

## REACHING OUT TO RWANDA

**A**lthough the thought of a *medical mission trip to Africa* might conjure visions of primitive huts on a distant savannah, the mission that the Robbins Institute embarked on this summer brought them right to the places they know best: hospitals. Tom Haines, preceptor coordinator, represented the institute on a mission to Rwanda to support the country as it improves its healthcare system.

The mission began when Jim Gebhart, President of Mercy Hospital in Oklahoma City, approached the institute describing Mercy's efforts to join the Rwandan government in improving the health of the Rwandan people. Discussions between Mercy, the Rwandan Ministry of Health and the capital city of Kigali led to the conclusion that the most valuable contribution Mercy could make would be through consultative assessments of four hospitals in Kigali. When officials from Rwanda identified a need for its hospital leaders to receive training in leadership and management, Gebhart invited the institute to join Mercy in its mission.

While teams from Mercy, comprised of physicians, nurses, administrators and support staff, went to work assessing each hospital using the Joint Commission International accreditation framework, Haines held seminars for the hospitals' leadership teams.



"We wanted to leave them with more than a list of recommendations," said Haines. "We wanted to ensure they were able to take the recommendations, turn them into plans and – most importantly – implement and, ultimately, fulfill those plans."

After seeing the enthusiasm of the leadership teams he provided

training for, Haines is very hopeful they are now on track to reach their goals. He also hopes Baylor can eventually play an even bigger role in helping Rwanda improve their healthcare system.

"A more formal education in healthcare administration and leadership for Rwanda's future healthcare leaders is desperately needed," he said. *"I am exploring ways to create opportunities here in the Robbins MBA Healthcare Program. The country has made such remarkable progress in so many ways since the genocide in 1994. Rwandans are talented, intelligent, humble and motivated; they will not accept mediocrity. They will fit right in here at Baylor."*



## CLOSE UP

Class of 2014

The members of the Class of 2014, the program's tenth class, began their executive residencies in late May and are fully engaged in the operations of their organizations. Baylor's MBA Healthcare Program is grateful to the leadership of the organizations who have partnered to develop the next generation of healthcare leaders. The institute continues to be very proud of students who are committed to making long-lasting and meaningful contributions at their residency sites.



**Raja Abid**  
Baylor Scott & White Health  
Temple, Texas



**Ashley Anderson**  
HCA/St. Davids, Austin, Texas;  
Scottish Rite Children's Hospital,  
Dallas, Texas



**Margaret Beaudoin**  
Baptist Health System  
San Antonio, Texas



**Scott Bigler**  
Valley Baptist Medical  
Center, Harlingen, Texas



**Sarah Carrell**  
HCA Midwest Health System  
Kansas City, Mo.



**Ashley Dunn**  
Texas Children's Hospital  
Houston, Texas



**Bryant Duong**  
Providence Health Network  
Waco, Texas



**Ted Edmunds**  
Baptist Health System  
San Antonio, Texas



**Reece Fitzgerald**  
Memorial-Hermann Southwest  
Houston, Texas



**Stephen Garner**  
RegionalCare Hospital  
Partners, Brentwood, Tenn.



**Ryan Gebhart**  
Baylor Regional Medical  
Center, Plano, Texas



**Zahra Kasam**  
Baylor College of Medicine  
Houston, Texas



**Ben Lueck**  
HealthInsight New Mexico  
Albuquerque, N.M.



**Melissa Nichols**  
Lake Pointe Health Network  
Rowlett, Texas



**Paloma Pearson**  
Hillcrest Baptist Medical  
Center, Waco, Texas



**Marie Van Pelt**  
Baylor College of Medicine  
Houston, Texas



**Erik Wallace**  
Mercy Hospital  
Oklahoma City, Okla.



**Sara Young**  
Hillcrest Baptist Medical  
Center, Waco, Texas

## FACULTY FOCUS:

Dawn S. Carlson

### Researching the Working Family Balancing Act

A key member of the MBA core faculty, **DAWN S. CARLSON** is one of the most prolific scholars in Baylor's Hankamer School of Business. After receiving her doctorate in Management from Florida State University, Carlson joined the faculty at the University of Utah as an assistant professor. In 1999 she left Utah to become a member of the faculty at Baylor, where she had received her bachelor's degree 10 years earlier. Some might say it's hard to go home, but Carlson's return to her alma mater by any measure has been highly successful.

With primary research interests in the area of work-family issues, Carlson has examined how the balance between work and family creates conflict in both areas, and how individuals accomplish balance. An understanding of the work-family interface will help organizations better utilize their employees and provide employees with more enriching personal and professional lives. Carlson has published more than 65 peer-reviewed articles in top management journals, including *Journal of Management*, *Journal of Applied Psychology*, *Human Relations* and *Journal of Vocational Behavior*.

Her current research examines how work environments influence employee healthcare utilization. Surveying patients

and employees of the Waco Family Health Center, a federally qualified health clinic, the study is attempting to demonstrate the impact of job demands and job resources on healthcare utilization and cost.

Carlson has received multiple awards for both teaching and scholarship while at Baylor, including the university-wide award for the Outstanding Professor in Scholarship in 2009. She teaches organizational behavior in the MBA core curriculum, a course regularly cited by MBA students in their exit interviews as one of the most useful courses in advancing their understanding of how to organize and manage employees. She and her husband, John, an associate professor in Baylor's Management Information Systems department, have three children, Madeline, 14, and Claire and Lucas, 12.

**RECENT RESEARCH OF INTEREST:**  
*D.S. Carlson et al., "Work-family enrichment and satisfaction: Mediating processes and relative impact of originating and receiving domains,"* Journal of Management (in press).

*D.S. Carlson et al., "Health and turnover of working mothers after childbirth via the work-family interface: An analysis across time,"* Journal of Applied Psychology, 96, 2011, 1045-1054.

# MBA HEALTHCARE PROGRAM AWARDED SEVEN-YEAR REACCREDITATION

After an intensive self-study during the 2011-2012 academic year and a site visit last fall, the Commission on Accreditation of Healthcare Management Education awarded the Robbins MBA Healthcare Program reaccreditation for seven years.

The program has been fully accredited by CAHME since 2010. Reaccreditation was awarded by CAHME's board of directors in July. The Robbins MBA Healthcare Program is one of 74 graduate healthcare management education programs, and one of only 15 MBA healthcare management programs, accredited by CAHME.



## NURTURING ACADEMIC PROMISE Robbins MBA Candidates Win Scholarships

We are pleased to announce the 2013 recipients of several scholarships that were established by generous donors to support students studying healthcare administration.



**J. Wiley Green Scholarship**  
**Reece Fitzgerald** is the recipient of the scholarship established by the family of J. Wiley Green. Reece majored in management and received a Bachelor of Business Administration from Baylor University. He is a native of Harlingen, Texas. Reece is completing his residency at Memorial-Hermann Southwest Hospital in Houston.



**Bill and Donna Baker Endowed Scholarship**  
This year's recipient of the Baker Scholarship is **Raja Abid**. Raja is from Monroe Township, N.J., and received a Bachelor of Arts in Cellular Biology and Neuroscience from Rutgers University, as well as a doctorate in Osteopathic Medicine from the University of Medicine and Dentistry of New Jersey. Raja is completing his executive residency at Baylor Scott & White Health in Temple, Texas.



**Jeffrey K. and Leslie S. Norman Family Endowed Scholarship**  
The Norman Family Scholarship was awarded to **Sarah Carrell**. Sarah is completing her residency with HCA-Midwest Health System in Kansas City, Mo. A native of Dallas, Sarah majored in health science studies and received a Bachelor of Science in Education from Baylor University.



**Brigadier General Donald B. Wagner and Jan Wagner Endowed Scholarship**  
The first recipient of the newly established Wagner Scholarship is **Marie Van Pelt**. Marie is a graduate of Baylor University, having received a Bachelor of Science in Neuroscience. Marie is a native of West, Texas, and is completing her residency at Baylor College of Medicine in Houston.



**Jim and Debbie Greenwood Endowed Scholarship**  
The Greenwood Scholarship was awarded to **Ryan Gebhart**. Ryan is completing his residency at Baylor Regional Medical Center in Plano, Texas. Ryan grew up in Waco, Texas, and graduated from the University of Missouri with a Bachelor of Science in Business Management.



**Foster G. McGaw Scholarship**  
The Foster G. McGaw Scholarship is administered by the Association of University Programs in Health Administration. This year's Baylor recipient of the McGaw Scholarship is **Scott Bigler**. Scott is from Ventura, Calif. and is a graduate of Brigham Young University - Hawaii. He is completing his residency at Valley Baptist Medical Center in Harlingen, Texas.

## COMMENDATION FOR ROBBINS MBAS IN REAL-WORLD COMPETITION

The Robbins MBA Healthcare Program joined 31 other CAHME-accredited programs in Birmingham, Ala., to participate in the 7th Annual Health Administration Case Competition, conducted by the University of Alabama at Birmingham and sponsored by the UAB Health System. The contest gives students the opportunity to analyze real-world scenarios, and prepare and present recommendations to a panel of judges comprised of senior healthcare executives.

This year, Andrea Bunnitt, Dennis Thé and Will Turner represented Baylor University. The team assumed the role of an external healthcare consulting firm and developed a strategy for TriStar Health, a division of HCA. Their challenge was to open urgent care centers in the Nashville area through a joint venture with CareSpot, a firm that operates urgent care centers in Florida.

The Robbins team was awarded honorable mention in this year's competition. The experience was extremely valuable as an opportunity for the

students to apply theoretical and practical knowledge they have acquired to a real-world situation. The students also had the opportunity to network with fellow healthcare administration students, executives and faculty from organizations across the country.



L to R: Andrea Bunnitt, Will Turner and Dennis Thé

## CLASS OF 2015

Intelligent, accomplished and ready for the next challenge - these attributes describe the 13 students who entered the Robbins MBA Healthcare Program in August. The Class of 2015 arrived with an average GMAT score of 632, an average GRE score of 312, and an average undergraduate GPA of 3.39.



Front, L to R: Wesley Rogers, Tina Bui, Kelsey O'Neill, Corey Foster, A. Riley Wyrick  
Middle, L to R: Hannah Reigel, Jared Brown, Erin Sigler, Matt Hilgers  
Back, L to R: Nick Marshall, Michael Faulkenberry, Stephen Chandler, Justin Pond

## HEALTH SERVICES RESEARCH PHD APPROVED AT BAYLOR

During their May 2013 meeting, the Baylor University Board of Regents approved a PhD in health services research that will be offered by the Hankamer School of Business through the Robbins Institute for Health Policy and Leadership. With Baylor's long tradition of excellence in the healthcare field, the new PhD program will advance the goals of Pro Futuris, the university's new strategic vision, by promoting transformational education and compelling scholarship in the areas of healthcare delivery and policy. The interdisciplinary nature of the program will provide a unique opportunity to apply theoretical knowledge from the fields of statistics, economics, finance and healthcare administration, and provide solutions to the challenges facing the nation's ability to deliver timely medical care in an efficient manner.

# EXECUTIVE MBA HEALTHCARE PROGRAM - DALLAS

The second class of the Baylor EMBA-Healthcare program is comprised of 15 accomplished professionals. These impressive candidates bring experience as nurses, technology professionals, researchers, clinicians and sales professionals. The class began their 21-month journey at Baylor University's beautiful main campus in Waco, Texas, the week of August 18th for their in-residence "boot camp." They continue their course work at the prestigious Cooper Aerobics Center in Dallas. We are excited to welcome these healthcare professionals as part of the Robbins family.



□ Front L to R: Kellie Webb, Stacey Gilbert, Pete Zawodniak, Matthew Albright, Mark Dailey, Matt Clark.  
Back L to R: Ben Hogan, Andy Andrews, Christie Price, Amber Plowden, Ty Burgess, Kelli Bozman, Keith Ward, David Daugherty. Missing: Chioma Nwabuisi

### Matthew W. Albright

Baylor Scott & White Health,  
Dallas, Texas

### Fred (Andy) Andrews

Director of Nursing and Ancillary Services  
Baylor Institute for Rehabilitation,  
Fort Worth, Texas

### Kelli K. Bozman

Sales Director  
Miraca Life Sciences, Irving, Texas

### Ty D. Burgess

Market Director of Business Development  
Select Medical, Dallas, Texas

### Matt Clark

Vice President, Software Development  
CareView Communications,  
Lewisville, Texas

### Mark R. Dailey

Director, Commercial Healthcare  
Hewlett-Packard, Plano, Texas

### David P. Daugherty Jr.

Director of Radiology  
Baylor Scott & White Health,  
Temple, Texas

### Stacey L. Gilbert

Vice President, Managed Care  
SomnoMed, Inc., Frisco, Texas

### Ben C. Hogan

Cardiac Care Coordinator  
Hillcrest Baptist Medical Center, Waco, Texas

### Chioma R. Nwabuisi

Clinical Researcher  
Vanderbilt-Meharry Alliance Research  
Team, Nashville, Tenn.

### Amber M. Plowden

Physical Therapy Assistant  
Your Therapy Source, LLC, Dallas, Texas

### Christie L. Price

Sales Representative and Field Sales Trainer  
Devicor Medical Products, Fort Worth, Texas

### Keith D. Ward

Executive Sales Director  
Quest Diagnostics, Plano, Texas

### Kellie A. Webb

Director of Collaborative Operations  
Premier Healthcare Alliance, Plano, Texas

### Pete J. Zawodniak

Account Executive  
Hill-Rom Company, Dallas, Texas

## HIGH MARKS

Program Stats

Average GMAT score \* **632**

Average class size ° **15**

Completion rate for  
healthcare specialization ■ **95%**

Completion rate for MBA ■ **97%**

Employment at 90 days  
after graduation ■ **84%**

Employment at 180 days  
after graduation ■ **100%**

Average starting salary ■ **\$64,000**

\* Fall 2013 entering class  
° Last 3 entering classes  
■ Last 3 graduating classes

## GREAT EXPECTATIONS

### Class of 2014 Profiles



For **BEN LUECK**, being a caddy in college was more than a way to earn a little spending money; it was a full scholarship. The Wausau, Wis., native earned a full scholarship as a caddy for the University of Wisconsin – Madison's golf team. But being a caddy was not Ben's long-term goal. After earning his degree in Economics at the university, he went to work at Liberty Mutual. During his time there, he decided healthcare was where he wanted to make his mark.

For Ben, healthcare is an industry provides great challenges and constant change, and among those challenges waits a great opportunity to better people's lives. Ben found that Baylor University's MBA program would be a perfect fit for his desire to work in healthcare. He knew Baylor's strong faculty and staff, as well as its unique residency program, would give him the credentials he needs to serve as a leader in healthcare.

Overall, Ben has found the people involved in Baylor's program have a great sense of pride and commitment to what the program is striving to accomplish. He feels he is a part of something special and knows Baylor will provide a solid foundation for him to pursue his goals, which include being a torchbearer for quality improvement in a healthcare organization.

Ben is currently in his residency at HealthInsight in Albuquerque, N.M., where he is gaining valuable experience working on developing health policy for the state of New Mexico and the nation. Ben has had the opportunity to contribute to a rural community health assessment, Aligning Forces for Quality and New Mexico's Health Information Technology Regional Extension Center projects. Further, Ben has authored white papers on a number of issues, including drug usage by residents in nursing homes and the challenges of implementing electronic health records in the state. Ben recently had the opportunity to participate in a teleconference during which President Barack Obama and Secretary of Health and Human Services Kathleen Sebelius discussed the Affordable Care Act's 2014 implementation timetable.



**SARAH CARRELL** comes from an impressive line of Baylor Bears. Her grandfather lettered in both football and track, and her grandmother was the first pianist for Baylor Religious Hour Choir. Her mother was a Lady Bear basketball letter-winner, and her father earned both a bachelor's and master's degree from Baylor. For Sarah, choosing the university for her undergraduate degree was an easy decision.

During her undergraduate years, Sarah was involved in the Baylor Chamber of Commerce, serving as president and as the 2010 homecoming chair. Sarah's involvement with Chamber revealed her strength in management, strategy and networking.

Her passion for healthcare, in combination with her administrative skill set, led Sarah to pursue a career in healthcare administration instead of becoming a direct-care provider.

Sarah searched the country for a healthcare program that fit her needs and soon found there was no program that could compete with the one right here at Baylor. Sarah believes the executive residency offered in Baylor's program is the best in the nation, one of many reasons she decided to stay in Waco.

Sarah is currently in Kansas City, Mo., completing her residency at HCA-Midwest Health System. The leadership there quickly realized Sarah's potential and within a week of arriving, Sarah was placed as an interim practice manager for two practices: an internal medicine practice and a spine surgery practice. Sarah is getting real-life, practical experience and is making a true difference every day.



**RAJA ABID** graduated from Rutgers University, the State University of New Jersey and then attended the University of Medicine and Dentistry of New Jersey – School of Osteopathic Medicine. During his clinical rotations at community hospitals, Raja perceived a separation between administrators and physicians. After

experiencing some of the shared frustrations with his coworkers, he quickly realized he was in a unique position to help bridge the gap. After living in New Jersey for 20 years and completing his doctorate, Raja headed south and enrolled in Baylor's MBA Healthcare program. He considered other programs, but felt Baylor's program, with its MBA base, would be the best option for

providing him with the tools and resources to accomplish his goals in today's dynamic healthcare industry.

His medical background, coupled with his strong working business knowledge of healthcare, has prepared Raja to make a difference in the lives of patients, physicians and the industry overall. He believes the greatest challenge in healthcare is finding a synergy between financial models and clinical practice that will allow physicians and patients to be satisfied with medical care. Raja will be uniquely qualified to address this challenge.

Raja is currently at Baylor Scott & White Health in Temple, Texas, for his executive residency. He has been heavily involved in a number of projects associated with various aspects of hospital and system operations. Recently, Raja had the opportunity to participate in the implementation of an electronic health record system in one of Baylor Scott & White's hospitals.



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