



Dr. Steve Green Becomes New Robbins Institute Academic Director

from 2000-2010. He recalls several conversations in his early years at Baylor with Henderson about the value of the Baylor name in healthcare and the need for a healthcare administration program on campus. With the hard work of Henderson in subsequent years, and with the addition of Scott Garner, the administrative director of the institute, to the economics faculty in 2001, the stage was set for the program launch and its subsequent success. Steve is proud of the administrative and financial support he provided as economics department chair when the program was being developed and launched.

Steve is excited to now be academic director of the Robbins Institute. He believes the MBA-Healthcare program, the foundation of the institute, is only getting stronger as it builds a nationwide alumni network and climbs in the rankings. He cites as one of the many strengths of the program the support system, that has been put in place allowing it to attract genuinely talented students. He specifically notes the “truly remarkable” level of support provided by Bill and Mary Jo Robbins, members of the institute’s advisory council, the numerous residency preceptors, and Hankamer Business School Dean Terry Maness. He says that the institute owes a great deal to the “Herculean” efforts of Henderson, Garner, Karen Johnson, the program’s accreditation coordinator, and Tom Haines, the program’s associate administrative director. Steve is very excited to be involved in several institute initiatives to include the expansion of the healthcare specialization into the Executive MBA programs in Austin and Dallas and the Ph.D. program in Health Services Research which will see its first students enroll next fall; he believes these and others being developed will serve to make healthcare management education at Baylor second-to-none.

Steve is married to another Baylor alumnus, Judy Green, who teaches the public health course in the Robbins MBA program. They have one son, Aaron, a freshman at Texas A&M, who studies chemical engineering.

The Robbins Institute family has grown with new additions this year, including Dr. Steve Green who is succeeding Dr. Jim Henderson as academic director.

An experienced academic administrator, Steve is a longtime member of the Baylor family and was a proponent of a formal education in the business of healthcare long before the Robbins MBA Healthcare program was established.

Steve grew up in Plainview, Texas and attended Baylor for his undergraduate studies in economics, graduating in 1979. After graduation, he immediately pursued graduate studies in economics at Brown University in Rhode Island before returning south to teach at Vanderbilt University in Tennessee for two years. He followed his time at Vanderbilt with a period of research for the Federal Reserve Bank of Dallas before returning to Baylor in 1986 as a member of the faculty.

In his 30 years at Baylor, Steve has taught a wide variety of courses in economics and made a number of long-lasting friendships. He served as chair of the economics department

CLOSE UP

the Class of 2016



Funmi Adams
Mercy Hospital
Oklahoma City, Okla.



Kate Poloskey
Texas Children's Hospital
Houston, Texas



Howard Garner
Kaiser Napa-Solano Service Area
Vallejo, Calif.



Kaci Biederstedt
Benefis Health System
Great Falls, Mont.



Joey Rogan
Baylor Scott & White Hospital
Round Rock, Texas



John Tran
Baptist Health System
San Antonio, Texas



Stephen Bell
Parallon
Irving, Texas



Wesley Bryan
Providence Health Network
Waco, Texas



Taylor Dunlap
HealthInsight New Mexico
Albuquerque, N.M.



Ossama Zafar
Baylor Medical Center
Carrollton, Texas



Emmie Katzenmeier
St. Luke's The Woodlands Hospital
The Woodlands, Texas



Margie McGregor
Texas Children's Hospital
Houston, Texas



Oliver DiLivio
Kaiser Napa-Solano Service Area
Vallejo, Calif.



Terrance Ganaway
Baylor Scott & White Health
Dallas, Texas



Anisha Bali
Baylor College of Medicine
Houston, Texas



Amy LaFleur
Metroplex Health System
Killeen, Texas



Mike Siegel
Lake Pointe Health Network
Rowlett, Texas

The members of the Class of 2016, the program's twelfth class, began their administrative residencies in late May and are fully engaged in the operations of their organizations. We are grateful to the leadership of the organizations who have partnered with us to develop the

next generation of healthcare leaders. We continue to be very proud of our students who are committed to making long-lasting and meaningful contributions at their residency sites.

ALUMNI FOCUS:

CLASS OF 2011

Brian Elisco

MBA Alumnus

Credits Baylor with CFO Success

Brian Elisco made the successful climb from graduate student in Baylor's Robbins MBA Healthcare Program to Chief Financial Officer at St. Luke's Baptist Hospital, San Antonio.

Originally from Phoenix, Ariz., Brian now oversees the financial operations of a 282-bed facility where he utilizes every skill he learned in the program. It's fair to say the life of a hospital administrator truly suits him. He enjoys the fact that a hospital operates like a "mini-city," serving the community 24/7/365, with a seemingly endless trail of new stories and challenges. Most satisfying for him are the leaders he's had the honor to help develop around him, watching them seek and master new positions.

While the rise to CFO may seem daunting for those who have not yet entered or re-entered the job market, Brian insists that Baylor's MBA Healthcare program prepares students with the "right tools in their toolbox." He credits his mentors with helping him

reach the level he's attained and urges current students to take advantage of the unique access to the hospital that the residency provides.

"Don't be shy; don't be afraid to make mistakes. Meet employees. Sit in meetings. Ask questions. Once you start your job, you won't have as much time,"

Brian said. "Make every job bigger than what it is."

Brian and his wife, Viola, have a 10-month old daughter Hailey. While he acknowledges that an 8 to 5 schedule can't be expected with a career in healthcare, work and life can be balanced through reliance on your team.

"Hire good people," Brian said. "Hire people who are smarter than you."



TEAM FROM TRINITY TAKES HOME \$12,000 FROM ROBBINS CASE COMPETITION IN HEALTHCARE MANAGEMENT

HIGH MARKS

→ Program Stats

Average GMAT Score*

643

318 Average GRE score*

Average Class Size°

13

97% Completion Rate for Healthcare Specialization*

Completion Rate for MBA*

100%

89% Employment at 90 Days After Graduation*

Employment at 180 Days After Graduation*

100%

Average starting salary*

\$73,394

- * Fall 2015 entering class
- ° Last 3 entering classes
- Last 3 graduating classes

Graduate students from universities across the nation came together at Baylor University in October to compete in the inaugural Robbins Case Competition in Healthcare Management. The event is hosted by the Robbins Institute for Health Policy and Leadership at Baylor's Hankamer School of Business.

"The competition was designed to provide a forum for master's-level students to participate in a national case competition in healthcare management with a distinct financial emphasis," said Scott Garner, Administrative Director of the Robbins Institute. "This is an increasingly critical area of expertise within the healthcare industry."

Winners of the competition earn national recognition, plus cash awards. The team from Trinity University took first place and \$12,000. The University of California – Los Angeles earned second place and \$8,000. Baylor University earned third place and \$4,000.

Best presenters were chosen from each of three preliminary round panels. They earned \$500 each. They included Willis Masdon from the University of Alabama – Birmingham; Patrick Adams from Xavier University; and Justin Brewer from Trinity University.

Awards were also given for students handling the question and answer best in the three preliminary round panels, earning \$500 each. They were Sarah Doherty from Saint Louis University; Claire Crawley from the University of California – Los Angeles; and Lorena Malecha from the University of Colorado – Denver.

Participating teams included George Washington University, Saint Louis University, Trinity University, University of Alabama – Birmingham, University of California – Los Angeles, University of Colorado – Denver, Virginia Commonwealth University, Xavier University, and Baylor University.

"The competition allows the students to meet and network across universities and with healthcare industry professionals who serve as judges, case developers and competition sponsors," said Karen Johnson, competition coordinator. "It enables academic-industry partnerships to be formed and creates a valuable transfer of knowledge from healthcare professionals to students and faculty."



Scholarship Recipients - 2015
l-r: Oliver DiLivio, Anisha Bali, Wesley Bryan, Funmi Adams, Ossama Zafar, Amy LaFleur, Terrance Ganaway

2015 SCHOLARSHIP RECIPIENTS



BILL AND DONNA BAKER ENDOWED SCHOLARSHIP

This year's recipient of the Baker Scholarship is **Oliver DiLivio**. Oliver is from Broomfield, Colo. and has a Bachelor of Arts in Molecular, Cellular and Developmental Biology from the

University of Colorado, Boulder. Oliver is completing his residency with Kaiser Permanente's Napa-Solano Service Area in Vallejo, Calif.



J. WILEY GREEN SCHOLARSHIP

Wesley Bryan is the recipient of the scholarship established by the family of J. Wiley Green. Wesley is a graduate of Baylor University, having received a Bachelor of Science in Psychology.

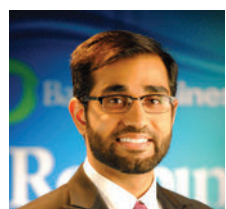
Wesley is a native of the Waco area and is completing his residency at Providence Health Network in Waco.



JIM AND DEBBIE GREENWOOD ENDOWED SCHOLARSHIP

The Greenwood Scholarship was awarded to **Olufunmilola Adams**. Funmi is completing her residency at Mercy Hospital in Oklahoma City, Okla. Funmi calls Rosemount, Minn. home,

and graduated from Loyola University in New Orleans with a Bachelor of Science in Psychology and Pre-Medicine.



BRIGADIER GENERAL DONALD B. WAGNER AND JAN WAGNER ENDOWED SCHOLARSHIP

This year's recipient of the Wagner Scholarship is **Ossama Zafar**. Ossama received a Bachelor of Science in Biomedical Sciences from Texas

A&M University and is a native of Jasper, Texas. Ossama is completing his residency at the Baylor Scott & White Medical Center in Carrollton, Texas.



FOSTER G. MCGAW SCHOLARSHIP

The Foster G. McGaw Scholarship is administered by the Association of University Programs in Health Administration (AUPHA). This year's Baylor recipient of the AUPHA/

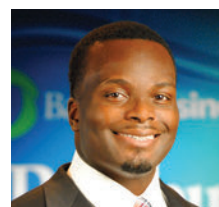
McGaw Scholarship is **Anisha Bali**. Anisha earned a Bachelor of Dental Surgery from Baba Farid University of Health Sciences in Punjab, India. Anisha is completing her residency at Baylor College of Medicine in Houston, Texas.



JEFFREY K. AND LESLIE S. NORMAN FAMILY ENDOWED SCHOLARSHIP

This year's Norman Scholarship was awarded to **Amy LaFleur**. Amy is completing her residency at Metroplex Health System in Killeen,

Texas. Amy is from The Woodlands, Texas and graduated from The University of Houston with a Bachelor of Science in Psychology.



BOONE AND PEGGY POWELL ENDOWED SCHOLARSHIP

The inaugural winner of the Powell Scholarship is **Terrance Ganaway**. Terrance is originally from DeKalb, Texas and is a graduate of Baylor University having received a Bachelor

of Science in Education. Terrance is completing his residency at Baylor Scott and White Health in Dallas, Texas.

BAYLOR EXECUTIVE MBA HEALTHCARE PROGRAM CONTINUES TO SHINE IN DALLAS & AUSTIN

In response to the continuing need for exceptional leadership and business management in the healthcare industry, the Baylor Executive MBA Healthcare program was introduced in Dallas in the fall 2012.

With the success of the Dallas program, the healthcare specialization was offered in Austin beginning the fall of 2014. The program now boasts 24 graduates who are making significant contributions as senior leaders in healthcare; another 16, eight from each location, are expected to graduate in May 2016. The Class of 2017, with 10 students in Dallas and seven in Austin, began the 21-month program at Baylor's main campus in Waco the week of August 16th, with the annual in-residence "boot camp." They continue their work at the Cooper Aerobics Center in Dallas, and in Oak Creek Plaza on the north side of Austin.

Class of 2017 EMBA Healthcare Cohort

AUSTIN EMBA



STEVEN BLEWETT
Attorney/Business Consultant
MJB Miracle Fund

STEVE BURRINGTON
Contract Compliance
Administrator/
Clinical Operations Manager
St. Jude Medical/
Texas Hearing Clinics

SEAN DIEHL
Vice President,
Government Services
Health Management Systems

CLARK LAMBERT
Administrative Director
Lambert & Moore Enterprises, Inc.

SUSAN LANE
Director
St. David's North Austin
Medical Center

SARAH MCCLELLAND
Clinical Intake Manager
Hill Country Home Health

KELLY SULLIVAN
Supervising Sonographer,
Maternal Fetal Medicine Seton



SEEMA BHAT, D.O.
Hospitalist
Questcare Partners

SHARMILA DIAS, M.D.
Attending Physician
EmCare/Team Health

KATE GERSUK
Manager, Commercial Analytics
Miraca Life Sciences

AMANDA MACMANUS
Director, Client Relations
MedAssets

RICHARD MEMBRENO
Business Development Manager
Baylor Scott & White Health

KANE SISOMBATH
Performance Coach
McKesson Drugs

NICK SLOAN
Director, Emergency Management
Baylor Scott & White Health

DEBORAH SMITH
Physical/Occupational Therapy
Team Lead
Children's Healthcare System
of Dallas

ROB STAHLER
Vice President, Sales
United Surgical Partners
International

TEDRICK WRIGHT
Marketing Manager
Stryker Communications

DALLAS EMBA



Joey Rogan
CLASS OF 2016

Joseph (Joey) Rogan has a long history of serving others. He attended Wake Forest University in North Carolina and was a member of the Army ROTC. After graduating with an undergraduate degree in Health and Exercise Science, Joey was commissioned as an officer in the Army's Medical Service Corps. He began his military career as a medical platoon leader, and was in charge of running an aid station in Iraq. After serving overseas, he continued his passion for serving others by working at the military hospital in Fort Hood, Texas. Through these experiences, Joey knew he wanted to pursue a career in healthcare administration after his Army service.

While considering graduate schools, Joey searched for a program that would address increased regulation and scrutiny of healthcare in general, knowing it is important that

administrators focus on business aspects to keep the organization financially stable and operating efficiently. The Robbins MBA Healthcare Program was exactly what he needed to prepare him to face these challenges.

Baylor University is a place that Joey has been able to truly excel. He led the Class of 2016's case competition team to third place in the inaugural Robbins Case Competition in Healthcare Management and will lead the team to even more success in competitions this spring. Joey is currently completing his administrative residency with Baylor Scott and White Health in Round Rock, Texas. Since beginning his residency, he has been given the opportunity to work on various projects, as well as analyze overall regional strategy. Joey truly values the experience and in-depth training he is gaining through the residency, and he appreciates the fact that he has already begun to make a difference for the organization at which he is now serving.

STUDENT PROFILES



Funmi Adams
CLASS OF 2016

Funmi Adams is currently completing her residency at Mercy Hospital in Oklahoma City. Mercy is currently the fifth-largest Catholic healthcare system in the United States. Since she arrived, her time has been spent doing rotations in various departments as well as getting involved in projects related to safety and community outreach.

Working in the healthcare field runs in Funmi's family. She was introduced to the concept of service at an early age by observing her parents enrich their community through medicine. Her father's establishment of various health clinics in Lagos, Nigeria, provided enormous support to the impoverished and those who could not afford the high price of healthcare. Learning from her father's career, she discovered the connection between health and service. That discovery ignited her passion to help create socio-economic fairness in human health administration.

Funmi received her Bachelor of Science in Psychology/Pre-Med at Loyola University, New Orleans. She was a part of the honors program, and was presented with Loyola's 2013 Black Student Union's

Dr. Norman Roussel Scholarship for her paper addressing the retention rate of black male students. Her time serving as an intern at Vineyard Hospital in Lagos, Nigeria, during the summer of her junior year, shaped her early interest in healthcare administration. It gave her a fresh perspective on the design and implementation of health policies, especially how these policies impact citizens in the lower-income bracket.

Funmi chose Baylor University's MBA Healthcare Program because of the opportunities that would be afforded to her through the residency program. Baylor's relationship to prominent organizations nationwide, as well as the flexibility and additional edge an MBA degree would offer, sealed her decision. While at Baylor she was involved in the Prisoner Entrepreneurship Program where she was an advisor assisting an inmate in developing a business plan. Funmi was also a recipient of the Jim and Debbie Greenwood Scholarship last semester, and is excited to finish up her final semester this spring and begin working full time next year.



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+ ROBBINS INSTITUTE FOR HEALTH POLICY & LEADERSHIP +

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www.baylor.edu/business/healthpolicy

