PHILADELPHIA COLLEGE OF OSTEOPATHIC MEDICINE

The Executive MBA in Healthcare.

Haub has it.
For more than 20 years, Saint Joseph’s University has offered an exclusive industry-focused MBA program designed for working professionals in all areas of healthcare delivery. We are now offering a healthcare-focused Executive MBA program designed exclusively for PCOM alumni. Our physician students learn to think strategically in the midst of changing health policies and regulations, patent expirations, new product launches, and considerations for payers and patient compliance. Surrounded by accomplished peers, students receive an experiential education focused on maximizing value for all industry stakeholders. This unique environment enables students to bring applicable lessons immediately from the classroom to the workplace – enhancing ROI.

Commensurate with the existing SJU-PCOM D.O. partnership, all qualified candidates will receive a standard waiver and transfer credit exemption for certain courses within our MBA curriculum.

Advance Your Credentials with an Industry-Focused MBA

― Tom Chen, MBA, DO

“Saint Joseph’s MBA program offered me an exceptional education in both the understanding of core fundamental business concepts as well as directly applicable knowledge in the business of healthcare...The faculty often challenged me to think critically and outside the box, and were always available to provide support and mentoring.”

Online Course Structure - One per month

As an alternative to semester-long evening classes, or residencies that may require overnight stays, our accelerated 2-credit online course structure is designed to allow students to earn their degree with minimal interruption to their busy personal and professional lives. Courses run by the calendar month – beginning on the first day of the month, and ending on the last day of the month unless special notice is given otherwise. Within each week/unit, students will complete required readings, attend a “Live” virtual session, and participate in threaded discussions in order to develop key learning objectives, which may then be applied toward that unit’s assignment. The “Live” evening sessions are scheduled once per week, and last 60-90 minutes. These sessions are archived, and may be reviewed for later reference. Final assignments may be quantitative or written depending on the nature of the course.
Online Healthcare EMBA Curriculum

Students will earn their MBA by completing 16 to 20 accelerated, 2-credit courses delivered completely online. This curriculum covers 40 credits including: 12 industry-focused courses and 4 core business courses. Students without business prerequisites may also be required to complete up to 4 foundation-level business courses. A compete transcript review will be conducted for each candidate during the admissions process.

Program Admissions Criteria

- CV or Resume demonstrating minimum of 4 years of healthcare industry experience.

- Official transcripts from all collegiate studies.

- PCOM will provide a standardized letter of recommendation to endorse all identified candidates.

- No GMAT required.

ALREADY HAVE AN MBA?

In addition to the full MBA degree, we also offer PCOM alumni the opportunity to earn an Advanced Graduate Certificate by completing any 6 of our industry-focused courses.
The Executive MBA in Healthcare is offered as a lock-step delivery of courses spanning approximately two calendar years. A sequence alternating between quantitative and qualitative courses has also been proven to optimize learning outcomes. This schedule allows for completion of 20 individual month-long online courses with strategic breaks around holidays and in-between semesters.

### 2-Year Online Executive MBA Schedule

The Executive MBA in Healthcare is offered as a lock-step delivery of courses spanning approximately two calendar years. A sequence alternating between quantitative and qualitative courses has also been proven to optimize learning outcomes. This schedule allows for completion of 20 individual month-long online courses with strategic breaks around holidays and in-between semesters.

### Benchmarking surveys and KPI assessments will be conducted throughout the program to document measurable outcomes.

### Upon completion of the program, graduates may participate in the annual Commencement ceremony held in May 2018.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPE 670 Health Policy</td>
<td>DSS 593 Forecasting for Healthcare</td>
</tr>
<tr>
<td>Mar. 2016</td>
<td>Feb. 2017</td>
</tr>
<tr>
<td>ACC 511 Accounting Foundation</td>
<td>ACC 561 Managerial Accounting</td>
</tr>
<tr>
<td>Apr. 2016</td>
<td>Mar. 2017</td>
</tr>
<tr>
<td>MPE 530 Marketing Foundation</td>
<td>MPE 640 Healthcare Economics</td>
</tr>
<tr>
<td>May 2016</td>
<td>Apr. 2017</td>
</tr>
<tr>
<td>FIN 501 Economics Foundation</td>
<td>FIN 551 Managerial Finance</td>
</tr>
<tr>
<td>Jun. 2016</td>
<td>May 2017</td>
</tr>
<tr>
<td>MGT 581 Leadership &amp; Development</td>
<td>MPE 650 Competitive Analysis</td>
</tr>
<tr>
<td>No class. ROI Benchmarking I</td>
<td>MPE 620 Supply Chain Management</td>
</tr>
<tr>
<td>DSS 594 Data Analytics</td>
<td>No class scheduled</td>
</tr>
<tr>
<td>Sep. 2016</td>
<td>Aug. 2017</td>
</tr>
<tr>
<td>MPE 625 Medical Innovations (R&amp;D)</td>
<td>MPE 700 Strategies for Managed Care</td>
</tr>
<tr>
<td>FIN 504 Finance Foundation</td>
<td>MPE 710 Brand Management</td>
</tr>
<tr>
<td>Nov. 2016</td>
<td>Oct. 2017</td>
</tr>
<tr>
<td>No class scheduled</td>
<td>MPE 720 Global Corporate Strategy</td>
</tr>
<tr>
<td>Dec. 2016</td>
<td>Nov. 2017</td>
</tr>
<tr>
<td>MPE 630 Marketing Research</td>
<td>No class scheduled</td>
</tr>
<tr>
<td></td>
<td>MPE 660 Healthcare Management</td>
</tr>
<tr>
<td></td>
<td>Jan. 2018</td>
</tr>
<tr>
<td></td>
<td>MPE 795 Capstone</td>
</tr>
<tr>
<td></td>
<td>Feb. 2018</td>
</tr>
<tr>
<td></td>
<td>ROI Benchmarking III</td>
</tr>
<tr>
<td></td>
<td>Graduation</td>
</tr>
<tr>
<td></td>
<td>May. 2018</td>
</tr>
</tbody>
</table>

### Program Flexibility

In case of emergencies or scheduling conflicts, SJU runs a robust schedule of “open enrollment” offerings each semester. These courses are open to students from any cohort or organizational affiliation within the industry. These back-up courses follow the same online structure. In-person, accelerated 2-day courses are also available for students in the Philadelphia area.
COMPETITIVE, ALL-INCLUSIVE TUITION

Tuition for the Pharmaceutical & Healthcare Marketing MBA program includes all fees, textbooks & course materials, a laptop computer and peripherals. Course materials will be shipped in advance of each class to the individual student’s preferred mailing address. Normal tuition for our online model is $3,125 per 2-credit course.

Partnership Discount: The Haub School of Business has further partnered with PCOM to offer an exclusive, customized EMBA program with a minimum cohort of 20 students. This cohort would qualify PCOM alumni for a substantial tuition discount: $2,900 per 2-credit course. Additionally, commensurate with the existing SJU-PCOM partnership, all candidates who have completed the PCOM D.O. curriculum would receive a standard waiver and transfer credit exemption for 4 courses within our MBA curriculum.

<table>
<thead>
<tr>
<th>ONLINE PROGRAM</th>
<th>Normal Rate</th>
<th>PCOM Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Per Course</td>
<td>$3,125</td>
<td>$2,900</td>
</tr>
<tr>
<td>Cost Per Credit</td>
<td>$1,562.50</td>
<td>$1,450</td>
</tr>
<tr>
<td>24-Course MBA Degree Program</td>
<td>$75,000</td>
<td>$69,600</td>
</tr>
<tr>
<td>4 Course Waiver / Transfer (8-Credits)</td>
<td>($11,600)</td>
<td></td>
</tr>
<tr>
<td><strong>Total PCOM EMBA Program Tuition</strong></td>
<td><strong>$58,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

Competitor EMBA Tuition Rates for 2015-16

- University of Pennsylvania ........................................... $186,900
- New York University ......................................................... $177,800
- University of Maryland .................................................. $117,900
- Villinova University ........................................................ $96,000
- Temple University ........................................................... $94,992
- Penn State University ...................................................... $93,000
- Rutgers University ............................................................ $92,043
- Drexel University ............................................................ $82,518
- Loyola University of Maryland ........................................... $78,000
- Saint Joseph’s University - PCOM ...................................... $58,000

“I wanted a critical mass of doctors to help change the dynamic of healthcare, to move us ahead in a complex, rapidly changing environment.... Physicians have a high level of autonomy in clinical care, and that’s appropriate. But in business, you have to work differently.”

– Thomas Beeman, Ph.D.
President & CEO
Lancaster General Health

“My St. Joe’s executive MBA experience has been exceptional and transformational. I think differently now. I have an understanding of finance, marketing, strategy, organizational leadership and change management that are foundational for healthcare leadership. The faculty are outstanding educators, always available, responsive and fair, and make course content relevant and applicable to healthcare. I recommend this program to any physician interested in enhancing and advancing their leadership.”

– O. Scott Lauter, M.D.
Chief Medical Officer
Chilton Medical Center
Atlantic Health System
Course Descriptions

HEALTHCARE-FOCUSED COURSES

MPE 781  Health Policy
This course is an introduction to various components of the U.S. healthcare system. It examines the multiple facets of the healthcare system including key stakeholders (Payers, Providers, and Patients), private and public financing mechanisms for medical care, and the effects of both market competition and government regulation. The main objective of the course is for students to learn to be able to critically examine how to assess policy and coverage decisions and the tradeoffs (cost, quality, access) associated with various healthcare decisions or treatment alternatives.

DSS 593  Forecasting for Healthcare
A comprehensive survey of the commonly used techniques in forecasting will be presented along with the major categories of forecasting approaches for hospitals and healthcare networks. The course includes presentation of case studies and forecasting with data sets. Computers will be used extensively throughout the course, primarily with available programs to perform the calculations after the problem has been correctly formulated. Emphasis will be placed on the interpretation and implementation of results.

MPE 620  Supply Chain Management
This course presents the key issues and concepts needed by hospitals to develop an effective way to design, build, manage and evaluate the performance of strategic partnerships among channel partners such as suppliers, wholesalers, marketing research firms, pharmacies, integrated health systems, managed care organizations. Based on relationship marketing concepts, key subject areas include benchmarking channel relationships, selection criteria for identifying successful partners, new channel design, role of technology in implementing channel partnerships and contract negotiations.

MPE 625  Medical Innovation (R&D)
Traditionally the scientific and commercialization activities often exist within hospitals as separate entities with varying relationships related to information sharing and integration of clinical and business strategy. This course will also provide a background on drug, medical device and diagnostic development and identify opportunities along all phases of the development process where a hospital’s involvement would not only be valuable in shaping the development strategy, determining the clinical relevance and/or helping to substantiate market presence but also could lead to external revenue-generating alliances.

MPE 630  Marketing Research
In this course, students will learn the fundamental steps involved in the marketing research process. The course will give students exposure to the both primary and secondary data sources, especially those used by the stakeholders in US healthcare delivery, e.g., syndicated data sources from IMS and Scott Levin. The course will also cover topics, such as research design, data analysis and interpretation of clinical results, all of which are beneficial to the users of marketing research information and to decision-makers.

MPE 640  Healthcare Economics
This course reviews the principal elements and concepts in economics, history/development of health economics. These concepts will be applied to hospital situations incorporating lectures, discussion groups and hands-on involvement with case studies. Additionally, the need for uses of and value of health economics studies is reviewed and hospital-related examples are presented.

MPE 650  Competitive Analysis
While examining the various strategies and strategic frameworks with evaluations about the advantages and shortcomings of each, the course will explore the range of competition from other healthcare networks as well as from the other “p” stakeholders in US healthcare delivery, including patients, payers, product sources (drug, devices, diagnostics), policy makers and other non-hospital providers. The explicit purpose of the course lies in developing a strategic perspective to solve problems encountered by hospitals rather than employing a tactical approach.

MPE 660  Healthcare Management
This course covers the concepts and applies the theories associated with managing. Specifically, the course is designed to help students learn sales management concepts and how to apply them to solve business problems in the hospital. To function effectively as managers, students must know how hospitals employees perform their jobs. With this in mind, emphasis will be placed on managing strategic account relationships, team development and diversity in the work force, technology and automation and related ethical issues.

MPE 700  Strategies for Managed Markets
The objectives of this course are to understand the dynamics and trends of the evolving healthcare system, to review managed care’s impact on hospitals and to develop strategies for success with the managed care customer. Students will learn to assess managed healthcare market segments, determine the needs of this customer and identify potential business opportunities.

MPE 710  Brand Management
This course will focus on product decisions by healthcare network managers that often require a shift in thinking perspective from that of corporate managers to that of operating managers. This incorporates activities associated with new products and/or established brands, recognizing the importance of marketing research as input to product decisions, taking a managerial orientation while becoming aware of the need to tailor product policy approaches to the characteristics of the decision-maker and the healthcare network. The primary strategic framework for analysis is the Product Life Cycle.
MPE 720 Global Corporate Strategy
This course focuses on the management of hospital systems and healthcare networks operating across different nations. The environment outside of the U.S. implies a variety of different approaches to delivering healthcare, as well as a variety of different regulatory, organizational and managerial challenges. The aim of this course is to investigate whether or not and why these challenges and practices are effective, and how they can contribute to an organization’s bottom line.

MPE 795 Capstone
This course focuses on the development of corporate-level strategy by healthcare stakeholders. After providing an understanding about the types of strategies, students will craft strategies that enable hospital systems to adapt to ongoing policy changes/regulations, such as Accountable Care Organizations (ACOs) and to succeed as one of the key providers within US healthcare delivery to position themselves for success. Student teams will be tasked with crafting strategies to deal with specific issues facing the healthcare network.

FOUNDATION-LEVEL / BUSINESS ACUMEN COURSES

ACC 511 Accounting Foundation
This course deals with financial accounting and reporting to understand the four basic financial statements: balance sheets, income statements, retained earnings statements and cash flow statements. It analyses the role of the manager in the development and use of the preparation of financial statements in the healthcare network setting. The use of key ratios in the analysis of a hospital’s financial statement is also discussed. (ACC 511 must be taken prior to FIN 504)

MPE 530 Marketing Foundation
The course sets the stage for future study by taking students through the marketing fundamentals beginning with strategy, target marketing and opportunity analysis. It then discusses the four “Ps” of marketing: product, price, place (distribution) and promotion and applies them to a health network’s services. Finally, the course introduces patient-driven marketing strategy with the changing structure of U.S. healthcare delivery.

FIN 501 Economics Foundation
This course will familiarize students with economic analyses to include the determination of macroeconomic variables, such as Gross National Product (GNP), the rate of inflation and the rate of unemployment as well as the determinations of microeconomic variables, such as the price of a hospital service and its output in individual markets.

FIN 504 Finance Foundation
This course builds on the material presented in the Accounting Foundation course (ACC 511) and moves from the presentation of the financial statements to an analytical framework of these statements employing ratios. The informational content of the ratios is evaluated both cross-sectionally and in the times series. Additionally, the common sized ratio process is reviewed. Building upon this knowledge, the ratios are used to project pro forma statements and examine the consequences of these projections. (Prerequisites ACC 511 and FIN 501)

CORE BUSINESS COURSES

DSS 594 Data Analytics
This course will be concerned with understanding the history and development of information and communication technology. Topics will include the changing impact, applications and strategic uses of information technology, computer hardware, software, telecommunications and networking. Materials will highlight illustrative cases centered around the hospital, such as the electronic medical record.

ACC 560 Managerial Accounting
This course provides an overview of managerial accounting and its uses in the pharmaceutical industry. Topics covered include cost concepts and terminology, systems design (including job-order costing), just-in-time and activity-based costing. Other topics include cost behavior, cost-volume-profit relationships, and profit planning. (Prerequisite ACC 511)

FIN 551 Managerial Finance
This course starts with the pricing of the healthcare network’s financial assets, which follows directly from the time-value-of-money concepts developed in FIN 504. Risk, interest rate determination and an analysis and explanation of the yield curve are then discussed. In addition, cash flow projections are developed and initial outlay concepts are reviewed. Net present value (NPV) and Internal Rate of Return (IRR) rules are reviewed and extended to a general decision-making framework for the hospital. (Prerequisites FIN 501 and FIN 504)

MGT 581 Leadership & Development
This course is designed to hone executives’ leadership skills and approaches. Students will identify and understand the keys of successful leadership, analyze their own leadership styles and behaviors and receive feedback on the appropriateness/effectiveness of their styles. Additionally, it will develop decision-making skills needed for leadership as well as approaches for developing and empowering employees.
Completing the Online Application

To get started, please order an official copy of your transcripts by completing the enclosed Transcript Request Form. All candidates must create an SJU student account. Visit www.sju.edu/epharma and click on the “Apply Now” button on the right side of the screen. Before you begin, have your current resumé or CV ready.

1. Under the Sign In heading on the first screen, click on Please Register.

2. On the next registration screen, under Level of Interest select Graduate. Under College of Interest, select Erivan K. Haub School of Business. Enter all required fields (name, e-mail etc.) and click on the submit button: Save and go to Step 2.

3. You will receive an e-mail containing a link to activate your account registration. Once you successfully log in, click on the link to Create New Application on the right hand side of the screen.

4. On the next screen, specify Graduate as your level; Pharmaceutical & Healthcare Marketing MBA for Executives as your program option; and select Spring 2016 as your start Term.

5. The right side of the screen will display links to seven (7) sections of the application. Click on each section to enter all required fields. Please keep in mind:
   a. The Preliminary Questions form will be pre-populated. Be sure to select Online as your Campus, and Employer from the second drop-down menu.
   b. Both the City specified in your permanent address, as well as the Date of Birth entered here (Day/Month/Year) will be used to verify your SJU student account later.
   c. Your resumé or CV can be uploaded under Required Documents as a DOC, DOCX, or PDF file.
   d. In the Recommendation section, please indicate the e-mail address pharmahealth@sju.edu — the PCOM endorsement will be added manually.
   e. When you complete your Electronic Signature, please disregard the $35 application fee. This does not apply for the Executive MBA Programs.

For more details on SJU’s Executive MBA in Healthcare for PCOM alumni, contact:

Terese Waldron
Director, Executive MBA Programs
Phone: 610-660-3150
E-mail: twaldron@sju.edu

Jonathan Dart
Online Program Administrator
Phone: 610-660-3149
E-mail: jdart@sju.edu

Send transcripts to:
Jonathan Dart
Saint Joseph’s University
5600 City Avenue, MV 390
Philadelphia, PA 19131

To get started, please order an official copy of your transcripts by completing the enclosed Transcript Request Form. All candidates must create an SJU student account. Visit www.sju.edu/epharma and click on the “Apply Now” button on the right side of the screen. Before you begin, have your current resumé or CV ready.

1. Under the Sign In heading on the first screen, click on Please Register.

2. On the next registration screen, under Level of Interest select Graduate. Under College of Interest, select Erivan K. Haub School of Business. Enter all required fields (name, e-mail etc.) and click on the submit button: Save and go to Step 2.

3. You will receive an e-mail containing a link to activate your account registration. Once you successfully log in, click on the link to Create New Application on the right hand side of the screen.

4. On the next screen, specify Graduate as your level; Pharmaceutical & Healthcare Marketing MBA for Executives as your program option; and select Spring 2016 as your start Term.

5. The right side of the screen will display links to seven (7) sections of the application. Click on each section to enter all required fields. Please keep in mind:
   a. The Preliminary Questions form will be pre-populated. Be sure to select Online as your Campus, and Employer from the second drop-down menu.
   b. Both the City specified in your permanent address, as well as the Date of Birth entered here (Day/Month/Year) will be used to verify your SJU student account later.
   c. Your resumé or CV can be uploaded under Required Documents as a DOC, DOCX, or PDF file.
   d. In the Recommendation section, please indicate the e-mail address pharmahealth@sju.edu — the PCOM endorsement will be added manually.
   e. When you complete your Electronic Signature, please disregard the $35 application fee. This does not apply for the Executive MBA Programs.

For more details on SJU’s Executive MBA in Healthcare for PCOM alumni, contact:

Terese Waldron
Director, Executive MBA Programs
Phone: 610-660-3150
E-mail: twaldron@sju.edu

Jonathan Dart
Online Program Administrator
Phone: 610-660-3149
E-mail: jdart@sju.edu
Philadelphia College of Osteopathic Medicine
Registrar’s Office · Philadelphia and Georgia Campuses

203 Rowland Hall · 4190 City Ave · Philadelphia, PA 19131
Tel: 215-871-6704 · Fax: 215-871-6649 · registrar@pcom.edu · www.pcom.edu

Transcript Request Form

Registrar’s Office
Philadelphia and Georgia Campuses
3-5 Business Days for Processing

Student Information: Please PRINT

Name: ____________________________________ SSN/Banner ID: ______________________
Previous Name: __________________________ Program/Degree: ______________________
Graduation Year or Dates of Attendance: __________________ Date of Birth (mm/dd/yyyy): ____/____/____
Email: __________________________________ Phone Number: (_____)_____ - ________

Campus Attended:  ☐ Philadelphia  ☐ Georgia

Transcript Information: Please PRINT

*There is no charge for transcripts

Special Instructions:
☐ The Attached Form(s) need to be sent with the Transcript
☐ Hold Transcript until the current term’s grades are posted
☐ Other: __________________________________________________________________________

Delivery Options:
☐ I’ll Pick up Sealed Envelope
☐ Send to the Below:

*If sending to more than three places, please complete ADDITIONAL Transcript Request Form(s).
Addresses/Fax numbers will not be accepted unless listed on the Transcript Request form with your signature.

<table>
<thead>
<tr>
<th>Number of Copies: ____</th>
<th>Number of Copies: ____</th>
<th>Number of Copies: ____</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Mail ☐ Fax</td>
<td>☐ Mail ☐ Fax</td>
<td>☐ Mail ☐ Fax</td>
</tr>
<tr>
<td>Mail To: __________________</td>
<td>Mail To: __________________</td>
<td>Mail To: __________________</td>
</tr>
<tr>
<td>__________________</td>
<td>__________________</td>
<td>__________________</td>
</tr>
<tr>
<td>__________________</td>
<td>__________________</td>
<td>__________________</td>
</tr>
<tr>
<td>Fax Number: ______________</td>
<td>Fax Number: ______________</td>
<td>Fax Number: ______________</td>
</tr>
</tbody>
</table>

My signature below authorizes the Registrar’s Office at PCOM to send my transcript to the person or organization listed above.
FAX WARNING: I understand that by faxing my transcripts I will be compromising my confidentiality and release PCOM from any liability that may arise.

Signature: ___________________________ Date: _____________________________

REGISTRAR'S OFFICE USE ONLY: Processed By: ___________________________ Date: _____________________________