial aid, and support from research projects.

Curriculum

The MHSA, MS, and MPH curriculum each consists of 60 credit hours. An integrated curriculum in health services management and health care policy is offered, and is designed to provide students with an array of skills that will prepare them for careers in either the public or the private sector. Our curriculum is designed to integrate courses from a variety of disciplines, including biostatistics, economics, epidemiology, finance, law, organizational theory, and political science. Thus, our students receive training in the management and administration of health care organizations and, in the case of the MPH, in public health politics and policy analysis.
Degree Requirements

To receive the MHSA, MS, and MPH degrees, students must complete the Core Curriculum and a summer internship.

Students are encouraged to take elective courses in both health care policy and management to round out their skills. Many of our graduates in health policy careers tell us that management skills are essential to their work, just as our health care executive graduates say they need to understand and contribute to health policy discussions and debates. Each student’s choice of courses will depend largely on the student's career and intellectual interests. Students are free to take elective courses within HMP, the School of Public Health, or at other graduate schools within the University of Michigan, such as the Stephen M. Ross School of Business or the Gerald R. Ford School of Public Policy.

We strongly believe that students’ course work should not duplicate their existing knowledge or competencies. Therefore, students are encouraged to seek exemptions in areas where they have pre-existing skills and knowledge. This allows students to expand their skills in other areas. In special cases, students will be permitted to make substitutions for the required courses.
Curricula

Comparison of the MHSA and MPH Degrees

All master’s degree students in the Department of Health Management and Policy receive training in health management and health policy. There are many similarities in the curricula for the two degrees. In fact, MPH and MHSA students take several core courses together, including courses on the health care delivery system, economics, political science, organizational theory, biostatistics, and epidemiology. While the two degree programs are quite similar in terms of their curricula and the knowledge, skills, and competencies that students acquire, there are some differences in emphasis.

The fundamental focus of the MHSA degree program is the organization, financing, marketing, and management of health care institutions and the delivery of personal health services in the United States. Many of the core competencies of the MHSA degree are modeled after a general business administration curriculum. The program prepares students for management careers in the unique environment of health care, including careers in health systems, hospital, clinic, and emergency services management. The MHSA degree is also appropriate for those seeking positions as planners, policy analysts, or consultants focusing on the financing, organization, quality, and delivery of personal health services in either the public or the private sector.

In contrast, the MPH degree program promotes a broad focus on the myriad factors that influence population health, of which medical care is one. These factors include socioeconomic conditions, cultural beliefs and practices, behavioral risk factors, and environmental exposures. The MPH degree is appropriate for those who want to manage health programs in a wide range of institutions, both public and private. The degree also prepares students for public and private sector careers in public health policy, planning, and advocacy. Further, the MPH degree in HMP is appropriate for those who plan to manage or direct programs in international health agencies. The curriculum provides training and skills in the management of public health programs and initiatives, and the analysis of public health policies.

Given the similarities in the MHSA and the MPH curricula and in the types of careers that graduates pursue, deciding which of the two degrees is most appropriate is difficult for some students. Department of Health Management and Policy faculty can assist prospective and current students in this decision by discussing career goals and their interests.

Sample Curriculum

For MHSA students with interest in general management

<table>
<thead>
<tr>
<th>First Term (Fall)</th>
<th>Cr. hrs.</th>
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<tbody>
<tr>
<td>• BIOS 503 Introduction to Biostatistics</td>
<td>4</td>
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<tr>
<td>• HMP 600 The Health Services Systems I</td>
<td>4</td>
</tr>
<tr>
<td>• HMP 608 Health Care Financial Accounting</td>
<td>1</td>
</tr>
<tr>
<td>• HMP 660 Microeconomic Theory</td>
<td>3</td>
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<td>• HMP 643 Individual and Group Behavior in Health Service Organizations</td>
<td>3</td>
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<tr>
<td><strong>Total credits</strong></td>
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<th>Second Term (Winter)</th>
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<tr>
<td>• HMP 601 The Health Services Systems II</td>
<td>4</td>
</tr>
<tr>
<td><strong>• HMP 603 Managing Health Care Organizations</strong></td>
<td><strong>3</strong></td>
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<tr>
<td>• HMP 606 Managerial Accounting for Health Care Administrators</td>
<td>3</td>
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<tr>
<td>• HMP 663 Economics of Health Management and Policy</td>
<td>3</td>
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<tr>
<td>• EPID 503 Strategies and Uses of Epidemiology</td>
<td>3</td>
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<tr>
<td><strong>Total credits</strong></td>
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<th>Summer Internship</th>
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<th>Third Term (Fall)</th>
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<tr>
<td>• HMP 607 Corporate Finance for Health Care Administrators</td>
<td>3</td>
</tr>
<tr>
<td>HMP 652 Health Law</td>
<td>3</td>
</tr>
<tr>
<td>HMP 644 Marketing and Competitive Strategy in Health Care</td>
<td>3</td>
</tr>
<tr>
<td><strong>• HMP 684 The Politics of Health Care</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td>• HMP 654 Operations Research and Control Systems</td>
<td>3</td>
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<td><strong>Total credits</strong></td>
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<th>Fourth Term (Winter)</th>
<th>Cr. hrs.</th>
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<tr>
<td>HMP 631 Health Insurance</td>
<td>3</td>
</tr>
<tr>
<td>HMP 657 Ethical Issues in Health Services Management</td>
<td>1</td>
</tr>
<tr>
<td>HMP 665 Computer Information and Decision Support Systems</td>
<td>3</td>
</tr>
<tr>
<td><strong>• HMP 682 Case Studies in Health Services Administration</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td>Electives</td>
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<td><strong>Total credits</strong></td>
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* MHSA required courses for management interest
** Student must take this course or a substitute from list of health care applications courses.

Other popular electives include HMP 619, 655, 667, 689, 681, 683, 697.

Students interested in pursuing an MHSA with a policy or long-term care concentration can work out a personalized program with their advisor.
### Sample Curriculum
**For MPH students with policy concentration**

#### First Term (Fall)
- *BIOS 503* Introduction to Biostatistics 4
- *HMP 600* The Health Services System I 4
- *HMP 660* Microeconomic Theory 3
- *HMP 615* Introduction to Public Health Policy 4

Total credits 15

#### Second Term (Winter)
- *HMP 601* The Health Services System II 4
- *HMP 610* Cost-Effectiveness and Cost-Benefit Analysis in Health 3
- *HMP 685* The Politics of Health Policy 3
- *BIO 523* Biostatistical Analysis for Health-Related Studies 3
- *EPID 503* Strategies and Uses of Epidemiology 3

Total credits 16

**Summer Internship**

#### Third Term (Fall)
- **EHS 500** Principles of EHS 2
- *HMP 640* Program Evaluation in Public Health 3
- *HMP 643* Individual and Group Behavior in Health Service Organizations 3

Degree and program requirements and/or electives 7

Total credits 16

#### Fourth Term (Winter)
- *HMP 664* Applied Health Policy Analysis 3
- *HMP 653* The Role of Law in Public Health Policy 3

Degree and program requirements and/or electives 9

Total credits 15

* MPH Required Courses
** Students must take one course from the SPH Department of Environmental Health Sciences.

Students interested in pursuing an MPH with a management concentration can work out a personalized program with their advisor.

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### Sample Curriculum
**For Master of Science in Health Services Research**

#### First Term (Fall)
- *HMP 600* The Health Services System I 4
- HMP 612 Medical Management of Disease 4
- *HMP 660* Microeconomic Theory 3
- *BIOS 503* Introduction to Biostatistics 4
- HMP 683 Quality of Care 3

Total credits 15

#### Second Term (Winter)
- *HMP 601* The Health Services Systems II 4
- *HMP 610* Cost-Effectiveness and Cost-Benefit Analysis 3
- *HMP 685* Political Analysis for Health-Related Studies 3
- *BIO 523* Biostatistical Analysis for Health-Related Studies 3
- HMP 690 Thesis Development 3

Total credits 16

**Summer Internship**

#### Third Term (Fall)
- HMP 809 Logic and Methods of Medical Care Research 3
- *EPID 601* Principles and Methods of Epidemiology 4
- *HMP 640* Program Evaluation in Public Health 3
- *BIO 510* Statistical Computer Program Packages 1
- *HMP 690* Thesis Development 3

Total credits 16

#### Fourth Term (Winter)
- *HMP 690* Thesis Work 3
- *HMP 617* Understanding Health Care Organizations 3
- HMP 619 Exploring a Health Maintenance Organization 3
- HMP 631 Health Insurance 3
- HBHE 530 Techniques of Survey Research 3

Total credits 15

* Required courses
Comparison of the MHSA and MBA Degrees

The health care industry consumes more than 14 percent of the nation’s gross domestic product. Managers in this growing sector require rigorous management training along with specialized training in the unique aspects of the American health care industry. The MHSA curriculum at the University of Michigan School of Public Health provides just such training. Our program parallels a traditional MBA program, yet each course is designed to meet the needs of managers in the health care sector. For example:

- The finance class teaches not only for-profit financing, but prepares students for careers which may include jobs in not-for-profit firms, which are common in this industry, or in the public sector.

- The accounting class devotes less time to such matters as inventory management and more time toward accounting requirements of Medicare and Medicaid.

- The marketing class teaches the basics of marketing in the context of a health care environment with multiple types of customers, each with unique objectives and incentives.

- The economics sequence recognizes that understanding today’s health care environment requires analytic tools that go beyond standard economic theory. It therefore supplements the semester of standard economics with a semester on the economics of the health care sector.

Rather than offer classes pertinent to other economic sectors but of little pertinence to health care, such as international business, our curriculum includes specialized courses that teach topics necessary to be at the leading edge of health systems administration. These include courses in:

- The history, structure, and operation of the United States health care system

- How quality is conceptualized and measured in health care

- The unique legal, regulatory, and reimbursement environment of the health care sector

- The politics of health care

The MHSA program, because of its specialized generalized focus, provides students with the working knowledge they need to be effective managers and leaders in the field. Curricula that offer only a few courses specific to health care, as is typical in MBA programs, are not sufficient to capture all the information that distinguishes management in the health care industry from management in other industries.

Faculty in the Department of Health Management and Policy are nationally and internationally recognized leaders in this field. They are authors of several textbooks and editors of many journals. They sit on national and international advisory boards and consult with a wide range of firms in the industry. For the past ten years, U.S. News and World Report has recognized this program as the leader in the field of teaching health management among all health management programs, including those based in schools of public health and business schools. Moreover, our long tradition of excellence has resulted in a large and distinguished pool of alumni who are leaders in health care delivery and who provide support, such as summer internships and ongoing guidance, for current students.
Other Degree Programs

In addition to the MHSA, MS, and MPH programs, the Department of Health Management and Policy, in conjunction with the School of Public Health, offers several other programs to accommodate a variety of interests.

Interdepartmental Concentrations

After admission to one of the five departments in the School, students can also apply for admission to an Interdepartmental Concentration (IC). ICs offer the opportunity to deepen a student’s understanding of public health topics that have major implications for society as a whole today. The curriculum is designed to be accessible to all public health students without extending training time toward the degree. Faculty from all five departments within the School as well as affiliated faculty from other University of Michigan schools and colleges participate in these exciting programs. The School of Public Health offers ICs in Global Health, Public Health Genetics, and Reproductive and Women’s Health. A supplemental application is required for admission to ICs, and spaces in each IC are limited.

IC in Global Health

Designed to provide an opportunity to study public health issues in global health in a multidisciplinary framework, this IC helps students develop knowledge and skills related to problems, programs, policies, and practices that are altering public health risks in the context of expanding globalization. Students in this IC learn about diverse global processes that are affecting public health throughout the world. They also examine environmental, cultural, and economic processes that transcend national and continental boundaries and that affect exposure and behavior risks, and they explore health promotion opportunities. The curriculum consists of 14 credit hours of course work: three core courses, one elective, and a summer externship. Because the course work extends over four semesters of enrollment, students who have been admitted to a program requiring fewer than four semesters will not be able to participate.

IC in Public Health Genetics

Advances in genetics are occurring at a pace that challenges our collective ability to respond to the many social, legal, ethical, and public health policy implications of this information. The IC in Public Health Genetics provides an opportunity for public health professionals to gain an understanding of the effects of genes on health and disease and to apply genetic information to public health practice. As a student in this IC, you will learn to understand how genes, together with the environment and behavior, influence health. The curriculum is composed of 12 credit hours of course work: three core courses and one elective. The elective will be chosen to emphasize the specific applications of your interests and to supplement the degree requirements of your department.

IC in Reproductive and Women’s Health

The fields of reproductive health and women’s health are challenging and transforming traditional public health approaches to fertility and population change, maternal and child health, and women’s health. As a student in this IC you will learn to approach reproductive and women’s health from a multidisciplinary perspective and to understand how to apply your departmental training to this content area. You can study public health problems, programs and policies related to contraception, emerging reproductive technologies, social and ethical issues in reproduction, maternal health and pregnancy outcomes, and other aspects of women’s health. The curriculum includes four courses, among them a two-term integrative seminar course taken in the first year of study and one elective course.

HMP students who choose to study in this IC will learn to apply their training to new models of health care delivery for women, which are emerging in both the private and public sectors. Women’s health care policy is receiving considerable attention at local, state, and national levels. Through this IC, interested students may identify externship opportunities in organizations concerned with women’s health care and policy.
Dual Master’s Programs

Master of Health Services Administration and Master of Business Administration (MHSA/MBA)

The MHSA/MBA is a three-year program offered jointly by the Department of Health Management and Policy and the Stephen M. Ross School of Business. It is designed for people who wish to further enhance their business skills provided through the MBA curriculum.

Students in the dual degree program complete both the MHSA and the MBA degrees in three years, rather than the four normally required to complete each degree separately.

Students admitted to the dual degree program are required to earn 45 credits in the Ross School of Business and 45 credits in the School of Public Health. In their first year of study, they normally enroll in the required courses in the Ross School of Business. The second year is then devoted to required courses in the MHSA program in the School of Public Health. In the third year, students enroll in courses in both schools.

MHSA/MBA students are expected to spend the summer months between academic years in a hospital or other health care organization as paid administrative interns. The faculty of the Department of Health Management and Policy assist in the placement for one of the internships, and students consult the Ross School of Business for assistance with the second internship placement.

Application Procedure

Students interested in the MHSA/MBA must apply to, and be admitted separately by, both schools, using their respective application forms. The application fee may be paid to either of the two schools. Application to the MHSA program in the School of Public Health is as described in the section on admission to the master’s program. To obtain application materials for the Ross School of Business contact:

Office of Admissions and Student Services
Stephen M. Ross School of Business
701 Tappan Street
University of Michigan
Ann Arbor, MI 48109-1234
Telephone 734.763.5796
Fax 734.763.7804

Master of Health Services in Administration and the Master of Public Policy (MHSA/MPP) or Master of Public Health and Master of Public Policy (MPH/MPP)

The MHSA/MPP and MPH/MPP dual degree programs are offered by the Department of Health Management and Policy and the Gerald R. Ford School of Public Policy in the Horace H. Rackham School of Graduate Studies. The program is designed for a small number of students who wish advanced training in the quantitative and qualitative methods of policy analysis as well as thorough preparation in the fields of health management or public health policy.

All requirements for both degrees are completed in three years of enrollment, rather than the four normally required to complete each degree separately.

Students in the MHSA/MPP degree program must complete a total of 84 credits, 45 of which must be elected in the School of Public Health, and 33 of which must be elected through the Ford School of Public Policy, including core courses for each degree and the Integrated Policy Exercise (IPE). The remaining credits may be taken as electives chosen in consultation with a faculty advisor. Students enroll in three terms in the School of Public Health and two-to-three terms in the Rackham Graduate School.

Students in the MPH/MPP degree program must complete a total of 82 credits, 43 of which must be elected in the School of Public Health, and 33 of which must be elected through SPPS, including the IPE. The remaining credits may be taken as electives chosen in consultation with a faculty advisor.

Students are expected to complete an internship in the summer between each of the years of study.
The faculty of the Department of Health Management and Policy assist in the placement for one of the internships, and students consult the Ford School of Public Policy for placement assistance with the second internship.

**Application Procedure**
Applicants must apply to, and be admitted separately to, each program. Course studies may begin in either the Department of Health Management and Policy or Ford School of Public Policy. Students registered in the first year of either program may apply to the dual degree program. To obtain application materials or information for the Master of Public Policy contact:

The Gerald R. Ford School of Public Policy  
440 Lorch Hall  
University of Michigan  
Ann Arbor, MI 48109-1220  
Telephone 734.764.3490  
Fax 734.763.9181

**Master of Health Services Administration and Master of Nursing Administration (MHSA/MNA)**
The MHSA/MNA dual degree program is offered by the Department of Health Management and Policy and the School of Nursing in the Horace H. Rackham School of Graduate Studies. The program is designed for a small number of students who wish advanced training in nursing management systems as well as thorough preparation in the fields of health management.

All requirements for both degrees are completed in five semesters of enrollment, rather than the six or seven normally required to complete each degree separately.

Students must complete a total of 68 credits, 45 of which must be elected in the School of Public Health and 23 of which must be elected through the School of Nursing, including core courses for each degree. The remaining credits may be taken as electives chosen in consultation with a faculty advisor. Students enroll in three terms in the School of Public Health and two terms in the Rackham Graduate School.

Students are expected to complete an HMP internship in the summer between one of the years of study. The faculty of the Department of Health Management and Policy assist in the placement for the internship.

**Application Procedure:**
Applicants must apply and be admitted separately to each program. Course studies may begin in either HMP or the School of Nursing. Students registered in the first year of either program may apply to the dual-degree program. To obtain application materials or information for the Master of Nursing Administration, contact:

School of Nursing  
400 N. Ingalls Building  
The University of Michigan  
Ann Arbor, MI 48109-0482  
Phone 734.763.9438  
Fax 734.763.9181

**Financial Assistance**
Students in the MHSA/MNA program must apply separately to the School of Public Health and the School of Nursing for financial assistance. Students are eligible for financial aid consideration in the unit in which they are enrolled in any given term.

**Master of Health Services Administration and Juris Doctor (MHSA/JD) or Master of Public Health and Juris Doctor (MPH/JD)**
The School of Public Health, Department of Health Management and Policy, and the Law School offer a joint degree program that enables qualified students to pursue concurrent work in health services administration or public health policy and law, leading to the Master’s of Health Services Administration (MHSA) or Master’s in Public Health (MPH) and Juris Doctor (JD) degrees. The program is arranged so that all requirements for both degrees can be completed in eight terms of enrollment. Some students may elect to complete the degree in less time by beginning the program at the Law School in the summer term.
Students admitted to the joint degree program are required to earn credit in each school by taking course work as follows:

- The required first-year law courses and 52 or 53 additional credit hours in Law School courses
- 45 credit hours in the School of Public Health, including the MHSA or MPH core requirements, along with HMP departmental and SPH requirements
- Up to nine credit hours for the JD degree may be earned through courses taken in the School of Public Health, and up to 15 of the 60 credit hours required for the MHSA or MPH may be earned through courses taken in the Law School

Students admitted to the combined program are required to take the complete sequence of first-year courses in one school during the first year of the program, and the complete sequence of first-year courses in the other school during the second year of the program. Each school will apply its own deferred admission standards to students who elect to take the first year in the other school.

Application Procedure
Applicants interested in the joint program must gain separate and independent admission to both the School of Public Health and the Law School. Applicants must take the LSAT for admission to the Law School and either the GRE or GMAT for admission to the MHSA or MPH program. Students must indicate on both applications that they are applying for one of the joint degree programs. The application fee can be paid to either of the two schools. Students who are registered in the first year at either the School of Public Health or the Law School may apply to the joint program.

The Law School
Admissions Office
312 Hutchins Hall
University of Michigan
Ann Arbor, MI 48109-1215
Telephone 734.764.0537

Master of Public Health and Doctor of Medicine (MPH/MD) or Master of Public Health and Doctor of Osteopathy (MPH/DO)
The MPH/MD and MPH/DO program is designed for a small number of students who wish to combine the medical degree with a public health degree. These programs are suitable for students interested in community medicine, health care management, health care or public health policy, and for students who simply want to enrich their medical education with an introduction to public health with an emphasis on management and policy.

To be eligible for this dual degree program, the student must be currently enrolled in an accredited MD or DO program or be enrolled in an HMP-approved postdoctoral fellowship. The MPH portion of the program is 42 credit hours, which can be fulfilled in one academic year, utilizing the standard academic year fall and winter terms and both the summer before and the spring after the standard fall and winter terms. Students typically take a leave of absence from medical school between the second and third years of study to complete their public health course work. The MPH degree is awarded once the MD or DO degree is awarded.

For more information, contact the Student Services Office in the Department of Health Management and Policy (see inside back cover of this brochure for contact information).

Master of Health Services Administration and Master of Science in Industrial and Operations Engineering (MHSA/MSIOE)
The School of Public Health, Department of Health Management and Policy, and the College of Engineering, Department of Industrial and Operations Engineering, offer a dual degree program that enables a small number of qualified students to pursue concurrent work in health services administration and industrial and operations engineering leading to the Master of Health Services Administration (MHSA) and Master of Science in Industrial and Operations Engineering (MSIOE).
degrees. The program is arranged so that all requirements for both degrees can be completed in two to two-and-one-half years of enrollment. The dual degree program requires 60 to 65 credit hours, while an MHSA and an MSIOE pursued separately would require 90 credits. The program prepares graduates for engineering and administrative positions in hospitals and other health care organizations. The program provides comprehensive preparation in the following areas:

- Health Services Administration
- Health Systems Engineering
- Health Information Systems
- Operations Analysis

Application Procedure
Students interested in the MHSA/MSIOE joint program must file separate applications to, and be admitted by, both schools. Students must indicate on both applications that they are applying for this specific joint degree program (please make sure the correct box is checked on the School of Public Health application). The application fee can be paid to either of the two schools; please include a note regarding disposition of the fee to the school not receiving the money. To obtain application materials or information for the MSIOE, contact:

Department of Industrial and Operations Engineering
College of Engineering
University of Michigan
1205 Beal Ave.
Ann Arbor, MI 48109-2117
Telephone 734.764.6480
Fax 734.764.3451
E-mail bourdas@engin.umich.edu

Master of Health Services Administration–UMAA and Master of Business Administration–UM Dearborn (MHSA/MBA–Dearborn)
The UM–Dearborn School of Management (SOM) and the UM–Ann Arbor School of Public Health (SPH) offer a dual degree program leading to the Master of Health Services Administration (MHSA) and the Master of Business Administration (MBA). This program takes advantage of many areas of overlap between the two curricula, and allows admitted students to receive both degrees upon completion of a minimum of 81 graduate credits. (The department also offers a dual MHSA/MBA in collaboration with the UM Ann Arbor Business School.)

The UM–Dearborn MBA requires a minimum of 60 credits. This is offered in two formats—through evening courses targeted to full-time working professionals taking part-time course loads, and through web-based courses.

The program is currently open only to residential MHSA students. The department is working on a plan to extend the dual degree to MHSA Executive Program students.

Program Benefits
The MBA offers a number of skills beyond the MHSA, including expanded coverage of finance, marketing, and strategies as practiced in industries other than health care. It is valuable to understand the management of for-profit corporations in health care, and the program provides a broader foundation for senior management positions in all sectors.

The MBA–Dearborn opportunity offers students great scheduling flexibility because students are able to take evening and web-based MBA courses and have the opportunity to earn both degrees with a total of 81 credits. (The MBA is available in a fully web-based format.) These advantages allow students who are accepted to both programs to pursue full-time work during the latter years of their study.

Admissions, Student Services, and Administration
Students must apply to and be accepted by each school to pursue the dual degree. Students already enrolled in either degree may apply for the second degree before completing one-half of their degree requirements. Applicants submit either GRE or GMAT test scores in support of their applications. Admission to the MBA requires two years’ full-time professional work experience. Admission to the residential MHSA does not require experience, although relevant experience is considered in the admission decision. The residential MHSA assumes students will carry full-time class loads.
The Dual MHSA/MBA is co-directed by the director of the MHSA residential program and the director of graduate programs for the SOM. Students will have an advisor in each school.

Curriculum
The courses taught for the MHSA are tailored to the health care industry, while MBA courses generalize to a broader range of business and industry. For three areas of study—organizational behavior, information systems, and microeconomics—dual MHSA/MBA students may choose either the relevant MHSA course or the MBA course. Students take MHSA courses in the areas of law, operations, managerial accounting, and advanced finance, and take MBA courses in the areas of advanced statistics, financial accounting, marketing, and finance. The rest of the curriculum includes courses offered solely by the SOM (e.g. strategy, strategic innovation), or solely by the SPH (e.g. health services systems, epidemiology).

Depending upon where students choose to take their three “either-or” courses, the curriculum allows from one to four MBA elective courses, and from zero to three MHSA elective courses. To earn both degrees, students must complete at least 36 credits from the SOM and 45 credits from the SPH (note that 4 of the 45 SPH credits are for basic statistics, which is an admission prerequisite for the MBA).

Summer Internships
Students in the Department of Health Management and Policy participate in summer internships between their first and second years of graduate education. Internship placement typically lasts from May through mid-August. The purpose of the internship is to provide each student with an opportunity to gain practical experience in the health field. The department requires the internship as an important step in preparing for a successful career.

Our student services personnel work directly with individual students to assure that they are placed in internship positions that reflect their interests and meet their expectations. We maintain an extensive roster of placement opportunities, and we survey returning students to evaluate these opportunities. In addition, faculty are committed to working with students to identify and secure exciting and rewarding internship placements. Although students return year after year to successful sites, most agencies and organizations involved in the delivery, organization, financing, evaluation, or monitoring of public and personal health services are potential sites. The actual structure of the internship is quite flexible and varies with the student’s interests, the preceptor, and the organization. Generally, internships are designed to balance two basic types of activities:

1) The student is oriented to the organization by closely observing the role and tasks of the preceptor, by attending staff meetings, and by discussing the issues involved in the preceptor’s day-to-day activities.

2) The student is assigned a specific activity or project in the organization based upon the student’s interests and the agency’s needs.

A balance of the two types of activities allows the student access to all phases of the program and provides a meaningful product for the organization.

Since students typically provide services that benefit the organization or agency, the institutions are encouraged to provide a stipend. In the last three years, 96% of our students rated the quality of their summer internships as satisfactory or above.
Admission to the Master’s Program

Candidate Profile
We invite applications to the MHSA, MS, and MPH programs from men and women who hold a bachelor’s degree from an accredited four-year college or university. Since we are looking for students with varied backgrounds and interests, the department welcomes applicants from all undergraduate majors, and therefore no specific undergraduate courses are required. The faculty selection committee places greater emphasis on overall sound scholarship and promise of development than on the precise focus of the baccalaureate degree. We also encourage applications from individuals with work experience in the public health system or the health care industry.

Suggested preparation for interested students may include course work in basic statistics, microeconomics, the behavioral and social sciences, and American government. Prospective management students are also encouraged to complete at least one college-level course in principles of accounting.

Selection Criteria
Each year we receive several applications for each available space in the residential master’s program. Consequently, admission is competitive. Our admission committee selects those applicants who show the greatest potential for success in the program and in their future careers, based on:

- The academic record, including particular areas of strength. We look for a GPA of 3.0 or better. Accepted students generally stand in the upper quartile of their undergraduate class.
- Verbal and quantitative scores on the GRE or the GMAT. We look for scores in the 50th percentile or better. Accepted students generally have scores above the median in standardized national test scores.
- Clear evidence of motivation, commitment, and a record of leadership among peers, derived from the applicant’s statement of goals and objectives, letters of reference, employment or volunteer experience, and extracurricular and service activities.

- Experience, particularly in the student’s field of interest, and leadership are evaluated in our application process. The program does accept students without prior full-time work experience, but they must possess superior credentials.

Admission Test
The General Test of the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT) is required of all applicants. (Note: The Doctoral Program accepts the GRE only.) Accepted applicants generally exceed the 50th percentile. Some students find study manuals or courses to prepare for the test helpful. Students must register with the Educational Testing Service in Princeton, New Jersey. The GRE offers computer-delivered versions of the test through the Computer-Based Testing (CBT) program, making it available at over 250 sites all year long. Because of the delays involved in processing applications and scores for the manual GRE, the department urges students taking this test to use CBT.

Information about the test content, test dates, and locations may be obtained directly from:

Graduate Record Exam (GRE)
Educational Testing Service
P.O. Box 6000
Princeton, NJ 08541-6000
Telephone 609.771.7670

Graduate Management Admission Test (GMAT)
Educational Testing Service
P.O. Box 6103
Princeton, NY 08541-6203
Telephone 609.771.7330
Application Procedure and Deadlines
We will review all complete admission applications received. Students seeking joint degrees must apply to both schools. Qualified applicants will be invited to come to the University for interviews with the faculty. To be considered for admission, you must submit:

- The completed application form, including the application supplement
- Official transcripts showing all previous undergraduate and graduate work, with grades and degrees
- Three letters of recommendation
- Test scores less than five years old from either GRE or GMAT (we normally receive these four to six weeks after the test date). Applicants may call in their test results in order to expedite the application review process. Admission recommendations are contingent upon receipt of official scores.
- A non-refundable application fee of $60 for Domestic Applicants (U.S. Citizens and Permanent Aliens) and $75 for International Applicants made payable to the University of Michigan.

The application deadline is February 1. Because of the sequencing of courses, new students are admitted for the fall term only. Applications are accepted beginning in September of the year preceding intended enrollment. Because class size is limited, and because early applicants are more likely to receive full consideration for financial aid, students are encouraged to apply as soon as they have arranged admission tests and have completed at least three-quarters of a bachelor’s degree.

Beginning in January, the Admissions Committee reviews and makes decisions on applications within one to two weeks after the applicant interview. Applicants are notified in writing within one to two weeks after a decision has been made.

“Faculty far and away are the greatest asset to the Department of Health Management and Policy. They have prompted me to think about the scope of health and the health care industry. Most courses are from different disciplines, but there is an underlying emphasis on continuity of ideas. The faculty here are supportive in helping students integrate all that they have learned to become current, progressive professionals. I had no idea how prepared I really was until my job search. I realized I had the ability to converse about policy issues with senior-level people. In addition, HMP’s quantitative emphasis genuinely improves students’ marketability.”

Lindy Marie Hinman, MHSA ’00, Senior Consultant, The Health Strategies Consultancy, LLC, Washington, D.C.
Interviews
Qualified applicants will be invited to come to the University at their expense for interviews with the faculty. In cases where travel to Ann Arbor for a personal interview would involve hardship, a member of the student services staff may arrange for applicants to either be interviewed by alumni in their geographic area or be interviewed by telephone by a member(s) of the admissions committee.

Tuition and Fees
The tuition structure at the University of Michigan is two-tiered, reflecting resident and non-resident rates. Eligibility to pay resident tuition is determined by the University based on criteria set forth in the University’s Residency Classification Guidelines. For more information, or to request a copy of the guidelines, please contact the University of Michigan Residency Office, 1514 LSA Building, University of Michigan, Ann Arbor MI 48109-1382, telephone 734.764.1400.

Tuition and fees for a term are payable at registration or in installments during the term. The number and dates of the installments are specified in advance for each term. Tuition and fees are subject to change without notice by action of the Regents of the University. The following are tuition rates as of fall 2005:

- Michigan resident, per term $8,020
- Michigan non-resident, per term $14,814
Financial Aid

We attempt to ensure that financial obstacles do not prevent qualified students from completing their studies. Financial aid is available to qualified students in a variety of forms from the University, the School of Public Health, and the Department of Health Management and Policy. About one-third of our residential students receive some scholarship assistance.

Scholarships and Fellowships
Awards for partial, and in some cases full, tuition assistance are available and are granted without a work obligation. The availability of scholarships and fellowships is dependent upon annual funding. These awards are generally made on the basis of academic merit, expected contribution to the field, and financial need.

Free Application for Federal Student Aid (FAFSA)
The University of Michigan’s Office of Financial Aid, http://www.finaid.umich.edu/htm, requires applicants for any and all types of financial aid to complete the Free Application for Federal Student Aid (FAFSA), provided by the American College Testing Center (ACTC). A FAFSA will be sent to you directly if you indicate your interest in financial assistance on the admission application form.

Students may also obtain the FAFSA from a college or high school near their home or by writing to:

The American College Testing Center
Needs Analysis Services
P.O. Box 1000
Iowa City, IA 52243

FAFSAs are available from most high school or college libraries and financial aid officers, as well as from the School of Public Health Office of Academic Affairs. FAFSA is also available on the web (www.fafsa.ed.gov).

Departmental Resources
In addition to the financial aid administered through the University and the School of Public Health, the department dispenses other modest financial awards.

Scholarships
- The John R. Griffith Scholarship, awarded to students in the management concentration
- The Axelrod/Feingold Scholarship, awarded to students in the policy concentration who possess merit and commitment to the ideals of Solomon J. Axelrod and Eugene Feingold
- Alumni scholarships, provided through the generous donations of alumni

HMP scholarships are awarded on the basis of outstanding academic merit. Awards are made by the admissions committee. No separate application is necessary.

Scholarships funded by other health care organizations may also be available.
Student Body

The Residential Master’s Program comprises approximately 40–45 MHSA and 30–35 MPH students each year, who come to the School of Public Health from over 20 states and five foreign countries. The MPH- and MHSA-degree students share several courses, but they constitute two different professional cohorts with different patterns of electives, different student organizations, and different intern placement patterns. Usually less than half of the students are enrolled in the Master of Public Health degree program while the rest are candidates for the Master of Health Services Administration. Approximately 20 percent are pursuing dual degrees at the School of Public Policy, Law School, School of Business Administration, Medical School, or with other departments in the School of Public Health.

Professional and Social Activities

Many students participate in professional and social activities sponsored by student organizations. There are numerous organizations in which to participate, including:

- The Public Health Student Association (PHSA)
- The Michigan Healthcare Executive Student Association (MHESA)
- La Salud Student Association
- Public Health Students of African Descent (PHSAD)
- Public Health Genetics Society
- The Health Law Society
- The University of Michigan Business School Healthcare Club
- The Women’s Health Student Collective
- Health Policy Students Association

Professional events include lectures, symposiums, and brown bag discussion sessions on topics of interest to students and faculty. Social activities include dinner dances, happy hours, bowling nights, and intramural sports. In addition, Ann Arbor and nearby Detroit offer a multitude of cultural, social, and sporting events.

Several HMP students participate in local and national conferences, such as those sponsored by the American College of Healthcare Executives (ACHE) and the American Public Health Association (APHA). In addition, the department and the School of Public Health host several guest speakers and symposia throughout the year. Please refer to the School of Public Health calendar for information about upcoming events.

Volunteerism

HMP students are committed to serving the local, national, and international communities. Many students engage in volunteer activities, such as working at Ann Arbor’s Lyn Hadley Memorial Clinic for the homeless, participating in elementary school health education programs and organizing food and clothing drives for victims of natural disasters or poverty.
### HMP Residential Master’s Program: Student Profile

<table>
<thead>
<tr>
<th>Class of 2006</th>
<th>83 students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Program</td>
<td>MPH 47%</td>
</tr>
<tr>
<td></td>
<td>MHSA 53%</td>
</tr>
<tr>
<td></td>
<td>Joint Degree 19%</td>
</tr>
<tr>
<td></td>
<td>Non-degree 0%</td>
</tr>
</tbody>
</table>

| Gender | Male 34% |
|        | Female 66% |

| Race/Ethnicity | White 49% |
|               | African-American 14% |
|               | Hispanic 5% |
|               | Others 31% |
|               | Non-U. S. Citizens 10% |

| Undergraduate GPA | Median 3.34 |

| Graduate Test Scores: Percentiles | Verbal (GRE & GMAT) Median 70% |
|                                  | Quantitative (GRE & GMAT) Median 67% |
|                                  | Other Graduate Degrees Held (Including MD, MA, and MS) 10 (12%) |

| Work Experience | Percentage of Students with Previous Work Experience 37% |
|                | Average Number of Years Work Experience 2.5 years |

HMP accepts any accredited undergraduate degree. Many students come from backgrounds in biological sciences, social sciences, and caregiving professions.

### HMP Executive Master’s Program: On Job/On Campus Student Profile

| Average Number of Students per Class | 32 students |

| Gender | Male 46% |
|        | Female 54% |

| Average Age | 38 |

| Graduate Degrees Held | MD/DO 48% |
|                       | MBA/PhD/MS/JD/ Other 18% |
The Alumni Association of the Department of Health Management and Policy is one of the oldest and largest organizations of its type in the United States. The more than 4,500 members of our Alumni Association occupy leadership positions throughout North America and the world. HMP alumni are found in 50 states and over 30 countries worldwide. Among our alumni are nearly 150 organizational vice-presidents and chief operating officers, and more than 200 presidents and CEOs. Our alumni are vitally interested in the quality of the department’s programs and the success of its graduates. Alumni regularly visit the department, serve as guest lecturers or adjunct instructors on timely topics, and collaborate with faculty on research projects. They often serve as summer internship preceptors and student mentors, conduct mock interviews with our job seekers, and turn to the department when recruiting permanent professional employees. Our alumni generously support the department with donations, many of which are used for student support.

The Department of Health Management and Policy publishes an alumni newsletter, *The Eclectic*, twice annually. Every two years, the department hosts a conference for alumni, focused on one or more currently important issues in health management and policy. These HMP Alumni Institutes typically are attended by several hundred of our graduates. Through these institutes, our current students are able to meet and interact with alumni and establish valuable contacts for subsequent job searches.

For more information on the HMP Alumni Association, contact us at:

HMP Alumni Services  
Department of Health Management and Policy  
School of Public Health  
The University of Michigan  
109 S. Observatory  
Ann Arbor, MI 48109-2029  
Telephone 734.763.9900  
Fax 734.764.4338

“Michigan’s program provides an educational base that is unequaled. My background makes me as comfortable in a health policy debate as I am in day-to-day operations.”

*Gail Warden, MHSA ’62, President Emeritus, Henry Ford Health Systems, Detroit, Michigan, and Visiting Professor, Department of Health Management and Policy*
Career Opportunities and Job Placement

Career Opportunities
The MHSA, MPH, and MS degree programs prepare students for a wide range of professional positions in the public and private sectors, including careers as executive-level managers, health planners, policy analysts, and consultants. Many graduates of the department have become leaders in a wide variety of health-related fields. Our alumni hold key positions in government, the health insurance industry, special programs or agencies targeting important public health programs, and as managers of the nation’s hospitals, clinics, HMOs, public health departments, and other health-related organizations.

Job Placement
The University of Michigan’s MHSA and MPH graduates are sought by a wide range of organizations that want to hire and develop promising professional talent. The majority of HMP students have offers of employment before they finish their last semester in the program. Almost all of our graduates are placed within two months of entering or re-entering the job market. Recent graduates have accepted positions in health care provider organizations, consulting, health insurance, government and trade associations.

Many of our students choose initial opportunities that emphasize training, such as the administrative fellowships offered by large health care providers. Fellowships are one-to-two-year, entry-level positions, with competitive salaries, in major health services organizations. Administrative fellows work under the mentorship of high-level executives within an organization, usually a CEO, president, or vice president. Our graduates routinely win these posts at the nation’s most prominent institutions. Many of the offerings are sufficiently flexible to adjust for the applicant’s prior work experience.

Our graduates also compete successfully for a similar learning opportunity with the federal government, the Presidential Management Fellowship (PMF). The PMF is a prestigious fellowship in federal government agencies and institutions, including the Centers for Disease Control and Prevention, the National Institutes of Health, the Social Security Administration, and Congress. These fellows work under the mentorship of top agency officials, learning about different facets of government firsthand while contributing to the design and execution of health policy and the management of government programs.

Starting salaries for our graduates are commensurate with the earnings of MBAs in smaller or service-oriented industries and with salaries for government positions requiring advanced degrees. Salaries in health care management and policy vary widely with the kind of employer and the geographic location. Our graduates often put higher priority on other values, such as the learning opportunity and the contribution to society. Surveys of recent graduates indicate that 90% earn between $40,000 and $75,000 in the year after their graduation.
We provide organized job placement assistance within the department. In addition, students can take advantage of the Career Planning and Placement Services at the University of Michigan and at the School of Public Health’s Career Services Center, which provide excellent career guidance and resources:

- Individual career counseling
- Networking opportunities with alumni
- Career workshops, employer presentations, and panel discussions
- Listing of open positions—national and local
- Employer networking and a resume/candidate pool database
- Important resources and web links for health professionals
- Employer forums and recruiter visits
- Job bank books, directories, and multiple job listings
- Company and agency listings
- Application forms and typewriter
- Frequently asked questions and answers
- Computers, printers, and copiers are available in the School of Public Health library

In addition, the SPH Library has a variety of publications on opportunities in public health careers and directories of health systems, hospitals, managed care and consulting organizations.

Members of the faculty begin meeting with students in their first year of study to define career goals and to discuss job search procedures. Students receive assistance in preparing resumes, writing cover letters, and interviewing. Faculty also run seminars in both the first and second years to acquaint students with the various facets of the industry, and the skills and interests that best fit those different aspects. Separate seminars cover various subsections of the management and policy fields.

In addition, health management and policy student special interest groups host industry speakers and hold mock interviews for their members to discuss their own careers and career options. One series focuses specifically on women in the health care industry and emphasizes networking opportunities.

We also invite a significant number of employers to our campus to interview students. And HMP students are welcome to attend recruitment visits and job fairs held by other schools and departments on campus, including the Business School and LS&A.

Additional assistance comes from our alumni, with whom we have an extensive and active networking system. They are located throughout the 50 states and internationally. Many of our alumni are top-level executives who lend significant support in placing program graduates.
Doctoral Program

Doctor of Philosophy in Health Services Organization and Policy

Purpose
The doctoral program in Health Services Organization and Policy is offered by the department of Health Management and Policy in the University of Michigan School of Public Health. The HSOP Program leads to a PhD conferred by the University of Michigan’s Rackham School of Graduate Studies and prepares students for careers in research, teaching, and policy analysis in the broad fields of health services and health policy.

Curriculum
One of the most attractive features of the HSOP program is its strong focus on a social science cognate. Students leave our program trained in both health services research and a cognate field that gives them a theory perspective on the applied issues of health services. Cognates featured are economics, political science, finance, sociology/organizational theory, and interdisciplinary studies. We strongly believe that command of a cognate field’s perspectives is essential to bringing a theoretical perspective to research, and there is no better way to facilitate success in dissertation writing and career-long publication. Students take the equivalent of a master’s degree in their cognate at one of UM’s outstanding departments. In addition, each student must master applicable research design and data analysis methodologies, concentrating during the course of studies on the application of these methods to problems and issues in health services and health policy.

Course work is required in the following general areas:

- Health and Health Services (15 credit hours)
- Health Services Research Methods (9 credit hours)
- Intra- and Interdisciplinary Integration (9–12 credit hours)

The typical time for completion of the didactic phase of the program (60 credit hours) is two to three years. Before advancement to candidacy, each student must complete two preliminary examinations, one in health services and one in the student’s chosen cognate area. The final phase of a student’s doctoral work is a dissertation on a significant research topic. It is also possible to earn a dual PhD with a cognate field.

Faculty
The HSOP program draws on the expertise of the faculty of the Department of Health Management and Policy and the university at large. The department faculty hold degrees in public health, medicine, sociology, economics, operations, research, law, political science, public policy, management, and finance. Faculty members have national and international reputations in areas such as health insurance, health care finance, nursing home and home health care, organizational analysis of hospitals, the physician workforce, health maintenance organization and managed care, quality of care, legal issues in a managed care world, tobacco policy, and women’s health. Applicants interested in learning more about the faculty may do so through the HMP faculty web page.

Research Environment
Guided research is an important component of the HSOP program. Students have the opportunity to work closely with faculty members on a variety of cutting edge health services research and health policy projects such as: tobacco policy research, managed care research, women’s health research, and long-term care research. For more specific information on current research projects, visit our departmental research page at www.sph.umich.edu/hmp/research/.
**HSOP Graduate Careers**

About two-thirds of all HSOP graduates have careers in academic institutions either as faculty or as researchers. Those not in academic institutions generally work in federal and state government agencies or in the private sector in non-profit research organizations, health care delivery organizations, and consulting groups. Recent HSOP alumni currently occupy the following positions:

- Faculty members and researchers at institutions such as Johns Hopkins University, University of North Carolina, Cornell University, Duke University, Pennsylvania State University, University of Washington, University of Illinois at Chicago, Trinity University, University of Kentucky, University of Iowa, University of Florida, and Taiwan University
- Researchers in organizations such as Kaiser Permanente, the Henry Ford Health Care System, the Veterans Administration, and other professional organizations
- Policy analysts in federal and state governments throughout the nation
- Researchers in contract research firms such as RAND, Medstat, Mathematica, and Abt Associates, Inc.

In short, the market for University of Michigan HSOP graduates has historically been strong, and current evidence indicates a continued high demand for graduates of the program.

**Admissions**

Applications for admission to the HSOP program are available from the HMP Student Services Office or online through the University of Michigan Rackham School of Graduate Studies ([https://apply.embark.com/Grad/UMich/Rackham/ProgramA/34/](https://apply.embark.com/Grad/UMich/Rackham/ProgramA/34/)). Applications and supporting documents are due no later than February 1. When completing the Rackham application, please indicate the primary cognate area of interest under “Subplan.”

Applicants who are not U.S. citizens must submit the same credentials as U.S. citizens. Additionally, for non-U.S. citizen applicants whose native language is not English, the scores of the TOEFL must be submitted as well as documentation of the applicant’s ability to finance his or her educational and living expenses while in the United States.

**Financial Support**

Financial support is available through various traineeship and assistantship programs through both the Department of Health Management and Policy and the University of Michigan Rackham School of Graduate Studies. Examples of support include:

- The National Research Service Award from the Agency for Healthcare Research and Quality (AHRQ)
- Rackham Predoctoral and Merit Fellowships
- Assistantships on funded research projects in HMP
- Teaching assistantships

For information on federal financial aid student loan programs please contact the University of Michigan Office of Financial Aid. Non-U.S. citizen applicants are not eligible for most university-based awards, and such persons should seek support from their own governments and agencies.

For more information contact:

**Student Services**
Department of Health Management and Policy
109 S. Observatory St., M3023 SPH II
Ann Arbor, MI 48109-2029
Telephone 734.936.9900
Fax 734.764.4338
Executive Master’s On Job/On Campus Program

The Executive Master’s Program in Health Management and Policy at the University of Michigan is a non-residential program with a unique format that lets you continue working while pursuing the Master of Health Services Administration (MHSA) or the Master of Public Health (MPH) degree.

Also called the On Job/On Campus (OJ/OC) Program in Health Management and Policy, this program enables you to continue your professional employment while acquiring the information and skills you need to assume a leading position in the provision of health services and the promotion of public health in your community. The program takes 24 months to complete. During that period you attend 14 weekend class sessions in Ann Arbor. Classes are scheduled on Thursday, Friday, and Saturday starting at 8:30 am and ending at 5:30 pm, and on Sundays from 8 am to 2 pm. The remaining weekend sessions are held at two-month intervals. Cohort 18 will meet in Ann Arbor for classes in 2004-2006 on the following dates:

- **2004** October 14–17, November 11–14, December 9–12
- **2005** February 3–6, March 31–April 3, June 2–5, July 14–17, September 22–25, November 17–20

Please note that the next cohort will start in October 2006. Applications for fall 2006 will be available in September 2005.

Executive Master’s Program Schedule

<table>
<thead>
<tr>
<th>Credits</th>
<th>Course Title</th>
<th>Year 1 of Program</th>
<th>Year 2 of Program</th>
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<tbody>
<tr>
<td>1</td>
<td>Introductory Seminar</td>
<td>October*</td>
<td></td>
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<tr>
<td>1</td>
<td>Spreadsheet Modeling</td>
<td>November</td>
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<tr>
<td>3</td>
<td>Microeconomics</td>
<td>January</td>
<td></td>
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<tr>
<td>4</td>
<td>Health Services System I</td>
<td>February</td>
<td></td>
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<tr>
<td>3</td>
<td>Epidemiology</td>
<td>March</td>
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<tr>
<td>4</td>
<td>Biostatistics</td>
<td>April</td>
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<tr>
<td>3</td>
<td>Politics of Health Policy</td>
<td>May</td>
<td></td>
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<tr>
<td>3</td>
<td>Health Economics</td>
<td>June</td>
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<tr>
<td>4</td>
<td>Health Services System II</td>
<td>July</td>
<td></td>
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<tr>
<td>3</td>
<td>Managerial Accounting</td>
<td>August</td>
<td></td>
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<tr>
<td>3</td>
<td>Operations Research</td>
<td>October*</td>
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<tr>
<td>3</td>
<td>Principles of Health Behavior</td>
<td>November</td>
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<tr>
<td>3</td>
<td>Understanding Organizations</td>
<td>January</td>
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<tr>
<td>2</td>
<td>Issues in Public Health</td>
<td>February</td>
<td></td>
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<tr>
<td>3</td>
<td>Health Law</td>
<td>March</td>
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<tr>
<td>3</td>
<td>Corporate Finance</td>
<td>April</td>
<td></td>
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<tr>
<td>3</td>
<td>Principles of Environmental Health</td>
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<tr>
<td>2</td>
<td>Marketing Strategies</td>
<td>May</td>
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<tr>
<td>4</td>
<td>Case Studies Capstone</td>
<td>June</td>
<td></td>
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<tr>
<td><strong>55</strong></td>
<td><strong>Credit hours in program</strong></td>
<td>* Bold type indicates months in which a four-day weekend session will be held in Ann Arbor.</td>
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</tbody>
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Courses

517. Issues in Public Health Genetics
This course focuses on ethical, legal, and social issues and analysis arising from the increasing application of genetic technologies to the health of individuals and populations. The four course segments cover the technical and social background of population-based genetic interventions; decision-making criteria used in assessing the feasibility of proposed genetic screening programs and gene therapy trials; policy frameworks, such as cost-effectiveness analysis and ethical reasoning, which can aid in the selection and design of genetic programs and policies; and the deliberative processes decision-making bodies can use in resolving differing interests as policy is developed and adopted. Each segment involves didactic presentations and class exercises in which students will grapple with current and anticipated publicized dilemmas. The segments collectively are linked by examples common to each portion of the course.

518. Issues in Public Health Genetics–Online
This course focuses on ethical, legal, and social issues and analyses arising from the increasing application of genetic technologies to the health of individuals and populations. The four course segments cover: 1) what we mean by policymaking and the various ways in which genetics issues are being framed and genetics policies are being developed and adopted; 2) issues arising from the application of genetics technology in health care and public health services, and the way these applications affect individual, family, professional, and societal interests; 3) issues arising from the ownership and application of genetics technology by the health industry; and 4) a historical view of genetics and consideration of the role genetics might play in either exacerbating or reducing health disparities.

600. The Health Services System I
First part of two-course sequence focusing on major issues in the organization of a health services system: role of values; assessment of health status; analysis of need, access and use of services; current supply and distribution of resources; analysis of health care costs and expenditures; organization of medical care financing. Students enrolling in HMP 600 are expected to also complete HMP 601.

601. The Health Services System II
Second part of two-course sequence focusing on major issues in the organization of a health services system: private and public financing of health services; quality-of-care assessment; control of the quality and costs of care through market-oriented strategies, professional self-regulation, managerial approaches, and government regulation; and system reform.

602. Survey of the U. S. Health Care System
Analysis of current organizational arrangements and patterns for provision and financing of medical care services in United States. Topics include the medical care process and factors which affect need, access and use of services; factors affecting supply and distribution of health professionals and health facilities, and current issues pertinent to these health care services; factors related to health care costs; quality assessment and assurance; and financing of care through health insurance and governmental programs.

603. Managing Health Care Organizations
Comprehensive basic review of how modern health care delivery institutions are organized, how they respond to their environment, and how they reach and implement decisions about their future activities. The institution will be viewed as an open system with operational subsystems in governance, clinical services management, and support services such as finance, planning, information, and human resources. Students will leave with the ability to evaluate any real subsystem in terms of functions and performance measurement. For future administrators and those who expect extensive professional involvement with health care provider institutions.
606. Managerial Accounting for Health Care Administrators
Concepts and techniques of managerial accounting for generalist health care administrators. Topics covered include full cost measurement, differential cost measurement and analysis, sources of revenue, price setting, budgeting and control, costs and decision-making fund accounting.

607. Corporate Finance for Health Care Administrators
Corporate finance theory and applications to health care organizations. Topics include the capital expenditure decision, the capital financing decision, financial feasibility, financial planning, cash management, and financial aspects of prepayment programs. The course makes extensive use of case studies. Students who have taken HMP 605 may enroll in this course, but must obtain the permission of the instructor.

608. Health Care Financial Accounting
Health Care Financial Accounting provides an overview of financial accounting for students interested in health care management and policy. It is designed to serve the needs of both students who have never had a course in financial accounting (for 2 credits) and students who have had an introductory course in financial accounting but without health care applications (for 1 credit).

610. Cost-Effectiveness Analysis in Health
Provides an overview of analytic issues relevant to performance and evaluation of cost-effectiveness and cost-benefit analysis. Topics include application of decision analytic modeling to economic evaluation, estimation of costs, quality adjusted measures of benefits, and evaluation of randomized control trials, and statistical methods for measuring effectiveness when data are generated non-randomly.

612. Medical Management of Disease
Basic introduction to how disease is conceptualized and managed under the medical model. The course includes an introduction to medical terminology and disease taxonomy, and a basic introduction to issues in disease natural history, progression, prognosis, and diagnostic and therapeutic decision-making and management relevant to non-medical health services professionals. Designed for students pursuing a master’s in health services administration.

615. Introduction to Public Health Policy
Describes the nature of public policy interventions within the various domains of public health, the theoretical motivations for undertaking them; the influence of the political, bureaucratic, and social environment in which policy decisions are made; the consequences of such decisions; and the key dimensions of analysis of the effects of public health policies. In addition to conceptual discussion of each of the above, the course includes evaluation of several case studies of public health policy decisions and their implications.

616. Understanding Organizations
This course provides an overview of key issues confronting modern organizations, with an emphasis on health care organizations but attention to supplier, customer, and other partnering organizations. The issues will be studied from several perspectives to familiarize students preparing for work in health care organizations with a working understanding of both organizational dynamics and approaches to understanding them. Students completing the course should understand fundamentals of how organizations are formed, governed, designed, and improved. They will also learn how workers and organizations relate to each other, and how organizations relate to their environment and other organizations.
617. Understanding Health Care Organizations
This course is designed for students who are not concentrating in health care management studies but who need some understanding of health care organizations. The course provides an overview of some key issues confronting these organizations and alternative perspectives, drawn from several disciplines, for understanding how to achieve results through health care organizations. Topics include the policy environment for health care organizations, organizational structure, motivation and incentives, individual and group behavior, decision-making, quality measurement, and organizational relations with their environments. Case examples are drawn from current health care organizations.

618. Tobacco: From Seedling to Social Policy
Provides a comprehensive examination of the historical and contemporary use of tobacco products and of their health and social implications. The objective of the course is to learn how lessons from history, epidemiology, health behavior, and policy analysis can be combined to understand the nature of, and potential policy responses to, the ongoing epidemic of tobacco-related disease. Coverage includes history, production of tobacco products, marketing, elucidation of disease links, societal responses, impacts of anti-tobacco policies, industry responses; economics and politics of tobacco, cessation methods, lawsuits against the industry, contemporary policy developments in the United States, the global use of tobacco, the future of tobacco use and tobacco control.

619. Exploring a Health Maintenance Organization
This course will describe the components of a health maintenance organization and explore which characteristics are necessary to achieve excellent performance. Organizational structure, measurement indicators, and case examples will be used to get inside the workings of an HMO. Major emphasis will be on core operations, network and medical administration, marketing, and financial management. Some discussion of new product designs for the next generation of managed care, based on what the customer—both the employer and patient—want for the future.

620. Understanding the Structure and Management of Nonprofit Health Organizations
Nonprofit organizations face unique challenges because of their ownership, including greater needs to motivate employees through culture and to manage volunteer workforces and complex stakeholder relations within communities. This course will focus on the analysis of the goals, environmental conditions, and organizational structures of specifically nonprofit health organizations, including a variety of smaller (and largely, non-health services) community-based nonprofits. This course is explicitly targeted to meet the needs of those interested in policy and those who may manage non-health services organizations.

623. Topics in Public Health Ethics
This course introduces students to the emerging field of public health ethics, the application of ethical inquiry to population health and public health policy issues. Students learn about the ethical issues surrounding topics in public health research and practice through seminar sessions with guest lecturers.

631. Health Insurance and Payments Systems
This course examines the conceptual and management frameworks for financing health care services through insurance, contracting, and managed care. It analyzes past and current research on the formulation of payment techniques and the impact of reimbursement methods on consumers, providers, payers, and society. The course explores the theories on which health care pricing, payment, and reimbursement systems are based and the administrative and financial mechanisms through which they operate. Lectures, cases, readings.

633. Pharmacoeconomics and Outcomes Research
This course introduces the theory and application of economic analysis and outcomes research in the pharmaceutical industry. Five topics are covered: 1) an overview of the pharmaceutical industry; 2) the role of cost, quality-of-life, and other outcomes research data; 3) development and application of cost and economic data and analyses; 5) health policy issues in the use of outcomes research. Numerous applications and examples from industry will be presented.
640. Program Evaluation in Public Health
The purpose of this course is to provide students with an understanding of the fundamentals of evaluation research as applied to public health programs, policies, and other types of interventions. The course covers impact, outcome, process, and participatory evaluation, and a number of research designs common in public health evaluation research. Students will gain skills in framing evaluation questions and in designing evaluation plans to answer those questions. In addition, students will gain skills needed to understand and critique published evaluation literature, and skills in measurement/data collection strategies. Class format includes lecture, class discussion of articles, and small group exercises. For a final project, students will design and write an evaluation plan in the format of a proposal for funding.

643. Individual and Group Behavior in Health Service Organizations
This course provides the knowledge and skills for understanding and effectively managing individuals and groups within health care organizations. We consider a wide variety of motivations that draw individuals to their jobs and keep them productive. We also consider why organizations form small groups and the dynamics of these groups over time. Students learn techniques for persuasive communication and conflict management and develop strategies for dealing with interpersonal problems in an organizational setting and processes for handling work teams. Common organizational problems that students solve include choosing the right person through the hiring process, evaluating employee performance, and negotiating contracts.

644. Marketing and Competitive Strategy in Health Care
Course covers general concepts of marketing and competitive strategy applied to health care settings. Topics include assessing and understanding health consumer behavior, market segmentation and targeting, medical staff relations, forecasting service demand, new product development, product pricing and distribution, advertising and public relations, analysis of competitive environment, and strategy formulation. Potential conflicts between an organization’s competitive objectives and its participation with competitors in collaborative community benefit programs are explored. In the three-credit-hour version of the course, extra emphasis is placed on methodologies for developing strategic plans.

645. Seminar in Leadership for Changing American Health Care
This course will use four current, important topics on the national agenda to develop students’ insights into how such topics evolve and are guided by professional managers and policymakers. Student teams will be formed around profession interests (e.g. provider management, insurance, government agencies). Each team will prepare two papers on each topic: 1) a background based on prior course work and surveys of library and web resources, outlining the key issues, political positions of major stakeholders, technical issues, and actions proposed by others; 2) a plan of action for a specific agency or organization, with agenda, timeline, types of participation, goals, and achievement issues. These papers will be submitted in writing for grading, and presented to classmates for discussion. A national leader concerned with the issue will join the seminar for the third session on each topic.
652. Health Law
The purpose of this course is to introduce public health students, especially those interested in health administration and management, to the legal issues they are likely to face in managing a health care organization. The goals of the course are for students to understand generally: the functions of and interaction between courts, legislatures, regulators; the role of the courts in health policy and health care delivery; how to recognize legal issues and communicate with attorneys; how law will affect students as strategic thinkers in health care positions; how to apply basic tort and contract principles; and how to apply basic corporate law and antitrust principles. Specific topics will vary, but will usually include: liability, health care institutions as corporations, antitrust, fraud and abuse, privacy and confidentiality, tax implications, regulatory oversight of the health care system, legal requirements for access to health care, nondiscrimination, general employment issues, and conflicts of interest.

653. Law and Public Health
The purposes of this course are to examine the legal context of the relationship between the individual and the community, and to understand public health regulation in the context of a market-driven system. The goals of the course are for students to understand generally: constitutional authority and limits on governmental intervention in public health (i.e., individual rights vs. society’s rights); the functions of and interactions between courts, legislatures, and regulators; how law will affect students as strategic thinkers in public health positions; how to recognize legal issues and communicate with attorneys; and the process of public health regulation and potential legal barriers to public health strategies. Specific topics will vary, but will usually include: the nature and scope of public health authority, constitutional constraints on public health initiatives, tobacco control, youth violence, injury prevention, the spread of communicable disease, and regulating environmental risk.

654. Operations Research and Control Systems
Provides rational framework for decision-making for both operating and control systems in the hospital environment. Emphasizes basic modeling techniques and examples of actual hospital applications. Aims at thorough understanding of concepts of total value analysis, objective function formation, and exception reporting. Students become familiar with operations research techniques of inventory modeling, queuing, computer simulation, PERT/CPM, mathematical programming, and quality control. Presentation emphasizes objectives, constraints, and required assumptions of each of these techniques as applied to specific hospital examples.

655. Decision-Making Models in Health Care
Application of computer models for decision-making in the health care sector. The students will be exposed to Monte Carlo Simulation, Process Simulation, Multiple Regression Analysis, Discriminant Analysis, Project Management, Inventory Control, Integer Linear Programming, and Multi-Criteria Optimization. Use of computers and spreadsheet modeling will be emphasized throughout the class.

657. Ethical Issues in Health Services Management
A review of ethical and moral issues commonly faced in health care management, with emphasis upon understanding of diverse viewpoints and methods of resolving conflicting moral obligations, and developing abilities to make moral decisions.
659. Health Care Regulation
This is a seminar on regulating the health care system. Initial sessions will cover administrative law and regulation of the health care industry, implementation of regulations, the economics of regulation, and the politics of regulation. After the introductory sessions, each student will select a particular topic for class discussion. The student, in conjunction with the instructors, will select the reading materials and will lead the class discussion. Topics will vary based on student interest. Previous topics have included: fraud and abuse, ERISA reform and patients’ rights, research integrity and IRB issues, medical record privacy, pharmaceutical regulation, and the future of public health.

660. Microeconomic Theory I
Concepts and methodology of microeconomics including demand, supply; underlying concepts of consumer and production analysis; decision-making under risk and uncertainty; income distribution; market imperfections and public goods.

661. Economics of Health Services (Econ 438)
This course gives students experience analyzing health management and health policy issues using economic tools. The basic framework of economics is used to analyze the behavior of consumers, insurers, physicians, and hospitals. The tools of economics are applied to both managerial issues such as pricing decisions and policy issues such as the medically uninsured. By the end of the course, students should be able to assess the potential impact of hypothetical changes in the health care system on costs and access as well as on providers and consumers.

662. Topics in Health Economics
The focus of this seminar is on the use of economic principles to evaluate private and public health care policies. Students read articles and write several short papers on a variety of topics, including health insurance reform, consumer choice, and the role of information; the economics of mental health and substance abuse; sin taxes; and the role of technology in health care costs. Students are also required to write a longer paper on a health economics topic of their choice.

663. Economics of Health Management and Policy
This course gives students experience analyzing health management and health policy issues using economic tools. The basic framework of economics is used to analyze the behavior of consumers, insurers, physicians, and hospitals. The tools of economics are applied to both managerial issues, such as pricing decisions, and policy issues, such as the medically uninsured. By the end of the course, students should be able to assess the potential impact of hypothetical changes in the health care system on costs and access as well as on providers and consumers.

664. Applied Public Health Policy Analysis
This course is intended as the integrative capstone course for MPH and MHSA candidates who are completing their degree in HMP and are interested in pursuing a policy-making career, and doctoral students with similar preparation. Policy analysis tools will be used to explore how the health care system can serve individuals in serious need. Emphasis is on the changing and complex linkages between health care interventions and other aspects of the public safety net. There is a focus on the role of public interventions in fostering outcomes of special concern to the provision of health care and to individual health. Special attention is paid to several issues that prove central to a variety of policy arenas and specific needy populations.

665. Computer Information and Decision Support Systems in Health Care
Covers the strategic management and utilization of computer-based information systems in the delivery of health services. Topics include: principles and methods of systems analysis; definition of management information needs; design of information systems; e-health and e-commerce system trends; health care information systems application areas; large-scale regional information systems; system selection, implementation and evaluation; regulatory requirements; and organizational implications of expanding computer usage; and the positioning of information systems for competitive advantage.
667. Advanced Seminar in Health Care Financial Management
This course builds on the language, theories, and methods of finance and accounting through the study of financial transactions involving health care and other industries. Topics include financing alternatives, valuation, financial forecasting, risk management, entrepreneurship, and sustainable growth. Among the transactions studied are corporate lending, venture capital acquisition, and public offerings. Cases, readings, lectures.

669. Database Systems and Internet Applications in Health Care
This course covers relation database theory and database-web systems with applications to health care. The students are expected to develop a working knowledge of design, implementation, administration, and maintenance of small to medium relational database systems. The students will also be exposed to current technology for deployment, use, and administration of relational databases through the Internet.

671. Cross-national Comparisons of Aging and Health
This course examines aging and health within a global context. The focus will be placed primarily on old-age support systems in the United States and several other developed nations (e.g., Canada, Germany, Japan, and the United Kingdom). Specifically, comparisons across these nations will be made in: a) population aging and health; b) acute care; c) long-term care; d) family-based support; and e) financial security in old age. Population aging and health in developing nations (e.g., China, India) will be reviewed in light of the lessons learned in the developed countries.

675. Sociology of Medicine
Sociological analysis of selected morbidity conditions and addictive disorders, interpersonal and professional-institution relationships in healing, professionalization of medicine, and the social organization of medical practice. Emphasis on the application of sociological concepts and methods for the explanation of medical care phenomena. Students are expected to lead special seminar sessions on the topics of special interest.

677. Health Care Organization: An International Perspective
The American pursuit in making its health care system more equitable, effective, and efficient has largely been based on domestic health services research and policy analysis. Although the health care system in each nation is somewhat unique to its culture and history, the issues each faces are remarkably similar. Nations can learn a lot from one another in meeting these challenges. This course examines health care systems in approximately eight developed and developing nations (e.g., United States, Germany, Japan, Canada, United Kingdom, China, Mexico, and Kenya). In particular, comparisons will be made across these nations in the following areas: a) population health; b) health care financing and control; c) health professionals and their patients; d) health care organization; and e) health system performance and reform strategies. Understanding how health care is delivered around the world will lead to a better appreciation of the relative merits and limitations of various systems, and will yield many useful insights in management and policy decision making. At the completion of this course, students will be expected to: 1) describe the global burden of disease and health disparities; 2) understand how health care is organized and financed in selected developed nations; 3) learn the strengths and weaknesses of these systems; 4) know the recent health care reforms enacted in these countries and their results; and 5) apply the knowledge of international systems to the analysis of current issues in health policy and management. The course will be taught by a combination of lectures, in-class exercises, roundtable discussions, and site visits. Effective interventions in health care and related management and policy issues will be emphasized.
681. Enhancing Physician Performance
This course will introduce students to the principles of medical management and enhancing physician performance. The class will emphasize techniques and perspectives that optimize a manager’s ability to lead and cooperate with these important providers, such as: hiring physicians, managing physicians with disruptive behavior, improving outcomes, disease management, compensating physicians, using case mix and severity adjustment, clinical pathways, practice profiling, clinical information systems, quality and change management, creating an efficient work environment, benchmarking, physician leadership, and legal aspects of managing physicians.

682. Case Studies in Health Services Administration
Analysis of cases dealing with administrative and policy issues in health services, offered as the integrative Capstone course for persons completing the MHSA or MPH in management in the Department of Health Management and Policy. Emphasis is on student problem-solving in ill-defined, multifaceted problems taken from actual situations. These problem-solving experiences in the class with student-written and oral presentations constitute one of the final competency assessment options for master’s students in the Department of Health Management and Policy.

683. Quality of Care
Focuses on the concepts and practices of quality-of-care assessment, control, and improvement in health care delivery settings. Designed to provide an in-depth understanding of basic concepts and frameworks and of their applicability and relevance in specific situations. Covers major approaches to quality-of-care assessment, improvement, and control currently in use in the health care field.

684. The Politics of Health Care Policy
Analysis of the process of policy formation in health care, with emphasis on institutional determinants of health policy, including Congress, the Presidency, the budget, interest groups, the bureaucracy, and models of the policy process; includes a course-long policy analysis project demonstrating how to do policy analysis, and producing expertise on a policy topic chosen by the student. Examples emphasize impacts upon, and activities of, key sectors in the health care delivery system.

685. The Politics of Health Policy
Analysis of the process of health care policy formation, with emphasis on institutional determinants of health policy, including Congress, the presidency, interest groups, the bureaucracy, and models of the policy process. Includes a course-long policy analysis project demonstrating how to do policy analysis, and producing expertise on a policy topic chosen by the student. Examples emphasize the role of institutions and key actors in making health policy choices.

689. Seminar on Issues of Long-Term Care Policy and Administration
This seminar addresses current topics in the care of the elderly and other long-term care recipients in both institutional and non-institutional settings. The primary goal is to develop critical insight into a variety of current, multi-faceted issues employing case studies, lectures, and student presentations. A series of modules, of varying length, will address major issues chosen in part from nursing home payment systems design, quality assurance in nursing homes, and cross-cultural comparisons of long-term care. These topics will be considered using background techniques from management strategic planning, finance, organizational theory, statistics, etc. Each term, topics to be discussed will be determined collaboratively by faculty and students.
### Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>690</td>
<td>Readings in Health Management and Policy</td>
<td>Directed readings or research on selected topics and problems relevant to health management and policy. May be elected more than once.</td>
</tr>
<tr>
<td>695</td>
<td>Public Health Policy Issues in Women's Health</td>
<td>This course will explore current public health policy issues in U.S. women's health, providing students with the skills necessary to analyze women's health issues from a policy perspective. Current policy issues will be identified and analyzed for a wide variety of women's health issues. In addition, the course will provide an overview of gender differences in morbidity and mortality across the life course, theories of explanations for these differences, and issues related to gender and biomedical research.</td>
</tr>
<tr>
<td>697</td>
<td>Physician Managers in Managed Care</td>
<td>This course will introduce the student to the role of the medical director in managed care organizations. Focus will be on the medical director's responsibilities in the areas of benefits administration, utilization management, quality management, credentialing, physician relations, planning, and budget.</td>
</tr>
<tr>
<td>800</td>
<td>Doctoral Seminar on the Health Services System I</td>
<td>Intensive examination of selected topics in HMP 600. For doctoral students in Health Services Organization and Policy.</td>
</tr>
<tr>
<td>801</td>
<td>Doctoral Seminar on the Health Services System II</td>
<td>Intensive examination of selected topics taken up in HMP 601. For doctoral students in Health Services Organization and Policy.</td>
</tr>
<tr>
<td>809</td>
<td>Logic and Methods of Medical Care Research</td>
<td>Principles of the scientific method and the logic of the research process. The logic and methodologies of problem formulation, development of hypotheses and objectives, research design, sampling, operationalism and measurement, coding and analysis strategies. Primarily for doctoral students in HSOP.</td>
</tr>
<tr>
<td>815</td>
<td>Readings in Medical Care</td>
<td>Directed readings in special areas. May be elected more than once. Primarily for doctoral students in HSOP.</td>
</tr>
<tr>
<td>826</td>
<td>Applied Econometrics in Health Services Research</td>
<td>Application of advanced econometric techniques to problems in the health services field. Focuses on selected econometric topics, including pooled cross-section/time-series data, limited dependent variables, multi-equation systems, and translog cost functions. General discussion of appropriate techniques, with emphasis on students applying these techniques, using a variety of data sets. Series of computer exercises and empirical term paper required.</td>
</tr>
<tr>
<td>827</td>
<td>Advanced Seminar in Health Care Economics</td>
<td>Analysis of the application of advanced economic theory to problems in the health services field. Focuses on several health economics issues, including topics of current policy interest as well as topics for which the application of economic theory has been fully explored. Classes will include a general discussion of the appropriate economic theory and empirical evidence and a critical review of the relevant health economics literature. Students must read approximately 30-40 articles and write six or seven short papers.</td>
</tr>
<tr>
<td>831</td>
<td>Medical Care in Formal Organizations</td>
<td>Major organizational-theoretical approaches to study of formal organizations and applicability of these perspectives to understanding organizational structure and dynamics of formal medical care settings, particularly those which affect the development of administrative forms of control, resource use, patient care, staffing patterns, subscriber satisfaction and professional morale. Development of a critical stance to theoretical and empirical literature in the field, leading to the reformulation of empirically verifiable propositions. Required of students with a sociology/organizational studies cognate in the doctoral program in HSOP.</td>
</tr>
</tbody>
</table>
**833. Research Topics in Sociology and Health Care Organization**
A topic in sociology and health care organization–policy is selected each term for detailed critical, theoretical, and methodological analysis leading to development, in class, of propositions aimed at advancing scientific status of the area of inquiry. Analysis and development of content follows logic of the research paradigm. Required of students with a sociology cognate in the doctoral program in HSOP.

**835. Research Practicum**
The purpose of this course is to allow each student, early in his or her doctoral career, to gain experience in the actual performance of health services research. The experience will enable students to build sound research skills and to gain knowledge of the nature of inquiry in their discipline as well as in the field of health services research. Each student in the HSOP program is expected to elect a total of six credits in HMP 835.

**840. Integrative Seminar in Health Services Organization and Policy**
Conceptual and methodological problems in the study of health services organization. Use of the scientific method and statistical design to study the provision and utilization of health services. Development and use of models from the social sciences as conceptual sources. For doctoral students in HSOP.

**990. Dissertation/Precandidates**
Election for dissertation work by doctoral students not yet admitted to status as candidate.

**995. Dissertation Research for Doctorate in Philosophy**
Election for dissertation work by doctoral students admitted as candidates.

“I attribute my success on Capitol Hill and with the Health Care Finance Administration to the invaluable public health policy background and education I received from the University of Michigan School of Public Health. Michigan’s public health curriculum provides the necessary tools to foster leadership and to analyze, articulate, and influence health policy on both national and global levels.”

Randel E. Richner, MPH ’90, Vice President, Reimbursement and Outcomes Planning, Boston Scientific Corporation, Natick, Massachusetts
<table>
<thead>
<tr>
<th>Faculty</th>
<th>Department of Health Management and Policy</th>
</tr>
</thead>
</table>
| **Jeffrey Alexander**  
*Richard Carl Jelinek Professor in Health Services Management and Policy*  
PhD, Stanford University | **Daniel Eisenberg**  
Assistant Professor  
PhD, Stanford University | Mental health and substance abuse services and policy. |
| Organizational change in the health care sector, multi-institutional systems, governance and physician participation in institutional management and policy-making. | **Mark Fendrick**  
Associate Professor, Department of Health Management and Policy and Department of Internal Medicine  
MD, Harvard University | |
| **Jane Banaszak-Holl**  
*Associate Professor*  
PhD, Cornell University | **Gary Freed**  
Professor, Department of Health Management and Policy and Departments of Pediatrics and Communicable Diseases  
MD, Baylor College of Medicine | Maternal and child health care, and the broader health services research community. |
| Interorganizational dynamics and the effects of environmental factors, such as market competition on the structure and property of health care organizations. | **Brant E. Fries**  
Professor, Department of Health Management and Policy, and Research Scientist, Institute of Gerontology  
PhD, Cornell University | |
| **Steven Bernstein**  
*Associate Professor and Assistant Research Scientist, Department of Internal Medicine and Department of Health Management and Policy*  
MD, University of Rochester | **Zelda Geyer-Sylvia**  
Executive Director, M-CARE, and Adjunct Professor, Department of Health Management and Policy  
MPH, Yale University | Managed care. |
| Quality care and decision-making with regard to medical practice and procedures. | **Edward Goldman**  
Assistant General Counsel, University of Michigan, and Adjunct Lecturer, Department of Health Management and Policy  
JD, University of Michigan | Legal and ethical issues in medical research. |
| **Judith Calhoun**  
*Associate Professor*  
PhD, University of Michigan | **Kyle Grazier**  
Associate Professor  
DrPH, University of California–Berkeley | Heath care finance, with emphasis on the effect of managed care arrangements on mental health and substance abuse services and costs. |
| Planning, marketing, and public relations; strategic design development and evaluation of professional health science educational and clinical programs; information and decision-support systems, strategic planning, business modeling, and management. | **Michael Chernew**  
*Associate Professor*  
PhD, Stanford University | |
| The relationship between delivery systems and the utilization of medical services. | **Toby Citrin**  
*Adjunct Professor*  
JD, Yale University | |
| Community-based public health. | **Jeffrey Alexander**  
*Richard Carl Jelinek Professor in Health Services Management and Policy*  
PhD, Stanford University | |
| **Daniel Eisenberg**  
Assistant Professor  
PhD, Stanford University | Mental health and substance abuse services and policy. | |
| Organizational change in the health care sector, multi-institutional systems, governance and physician participation in institutional management and policy-making. | **Mark Fendrick**  
Associate Professor, Department of Health Management and Policy and Department of Internal Medicine  
MD, Harvard University | Maternal and child health care, and the broader health services research community. |
| Interorganizational dynamics and the effects of environmental factors, such as market competition on the structure and property of health care organizations. | **Brant E. Fries**  
Professor, Department of Health Management and Policy, and Research Scientist, Institute of Gerontology  
PhD, Cornell University | Managed care. |
| Quality care and decision-making with regard to medical practice and procedures. | **Zelda Geyer-Sylvia**  
Executive Director, M-CARE, and Adjunct Professor, Department of Health Management and Policy  
MPH, Yale University | Managed care. |
| Planning, marketing, and public relations; strategic design development and evaluation of professional health science educational and clinical programs; information and decision-support systems, strategic planning, business modeling, and management. | **Edward Goldman**  
Assistant General Counsel, University of Michigan, and Adjunct Lecturer, Department of Health Management and Policy  
JD, University of Michigan | Legal and ethical issues in medical research. |
| The relationship between delivery systems and the utilization of medical services. | **Kyle Grazier**  
Associate Professor  
DrPH, University of California–Berkeley | Heath care finance, with emphasis on the effect of managed care arrangements on mental health and substance abuse services and costs. |
John R. Griffith  
*Andrew Pattullo Collegiate Professor of Hospital Administration*  
MBA, University of Chicago  
The development and use of measures of community health care costs and effectiveness, and the management of health care organizations, with emphasis on governance, executive functions, and the information system.

Rodney A. Hayward  
*Professor, Department of Health Management and Policy and Internal Medicine*  
MD, University of California

Richard A. Hirth  
*Associate Professor*  
PhD, University of Pennsylvania

Interests include the roles of consumer information and non-profit ownership in health care markets, determinants of the adoption and utilization of medical technologies, health insurance, end-stage renal disease, and long-term care.

Joel Howell  
*Professor, Department of Health Management and Policy and Department of Internal Medicine*  
MD, PhD, University of Chicago, University of Pennsylvania

Peter Jacobson  
*Associate Professor*  
JD, University of Pittsburgh

Relationship between law and health care delivery and policy, tobacco control policy, and violence prevention.

Steven J. Katz  
*Associate Professor, Department of Health Management and Policy and Department of Internal Medicine*  
MD, University of Washington

Duane Kirking  
*Research Scientist, Department of Health Management and Policy, and Professor, College of Pharmacy*  
PhD, Ohio State University

The role of pharmacy and pharmaceuticals in the health services system.

Jennifer Elston Lafata  
*Adjunct Associate Research Scientist*  
PhD, University of Michigan

Paula Lantz  
*Associate Professor and Chair*  
PhD, University of Wisconsin

Medical sociology and program evaluation; research interests include implications of population aging for breast and cervical cancer control, and the role of prenatal care in public health policies aimed at improving infant health and survival in the United States.

Helen Levy  
*Assistant Research Scientist*  
*Economic Research Initiative on the Uninsured*  
PhD, Princeton University

Jersey Liang  
*Professor, Department of Health Management and Policy, and Research Scientist, Institute of Gerontology*  
PhD, Wayne State University

Medical sociology and comparative health, health care, and aging.

Richard Lichtenstein  
*Associate Professor*  
PhD, University of Michigan

The effects of organizational structure on the performance of mental health staff in VA long-term psychiatric facilities, and attitudes of physicians and the public towards assisted suicide.

Catherine McLaughlin  
*Professor*  
PhD, University of Wisconsin

Microeconomics; research interests include HMOs, health care costs containment, small area variation in hospital use, the working uninsured, and Medicaid managed care.

Laurence McMahon  
*Professor and Chair, Department of Internal Medicine, and Professor, Department of Health Management and Policy*  
MD, University of Vermont
Faculty

Howard Markel  
Professor, Department of Health Management and Policy and Department of Pediatrics and Communicable Diseases, University of Michigan Medical School  
MD, University of Michigan  
PhD, Johns Hopkins University  
David Mendez  
Assistant Professor  
PhD, Michigan State University  
Management science/operations research; research concerns impact of product and service quality on demand.  
Valerie Myers  
Assistant Professor  
PhD, University of Michigan  
Organizational analysis, behavior and change in health care, and occupational health psychology.  
Scott Ransom  
Associate Professor, Health Management and Policy, and Associate Professor, Department of Obstetrics and Gynecology  
DO, MBA  
Dean G. Smith  
Senior Associate Dean for Administration and Professor, Department of Health Management and Policy  
PhD, Texas A&M University  
Health insurance, finance; research interests include managed care, finance, and related health services research, including pharmacoeconomic analysis.  
Gail Warden  
Visiting Professor, Department of Health Management and Policy, and retired President and CEO, Henry Ford Health Systems  
MHA, University of Michigan  
Management.  
Larry Warren  
Adjunct Professor, Department of Health Management and Policy and Executive Director of University Hospitals and Health Centers  
MA, Eastern Michigan University  
Kenneth E. Warner  
Dean; Richard D. Remington Collegiate Professor of Public Health; and Professor, Department of Health Management and Policy  
PhD, Yale University  
Economics and health policy analysis; research concerns the economic and policy implications of disease prevention, with special emphasis on smoking cessation programs in the workplace, implications of state-based tobacco tax policies, and the cost-effectiveness of alternative approaches to residential radon mitigation recommendations.  
Lowell Weiner  
Adjunct Lecturer, and President, L. Weiner and Associates, Inc.  
MD, University of Michigan  
John R.C. Wheeler  
Professor  
PhD, University of Michigan  
Financial management and managerial accounting.  
Leon Wyszewianski  
Associate Professor  
PhD, University of Michigan  
Organization of health services, quality of care; research interests include strategies for changing physicians’ clinical behaviors to achieve greater efficiency along with high quality and health maintenance organizations.  
Emeriti Professors  
Department of Health Management and Policy  
Marie Ashcraft, PhD  
Rashid Bashur, PhD  
Irene Butter, PhD  
O. Lynn Deniston, PhD  
Walton Hancock, DEng  
Fred C. Munson, PhD  
Roy Penchansky, DBA  
John Romani, PhD  
J. William Thomas, PhD
A Letter from the President

Welcome to the University of Michigan, one of our country’s great public universities. One of the many reasons I am thrilled to be part of this university community is because of its long-standing commitment to diversity. I firmly believe that we can learn some of life’s most important lessons from each other. The more varied the perspectives represented, the richer our education. Our differences—whether they be the academic questions that engage us, age, economic background, gender, or race, to name just a few—bring a buoyancy to our campus community and help create the intellectual vitality that makes Michigan internationally renowned.

Since its founding more than 180 years ago, the university has aspired to provide an outstanding education to a diverse student population. Former President James B. Angell, in his 1879 commencement address, said, “Good learning is always catholic and generous... It frowns on caste and bigotry. It spurns the artificial distinctions of conventional society. It greets all comers whose intellectual gifts entitle them to admission to the goodly fellowship of cultivated minds. It is essentially democratic in the best sense of that term.”

Several years ago, Michigan’s faculty, through the university senate, reaffirmed its commitment “to recruiting and maintaining a culturally and racially diverse student body and faculty that are representative of contemporary society, and to assuring that these diverse influences are respected and incorporated into the structure of the university.”

I am proud to belong to an academic community that historically has embraced diversity and is as committed today to this ideal as it was during the days of President Angell. I invite you to join me in supporting Michigan’s ongoing efforts to promote an appreciation of and openness to the viewpoints and contributions of others.

Sincerely,

Mary Sue Coleman
President

Key Contacts

School of Public Health Website
www.sph.umich.edu

U-M Website
www.umich.edu

Admissions
Office of Academic Affairs
U-M School of Public Health
109 S. Observatory, Room 3537
Ann Arbor, MI 48109-2029
734.764.5425
734.763.5455 fax
sph.inquiries@umich.edu
www.sph.umich.edu/admissions/index.html

Student Services Office
Department of Health Management and Policy
U-M School of Public Health
109 S. Observatory St.,
M3023 SPH II
Ann Arbor, MI 48109-2029
734.763.9900
734.764.4338 fax
sph.hmp.inquiries@umich.edu
www.sph.umich.edu/hmp/

Departments
Biostatistics
734.764.5450
734.763.2215 fax
sph.bio.inquiries@umich.edu
www.sph.umich.edu/biostat/

Environmental Health Sciences
734.764.3018
734.764.9424 fax
sph.ehs.inquiries@umich.edu
www.sph.umich.edu/ehs/

Epidemiology
734.764.0274
734.764.3192 fax
sph.epid.inquiries@umich.edu
www.sph.umich.edu/epid/

Health Behavior and Health Education
734.763.9938
734.763.7379 fax
sph.hbhe.inquiries@umich.edu
www.sph.umich.edu/hbhe/

Health Management and Policy
734.763.9900
734.764.4338 fax
sph.hmp.inquiries@umich.edu
www.sph.umich.edu/hmp/

On Job/On Campus Web Page
www.sph.umich.edu/exec_ed/ojoc/

Financial Aid
734.763.6600
734.647.3081 fax
financial.aid@umich.edu
www.finaid.umich.edu/

University Housing
734.763.3164
734.763.2313 fax
www.housing.umich.edu/

U-M Residency Office
734.764.1400
www.umich.edu/~regoff/resreg.html
The University of Michigan School of Public Health is fully accredited by the Council on Education in Public Health.

The University of Michigan reserves the right to change, without notice, any statements in this publication concerning, but not limited to, curricula, courses, faculty, tuition, fees, policies, and rules. If course or curriculum changes take place after you commence the program, we will make every effort to implement the changes in your best interest.

Materials in this publication are based on information available as of August 2005.

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding non-discrimination and affirmative action, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. The University of Michigan is committed to a policy of non-discrimination and equal opportunity for all persons regardless of race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, disability, or Vietnam-era veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the University’s Director of Affirmative Action and Title IX/Section 504 Coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-2803, 734.763.0235, TDD 734.747.1388. For other University of Michigan information call 734.764.1817.

Departmental Policy on Diversity

The Department of Health Management and Policy believes strongly that a diverse student body is critical to the education of all students in the School of Public Health. Since much of the burden of illness in the U.S. falls disproportionately on ethnic and racial minority populations, we feel that it is essential for the experiences and attitudes of minority students to be represented in the classroom. We also believe that it is important for the professions of health administration and health policy to reflect the diversity of the U.S. population—not only for reasons of fairness, but also because members of minority groups may be more sensitive to the factors that affect the health needs of minority populations and thus, may be more effective in addressing these needs.

Based on these beliefs, the Department of Health Management and Policy engages in a number of activities designed to increase the enrollment of members of underrepresented minorities in our various programs. One of our major activities designed to increase the diversity of our student body is the HMP Summer Enrichment Program (SEP). This is an eight-week paid internship program for undergraduate sophomores and juniors that places students in health care organizations throughout southeast Michigan. You can visit the SEP web site at http://www.sph.umich.edu/hmp/sep/sep.htm. The department also participates in a wide variety of recruitment activities, such as minority career days and visits to historically black colleges and universities, which focus on attracting students from underrepresented minorities.