Memories of Army-Baylor: 75 Plus Cohorts



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Rene Pryor

working support info for draft

Background of Army-Baylor

Context

The United States has been at war and in conflicts over 250 years.
After-Action Reports, histories, and lessons learned have been prepared & studied.

Who

Students, faculty, alumni, and stakeholders of the Army-Baylor program, its precursors, and other **residential** MHA programs.

How

Database of Army-Baylor cohorts from 1947 to 2026
Rosters of student names, branch of service, corps
Genealogy resources: Ancestry, Find-a-Grave, Army Register
Social media, online resources (DTIC, PubMed, Google Scholar),
Military histories and Lessons Learned scholarship

Why

In the up-or-out culture, the Armed forces require officers to evolve with lifelong learning through continuous education, experience, and training

Program accreditation requires: tracking student careers, innovations being developed, scholarship being created, and used in curriculum.

This Academic, Civilian, Federal, and Military partnership offers unique features.

Intent: Share experience and lessons learned with other residential programs.

Agenda

Memories of Army-Baylor (AB) - 75 Plus Cohorts

USA military conflicts and wars - 250 years
post-conflict histories/ lessons learned
Context of hospital administration in 20th Century
Graduate MHA hospital administration programs (American Hospital Association)
Army hospital admin course - Col. J. Tommy Richards
AB Stakeholders
Medical Field Service School/Academy of Health Sciences/Center of Excellence
Performance enhancement: competencies for military healthcare executives
Joint Medical Executive Skills Institute

Who: Volunteers (armed forces) who serve, protect, and preserve the fighting force
AB Academic Admission requirements
AB Curriculum and Competency model
Academic Phase: 12 months residential program at Fort Sam Houston, TX
AB Faculty Military staffing: Table of Distribution and Allowances (TDA)
Residency Phase: 12 months

AB **demographic** and **outcomes** (graduation, promotion, advancement) statistics
Graduate Management Projects (GMPs) until 2007
Portfolios since 2008

GRE/GMAT conversions - trends across year groups (Original, Revised)

MHA final grade point average across year groups

MHA final grade point average Prediction Model using Linear Regression

Dual Degree comparison final grade pont average across cohorts

Dual Degree graduation rates across year groups

Graduates

Promotion after entering AB

reached O5 rank

highest rank attained

General/Admiral officers

Senior Executive Series (SES)

post AB doctoral degrees

Selection rates for O5 AB vs. other MSCs

Patient Satisfaction at MTFs

Competency model across events

CAHME Reviews

ACHE Student chapter awards

U.S. News & World Report Rankings

Alumni surveys

Oral History interviews

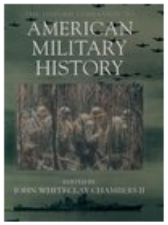
Scholarship in Action

American Military History



https://history.army.mil/

The Oxford Companion to American Military History



The Oxford Companion to American Military History

Edited by John Whiteclay Chambers, II

Description

With more than 1,100 entries written by some 500 distinguished contributors, *The Oxford Companion to American Military History* is "the most comprehensive treatment of American military history ever compiled" (*Parameters: U.S. Army War College Quarterly*) and an "easy-to-browse, well-organized work" (*The Washington Post*).

Here is a gold mine of information on American military history, exploring battles and soldiers, ships and weapons, services and doctrines--as well as the social and cultural impact of the U.S. military at home and around the world.
The Oxford Companion to American Military History boasts over 1,100 entries written by some 500 distinguished contributors. Readers will find Stephen E. Ambrose writing on the D-Day landing, James M. McPherson on the battle of Antietam, John Keegan on the changing experience of combat, Jean Bethke Elshtain on Jane Addams, Mark A. Noll on religion and war, and Robert M. Utley on Sitting Bull. Ranging from brief factual pieces to extensive essays, the entries examine every major war from the Revolution to the Persian Gulf; important battles from Bunker Hill, to the Alamo, Gettysburg, Little Bighorn, Normandy, and Khe Sanh; and military leaders from Washington to Grant, Lee, Eisenhower, MacArthur, Westmoreland, and Schwarzkopf. Moreover, the *Companion* goes well beyond the usual "drum and trumpet" coverage to examine a wide range of subjects you might not expect to find. There are entries on relevant acts of Congress and on diplomatic policies such as the Monroe Doctrine and the Marshall Plan; on peace and antiwar movements; on war in film, literature, music, and photography; and on war viewed through the disciplinary lenses of anthropology, economics, gender studies, and psychology. The result is the widest ranging account compiled in one volume of war, peace, and the U.S. military.

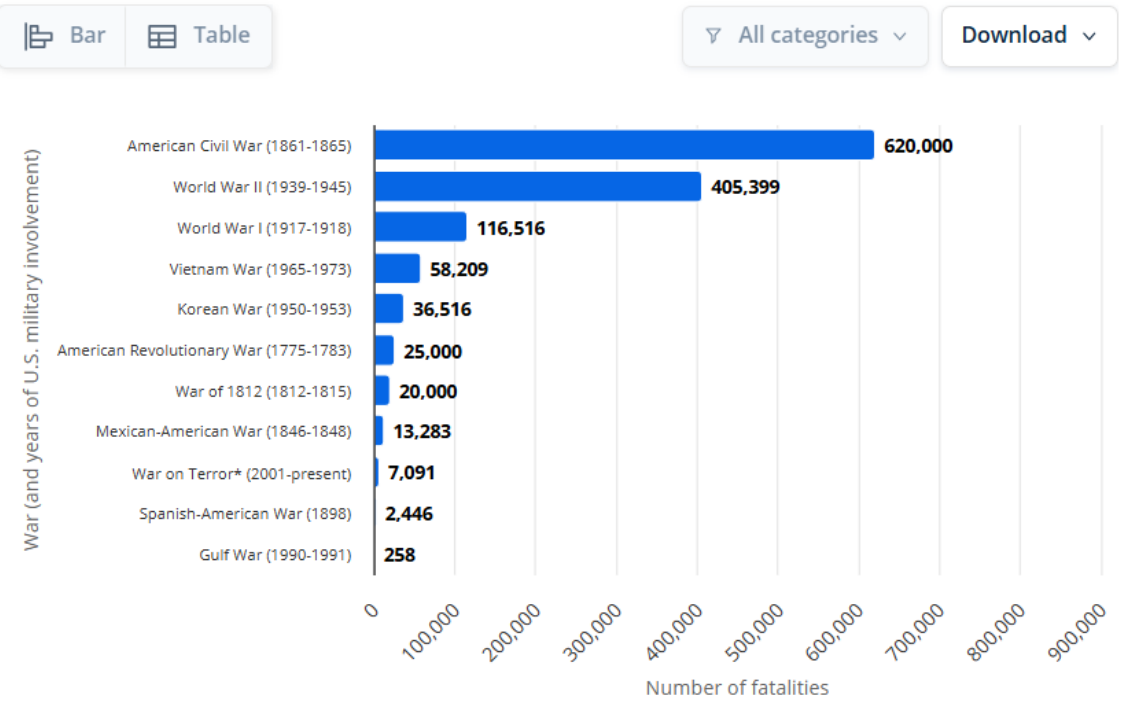
https://gglobal.oup.com/academic/product/the-oxford-companion-to-american-military-history-9780195071986?cc=us&lang=en&#

United States Military Fatalities of War

Number of military fatalities in all major wars involving the United States from 1775 to January 2025

Number of United States military fatalities in major wars 1775-2025

Dec 8, 2025 | United States of America | Statista Research Department | From 01/01/1970 to 30/01/2025



The American Civil War is the conflict with the largest number of American military fatalities in history. In fact, the Civil War's death toll is comparable to all other major wars combined, the deadliest of which were the World Wars, which have a combined death toll of more than 520,000 American fatalities. The ongoing series of conflicts and interventions in the Middle East and North Africa, collectively referred to as the War on Terror in the west, has a combined death toll of more than 7,000 for the U.S. military since 2001.

Other records

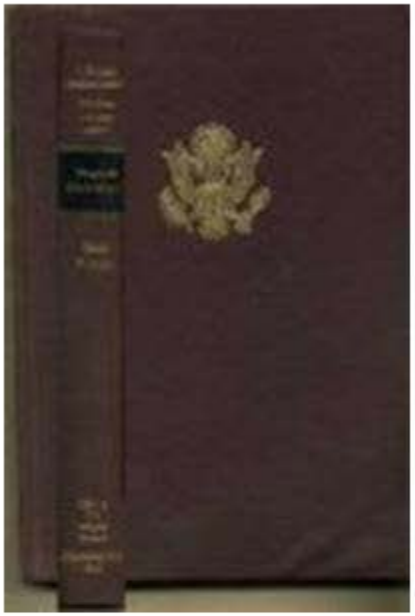
In terms of the number of deaths per day, the

https://www.statista.com/statistics/1009819/total-us-military-fatalities-in-american-wars-1775-present/

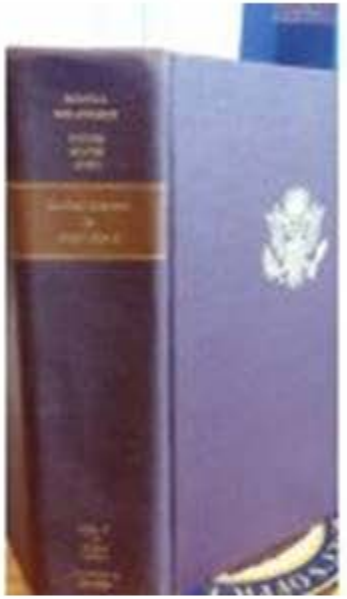
Official War Histories



The Medical and Surgical History of the War of the Rebellion (1861-65)



The Medical Department of the United States Army in the World War



Medical Statistics in World War II. Medical Department, United States Army



OFFICIAL ARMY REGISTER

Volume 1

UNITED STATES ARMY
Active and Retired Lists

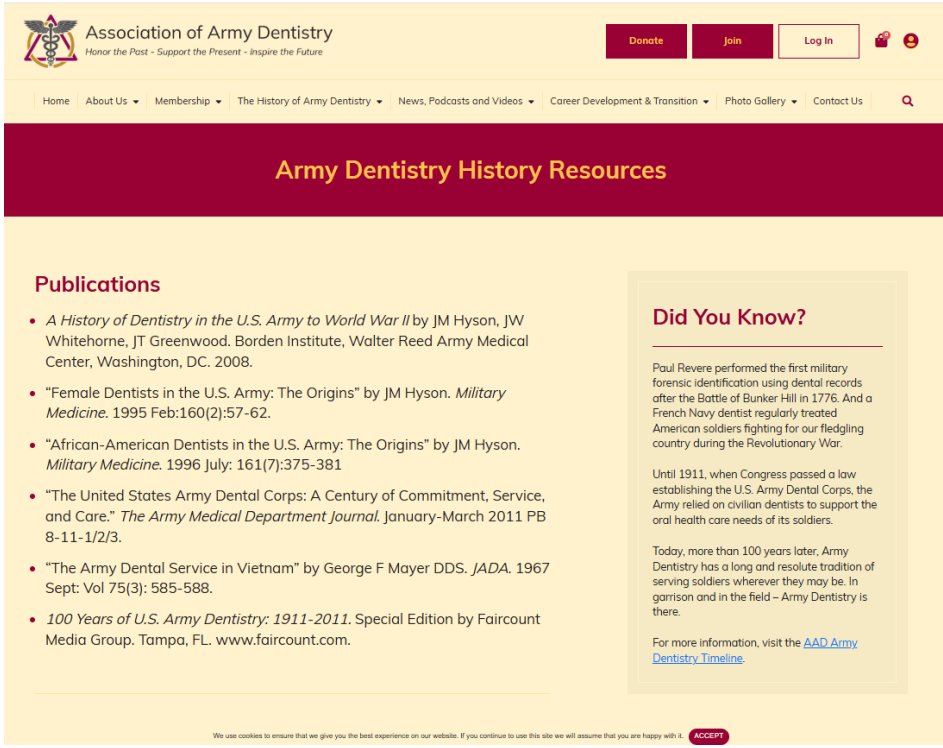
1 JANUARY 1953

MSC
MEDICAL SERVICE CORPS

2012
DIRECTORY OF MEDICAL SERVICE CORPS OFFICERS

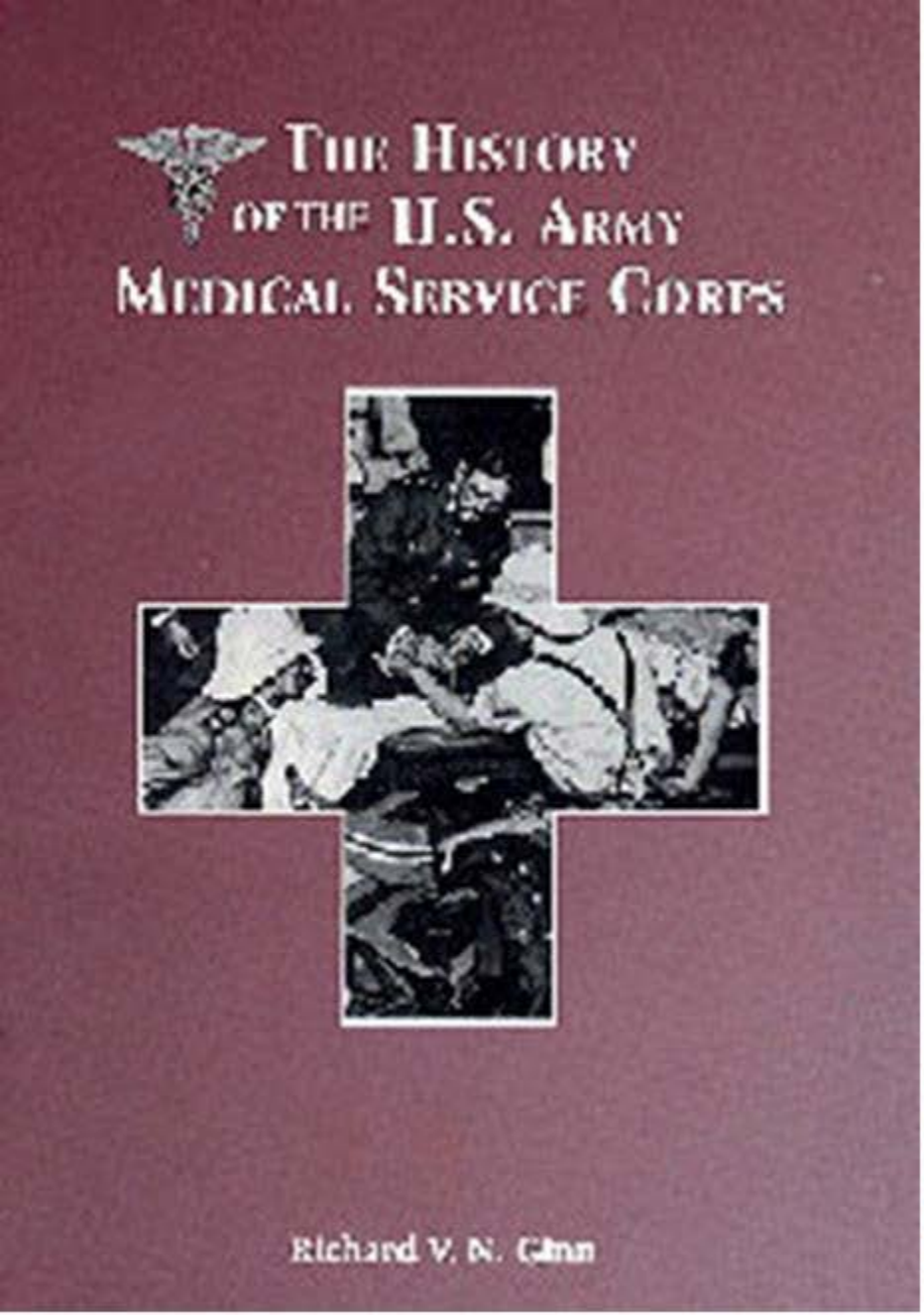
AMEDD Center of History & Heritage



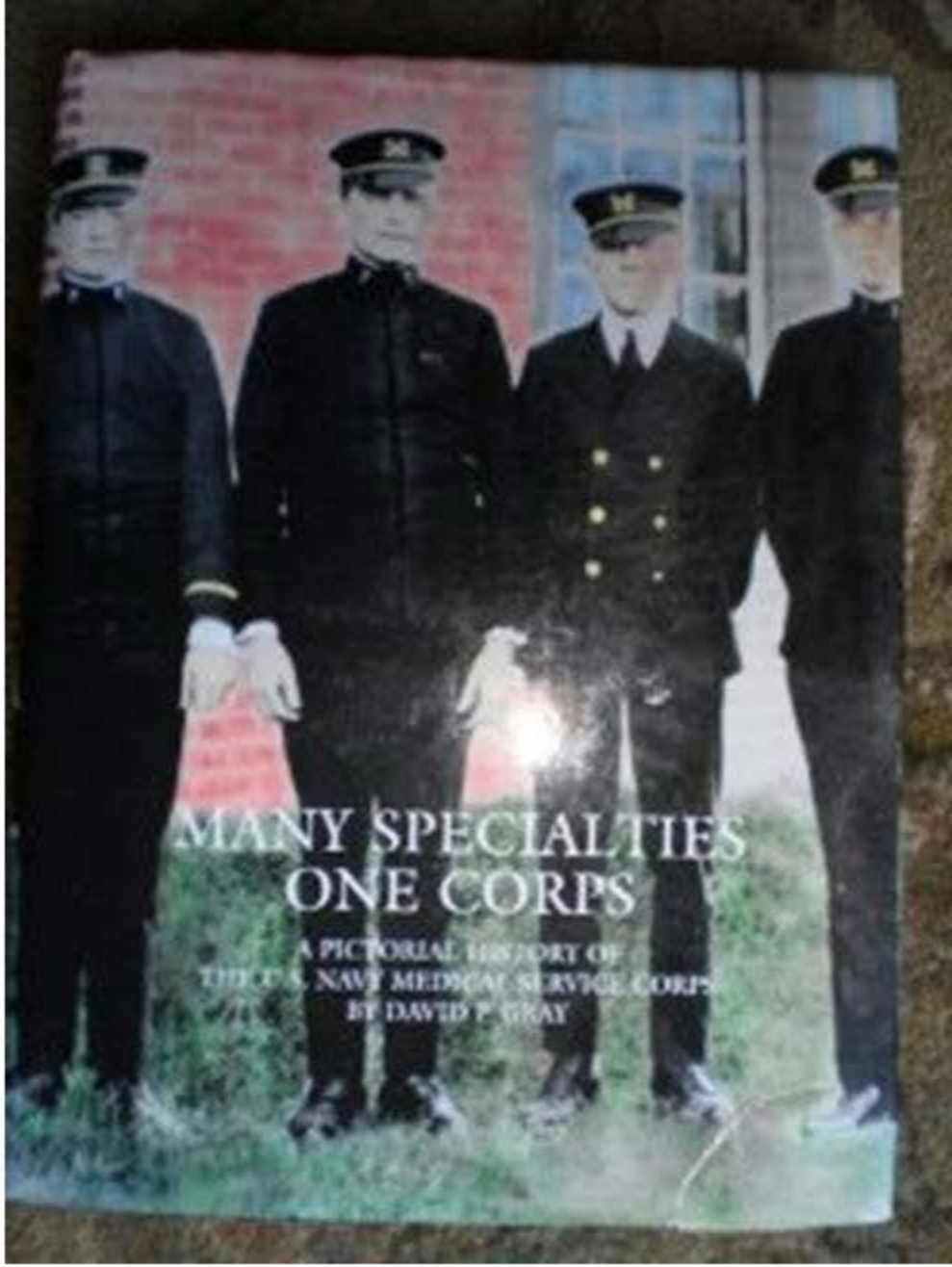


https://achh.army.mil/history/amedd-corps

https://associationofarmydentistry.org/army-dentistry-history-resources/



http://medicalservicecorps.amedd.army.mil/about/history.html



http://www.amazon.com/Many-Specialties-One-Corps-Pictorial/dp/0898659949

A CONTEMPORARY HISTORY OF THE U.S. ARMY NURSE CORPS

Mary T. Sarnecky

The Army Medical Specialist Corps

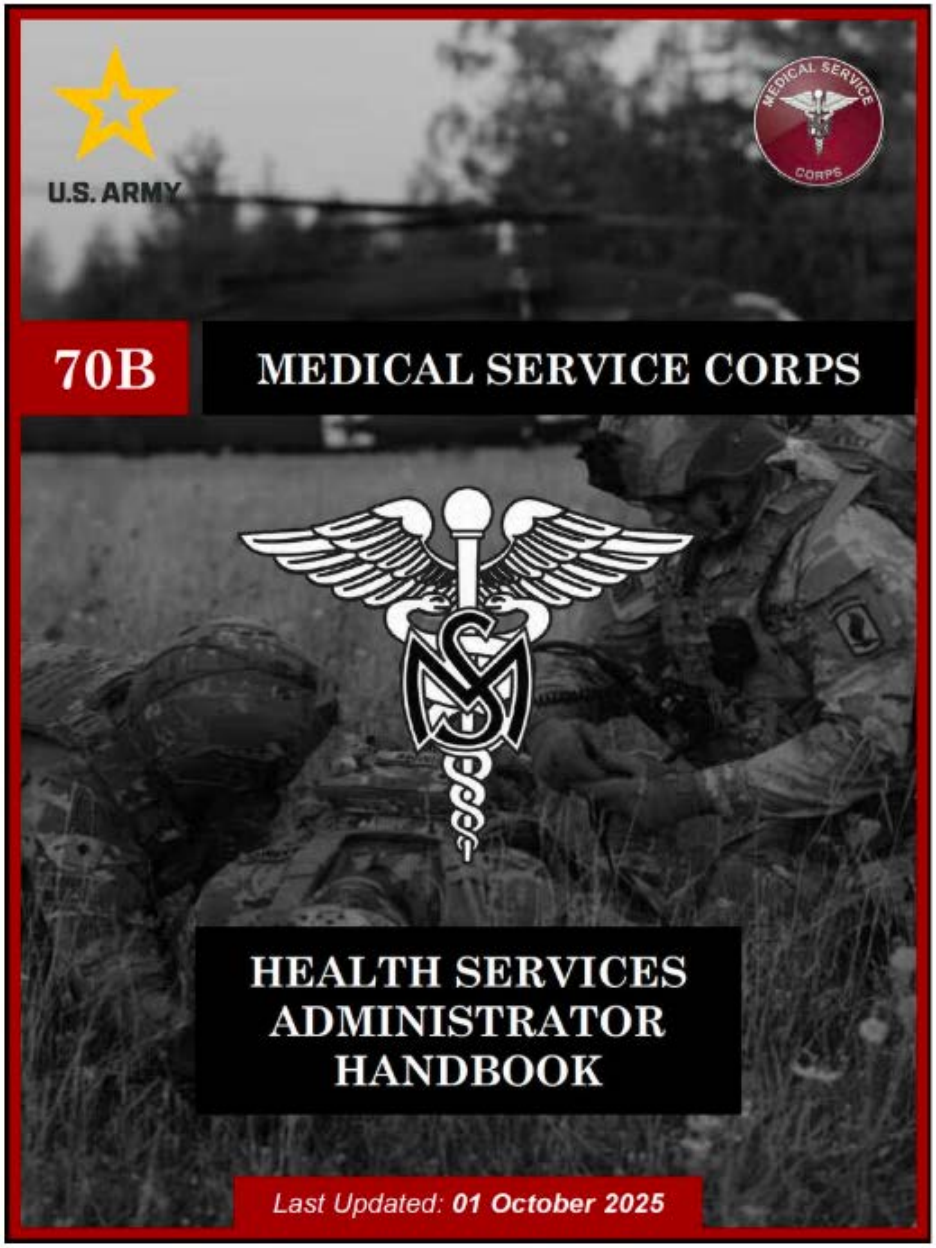


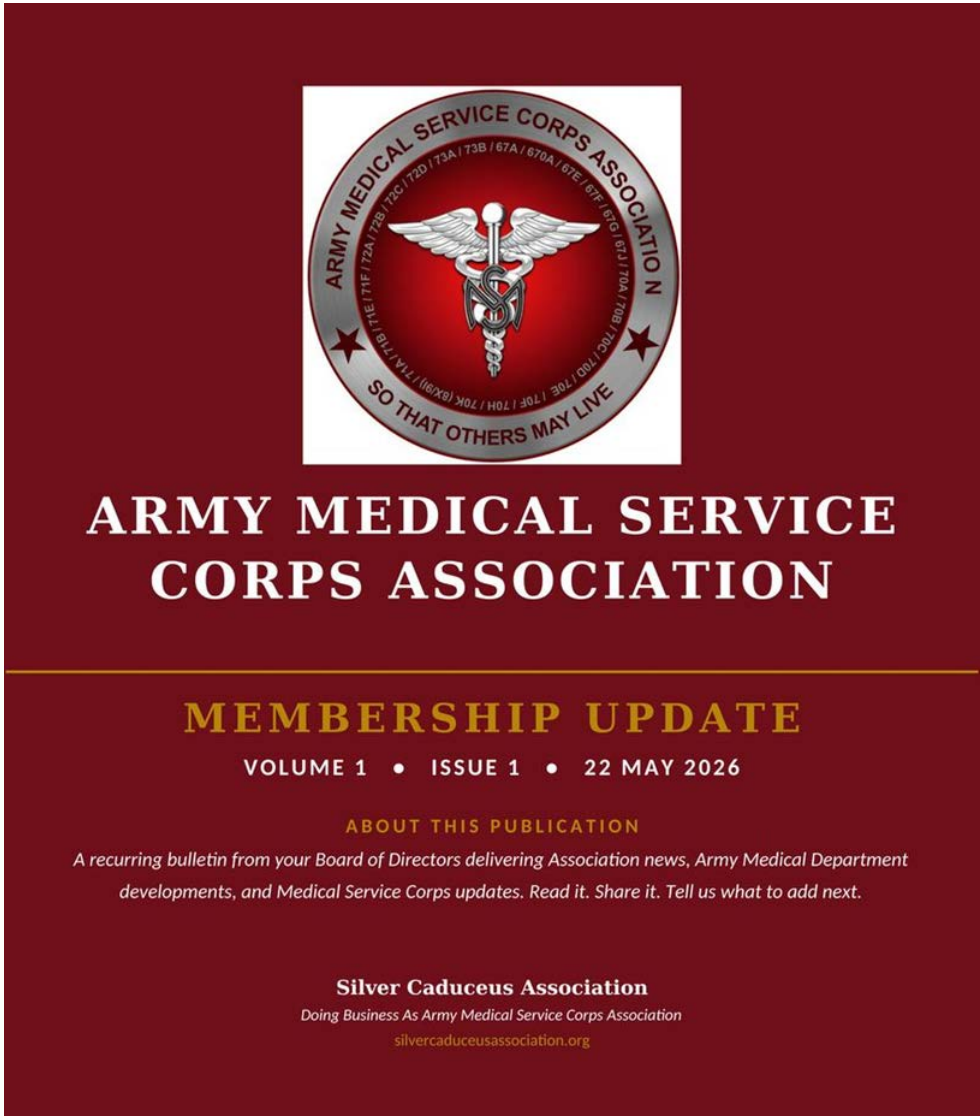
by
Ann M. Ritchie Hartwick

CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D.C., 1993

https://medcoe.army.mil/pfw-images/borden/nurse/NurseCorpsFM.pdf

https://history.army.mil/portals/143/Images/Publications/catalog/85-2.pdf





https://www.silvercaduceusassociation.org

https://www.linkedin.com/posts/iantparker13_its-finally-here-the-70b-health-services-share-7387388074667712514-94OS/

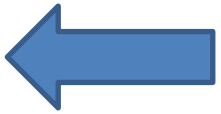
Graduate Hospital Administration Programs (MHA)

Source: Coming of Age. A 50-year History of the American College of Hospital Administrators (Neuhauser, 1983).

- 1934 University of Chicago, Graduate Program in Health Administration and Policy (GPHAP).
- 1943 Northwestern Univ., Healthcare Administration
- 1945 Columbia Univ., Mailman School of Public Health, Department of Health Policy and Management.
- 1946 Univ. Minnesota, School of Public Health, Master of Healthcare Administration.
- 1946 Univ. Washington, School of Public Health, Master of Health Administration

- 1947 Univ. Toronto, Institute of Health Policy, Management and Evaluatiog, Health Administration
- 1947 Yale Univ., School of Public Health, Health Care Management
- 1948 Univ. California Berkeley, Public Health, Health Policy and Management Division
- 1948 Washington Univ. St. Louis, Health Care Management
- 1950 Univ. Iowa, College of Public Health, Department of Health Management and Policy

- 1950 Univ. Pittsburg, School of Public Health, Health Policy and Management
- 1951 Army-Baylor Univ., Graduate School, AMEDD Center & School, Fort Sam Houston, TX
- 1955 Cornell Univ., Brooks Public Policy, Sloan Health Administration
- 1955 Univ. Michigan, School of Public Health, Health Management and Policy
- 1956 Univ. Montreal, School of Public Health, Health Services Administration



- 1956 Virginia Commonwealth Univ., College of Health Professions, Health Administration
- 1958 Xavier Univ., Health Services Administration
- 1959 George Washington Univ., Milken Inst. School of Public Health
- 1965 Trinity Univ., School of Social Science and Civic Engagement, Dept. Health Care Administration
- 1970 Univ. Pennsylvania, Health Care Management
- 2010 Uniformed Services Univ., Department of Preventive Medicine and Biostatistics

http://cybermarine-lite.net/hcaprgm.htm

Why Attend Army-Baylor?

Volunteers who serve, protect, and preserve the fighting force

Opportunity for professional growth and leadership development
Challenging graduate education **curriculum** and competition with peers
Residency placement and exposure in both federal and civilian settings

Obtain **graduate degree** - fulfill military requirement for advancement
Become competitive for **promotion** to higher rank
Gain **experience** in **leadership** and workplace settings
Join Army-Baylor **Network** of healthcare executives

Opportunities, Connections, Advancement, and **Giving back** through **Network, Professional associations,** and **Lifelong Learning**

Army-Baylor develops **healthcare executives, statesmen, and leaders**

Two year residential program since 1951
Dual degree option: MHA and MBA since 2001
Accredited by AUPHA, CAHME, and AACSB
U.S. News and World Report ranking

A HISTORY

OF THE

UNITED STATES ARMY-BAYLOR UNIVERSITY

PROGRAM IN HEALTH CARE

ADMINISTRATION



BY

JAMES T. RICHARDS
COL. USA (Ret)

http://cybermarine-lite.net/richr.htm

BUILDING HEALTH CARE STATESMEN



PROGRAM OF HOSPITAL ADMINISTRATION

Offered jointly by:

BROOKE ARMY MEDICAL CENTER
Fort Sam Houston, Texas

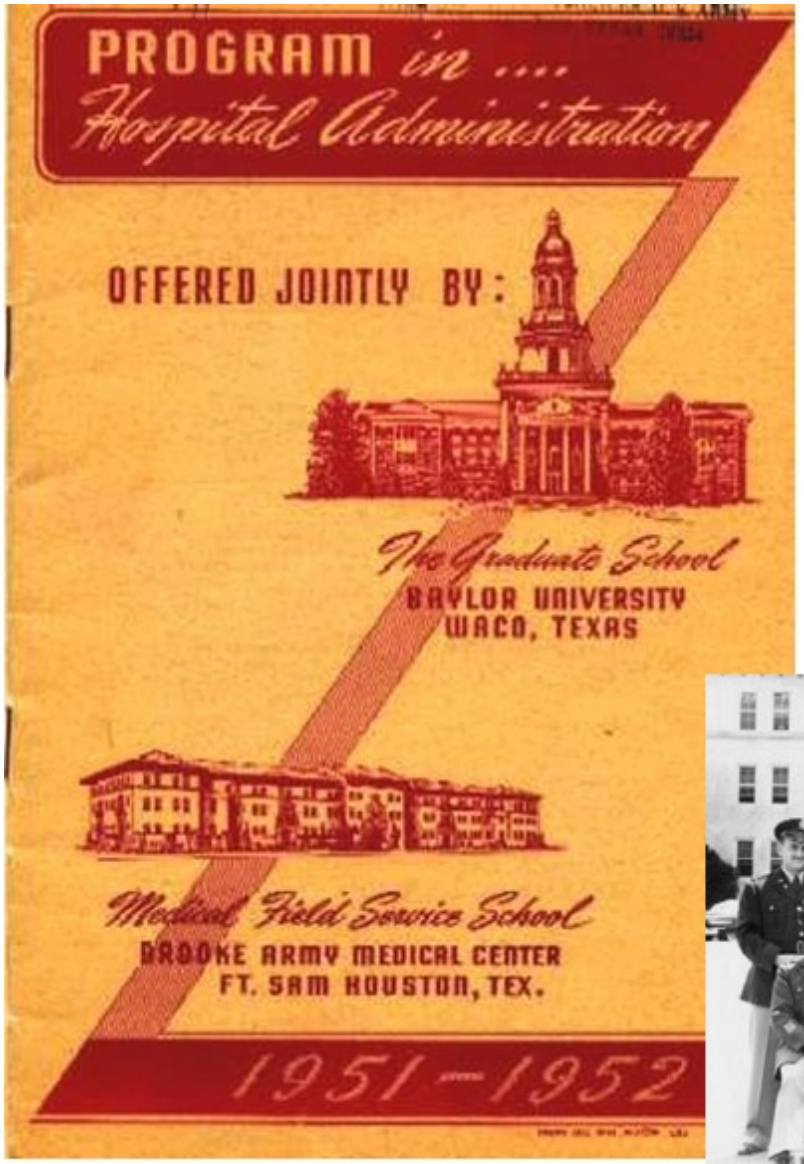
BAYLOR UNIVERSITY
Waco, Texas



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US ARMY MEDICAL FIELD SERVICE SCHOOL
FORT SAM HOUSTON, TEXAS 78234



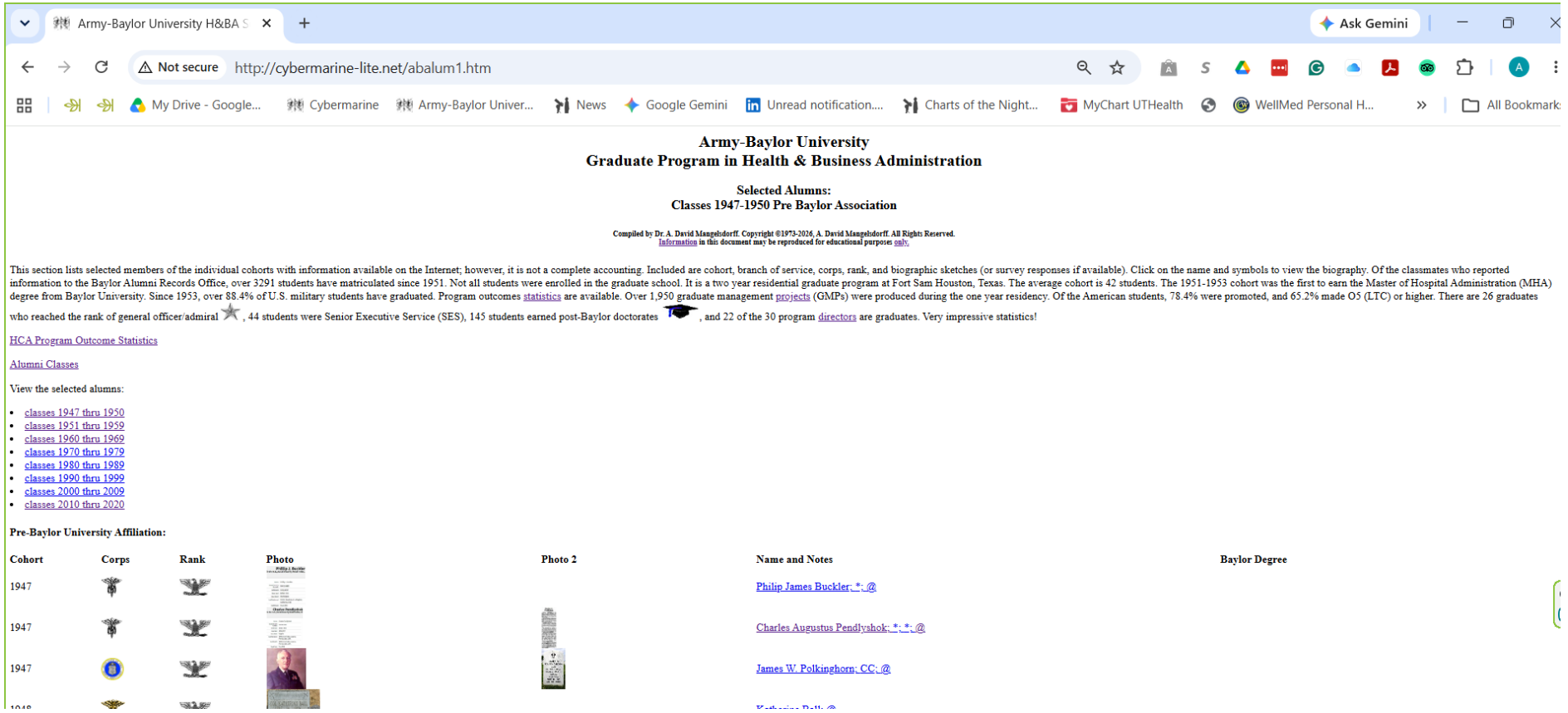
Medical Field Service School — *The Graduate School*



Class 1951-53
U.S. Army-Baylor University Graduate Program in Hospital Administration



Selected Army-Baylor Alumns



Army-Baylor University
Graduate Program in Health & Business Administration

Selected Alumns:
Classes 1947-1950 Pre Baylor Association

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This section lists selected members of the individual cohorts with information available on the Internet; however, it is not a complete accounting. Included are cohort, branch of service, corps, rank, and biographic sketches (or survey responses if available). Click on the name and symbols to view the biography. Of the classmates who reported information to the Baylor Alumni Records Office, over 3291 students have matriculated since 1951. Not all students were enrolled in the graduate school. It is a two year residential graduate program at Fort Sam Houston, Texas. The average cohort is 42 students. The 1951-1953 cohort was the first to earn the Master of Hospital Administration (MHA) degree from Baylor University. Since 1953, over 88.4% of U.S. military students have graduated. Program outcomes statistics are available. Over 1,950 graduate management projects (GMPs) were produced during the one year residency. Of the American students, 78.4% were promoted, and 65.2% made O5 (LTC) or higher. There are 26 graduates who reached the rank of general officer/admiral , 44 students were Senior Executive Service (SES), 145 students earned post-Baylor doctorates , and 22 of the 30 program directors are graduates. Very impressive statistics!

HCA Program Outcome Statistics

Alumni Classes

View the selected alumns:

- classes 1947 thru 1950
- classes 1951 thru 1959
- classes 1960 thru 1969
- classes 1970 thru 1979
- classes 1980 thru 1989
- classes 1990 thru 1999
- classes 2000 thru 2009
- classes 2010 thru 2020

Pre-Baylor University Affiliation:

Cohort	Corps	Rank	Photo	Photo 2	Name and Notes	Baylor Degree
1947					Philip James Buckler; *; @	
1947					Charles Augustus Pendlyshok; *; *; @	
1947					James W. Polkinghorn; CC; @	

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http://cybermarine-lite.net/abalum1.htm

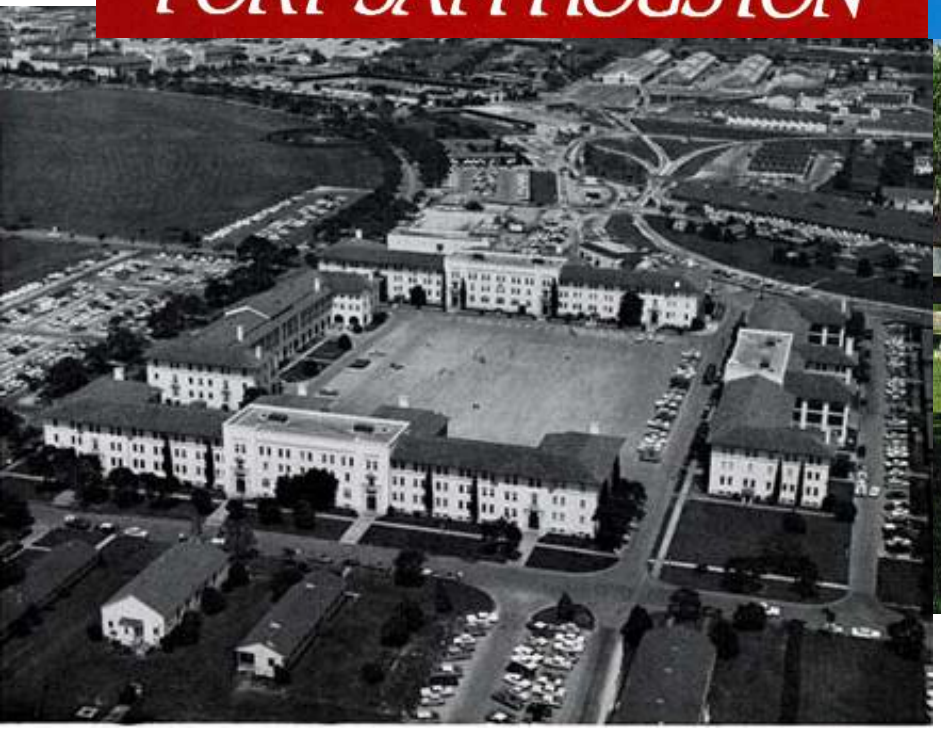


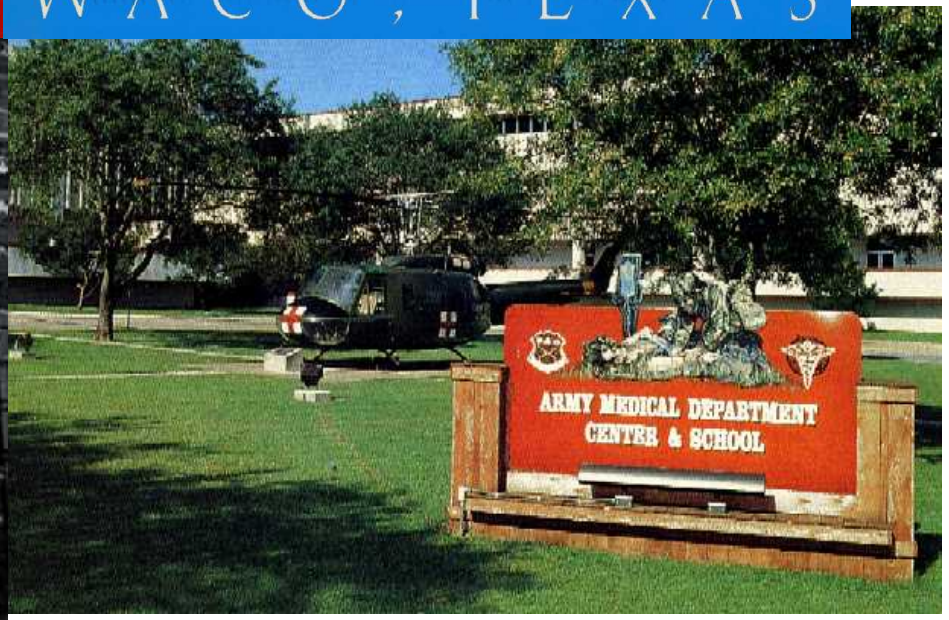
San Antonio

FORT SAM HOUSTON

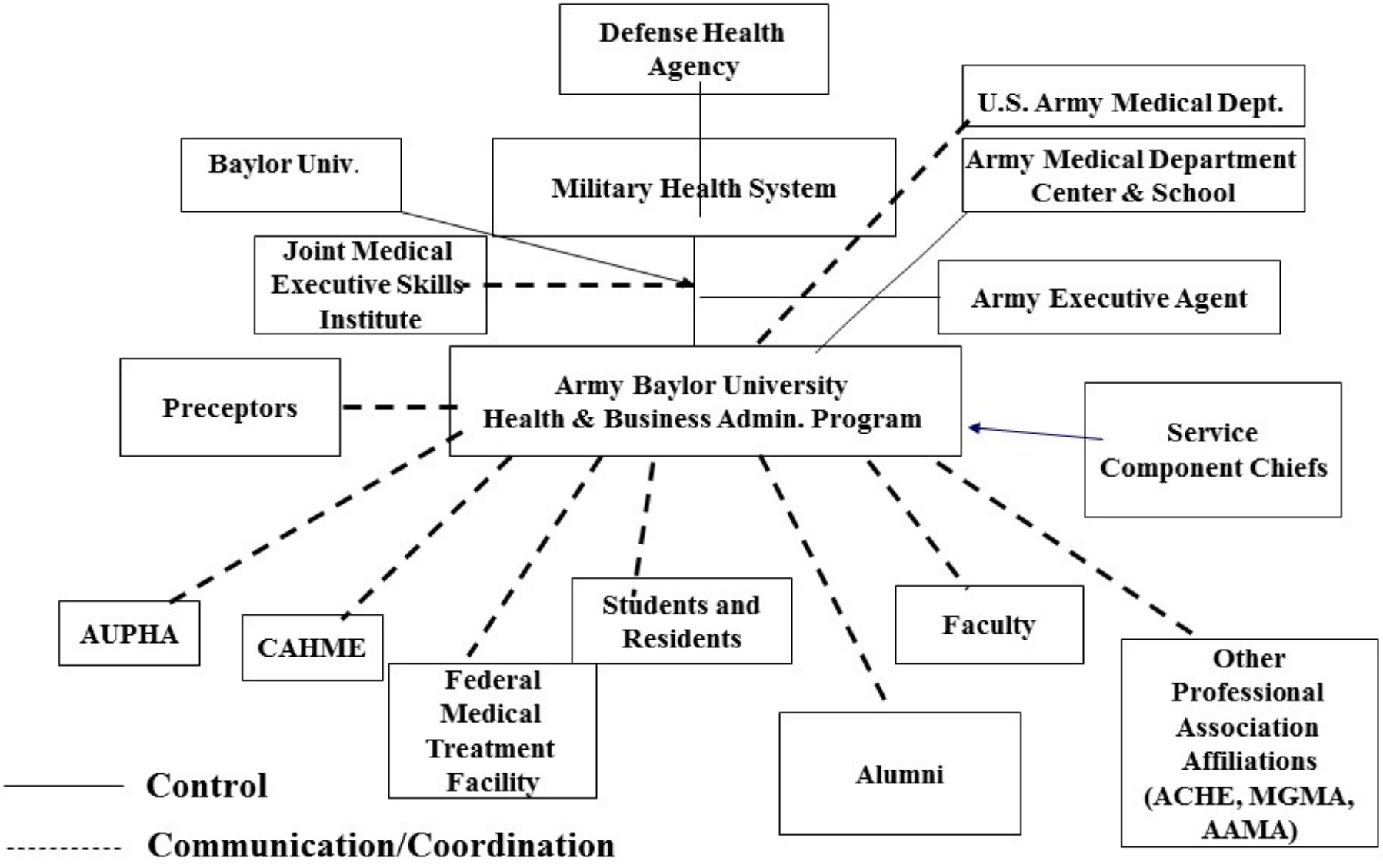


WACO, TEXAS





Stakeholders



Army-Baylor Milestones

1947 Army Hospital Admin. Certificate course
1951 Baylor University Affiliation
1969 U.S. Army-Baylor University Healthcare Administration program
1983 Curriculum of 60 graduate hours
1996 Congressionally mandate competency model (JMESI)
2000 Army-Baylor Dual Degree DDG MHA/MBA (UTSA MBA)
2005 Army-Baylor Dual Degree DDG MHA/MBA (Baylor MBA)
2015 Executive Clinical Leadership (ECL) for senior leaders

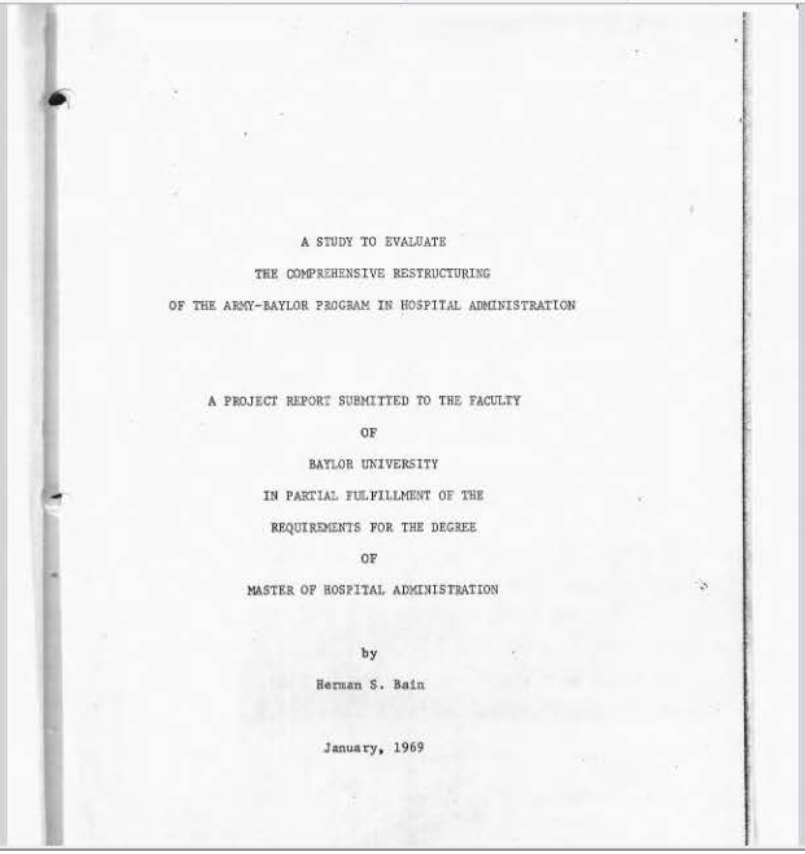
Restructuring of the Army-Baylor Program in Hospital Administration (Bain, 1969)

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A study to evaluate the comprehensive restructuring of the Army-Baylor Program in Hospital Administration / A

comprehensive restructuring of the Army-Baylor Program in Hospital Administration

2 of 188 60%



A STUDY TO EVALUATE
THE COMPREHENSIVE RESTRUCTURING
OF THE ARMY-BAYLOR PROGRAM IN HOSPITAL ADMINISTRATION

A PROJECT REPORT SUBMITTED TO THE FACULTY
OF
BAYLOR UNIVERSITY
IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE
OF
MASTER OF HOSPITAL ADMINISTRATION

by
Herman S. Bain

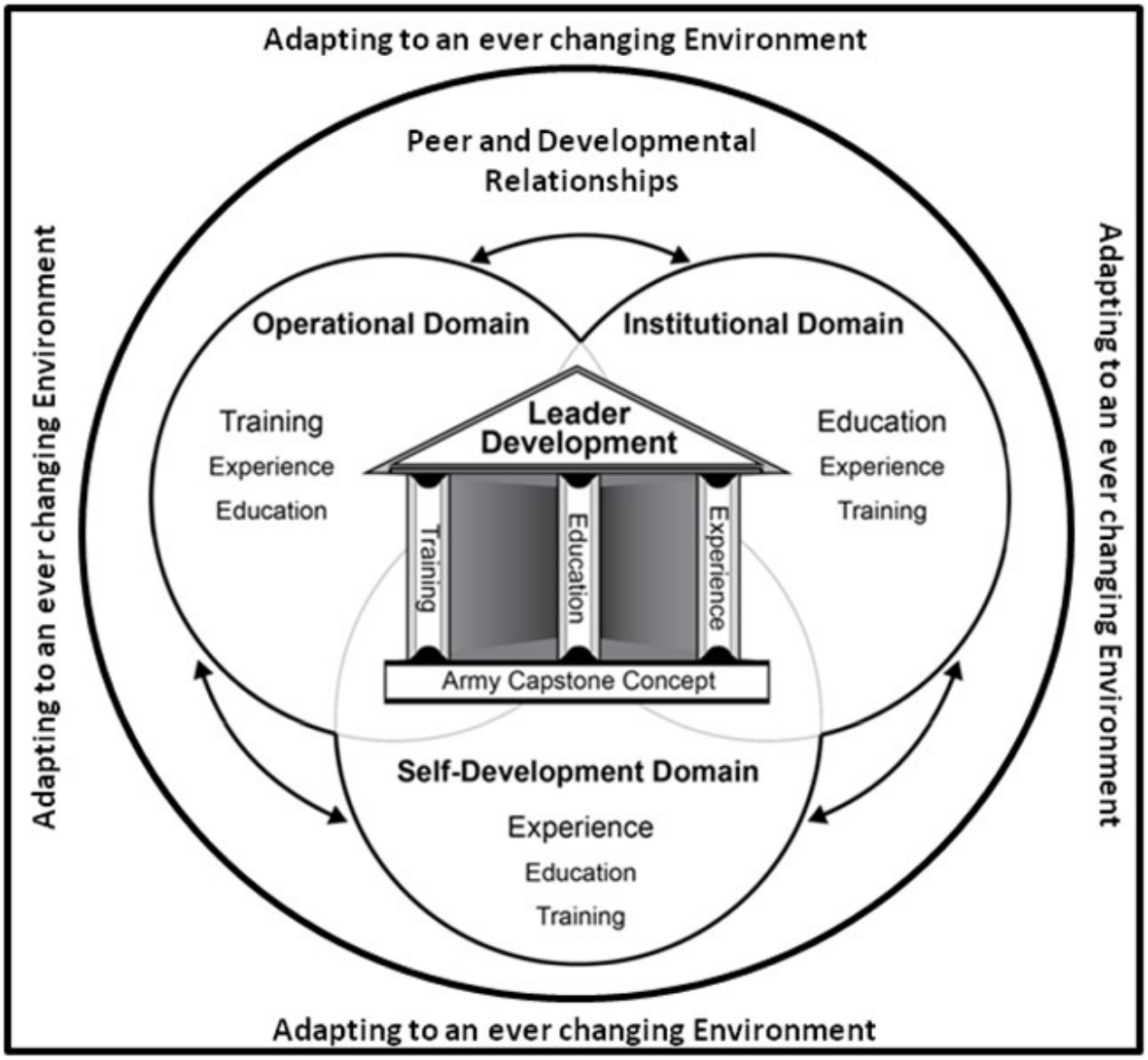
January, 1969

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Army-Baylor MHA Initiatives

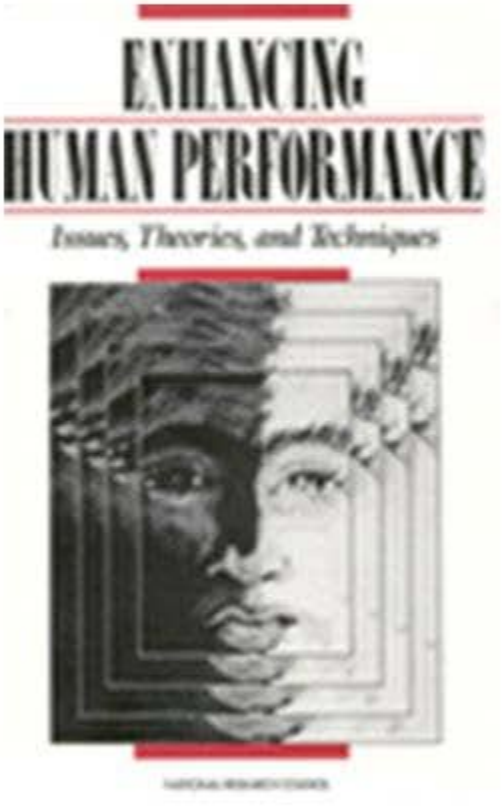
Classes	Initiative
1951	Graduate Management Project in 12 Month Residency
1951	Orals MHA
1996	Congressionally mandated Competency Model
1996	JMES 40 Competencies 8 Domains Model Implemented Domains
2001-04	Dual Degree (DDG) Pilot with Univ. Texas San Antonio
2004	Orals MHA Metric
2005	Orals MHA Metric with Two Standardized Questions
2005	Dual Degree (DDG_BU) with Baylor Univ.
2005	Diagnostic (ACHE BOG) for Baylor SACS Accreditation
2006-07	JMES 40 Competencies Self-Rating (4-point scale)
2008-09	JMES 39 Competencies Self-Rating (4-point scale)
2008	BEAR, Portfolio of Projects
2009	Interpersonal Communications Resident & Preceptor Ratings (10-point scale)
2009	Orals MHA 7 Domain Levels
2009	BEAR, Portfolio, Best (Practices)
2010	JMES 39 Competencies Self-Rating (10-point scale)
2012	JMES 35 Competencies 7 Domains Self-Rating (10-point scale)
2012	JMES 35 Competencies 7 Domains Knowledge (10-point scale)
2012	Student Advisory Checklist
2013	Competency by Course Self Rating (10-point scale)
2016	Executive Clinical Leadership (ECL for practitioners)

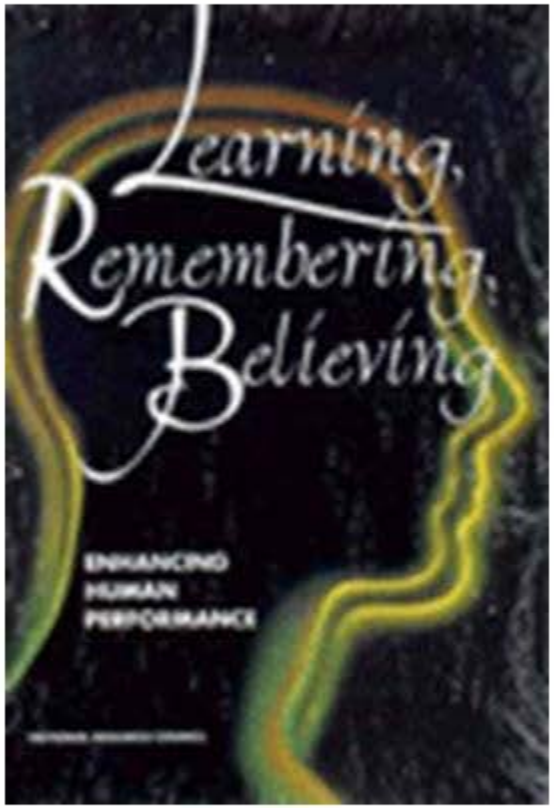
Army Leader Development Model

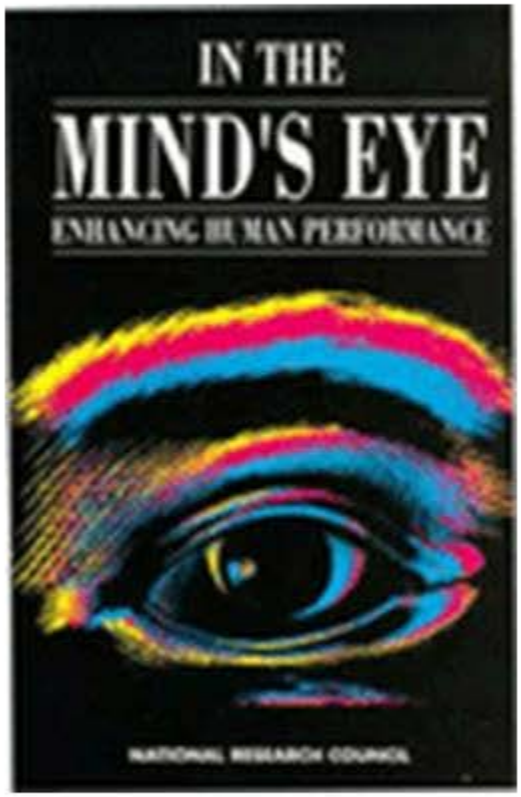


http://www.benning.army.mil/mssp/Leader%20Developement/

National Research Council/Academy Press
Enhancing Human Performance







https://www.nationalacademies.org/publications/all

Long Term Health Education and Training Program (LTHET)

Baylor University

ROBBINS COLLEGE OF HEALTH AND HUMAN SCIENCES
Military-Baylor Graduate Programs

Nutrition | Occupational Therapy | Physical Therapy | Physician Assistant

Occupational Therapy

- Entry-Level (OTD)
- Post-Professional (DScOT)
  - About
  - Prospective Students
  - Prerequisites
  - Curriculum
  - Research
  - Publications
  - Faculty
  - Contact

Prerequisites

Acceptance/Matriculation/Graduation

Applicants must apply to the Long Term Health Education and Training (LTHET) board to be considered for this program. Application packets are completed prior to March of each year for board consideration and applicant selection is made in early July. Students must successfully complete 24 months of training at the Army Medical Department Center and School and Brooke Army Medical Center which is located at Joint Base San Antonio, Fort Sam Houston, Texas. A Doctor of Science in Occupational Therapy (DScOT) will be awarded from Baylor University upon the successful completion of all coursework and successful defense of the evidence-based research study.



Graduate

MBA

- About MBA
- Full-Time MBA
- Online MBA
- MBA in Dallas
  - Admissions
  - Programs and Course Information
    - General EMBA
    - Cybersecurity
    - Executive Communication
    - Healthcare Administration
    - Marketing
    - Program Experiences and Trips
  - Community
  - Career Management
  - Connect With Us
- Healthcare MBA
- Graduate Certificates
- Faculty

Healthcare Administration

Why Healthcare Administration?

Today's healthcare leaders must be able to lead and manage complex organizations with a servant's heart, a commitment to their communities and a strong business acumen. Offered through the distinctive Robbins Institute for Health Policy and Leadership, the Healthcare Administration concentration combines rigor and relevance to instill knowledge specific to the healthcare industry. It also equips graduates for the challenges ahead and enables them to find even more success in their careers.

Learning Outcomes

- How policy and law impacts the American Healthcare System
- Financial factors impacting healthcare organizations
- Economic models and considerations in a variety of healthcare settings
- Technology and innovation's application in healthcare curriculum

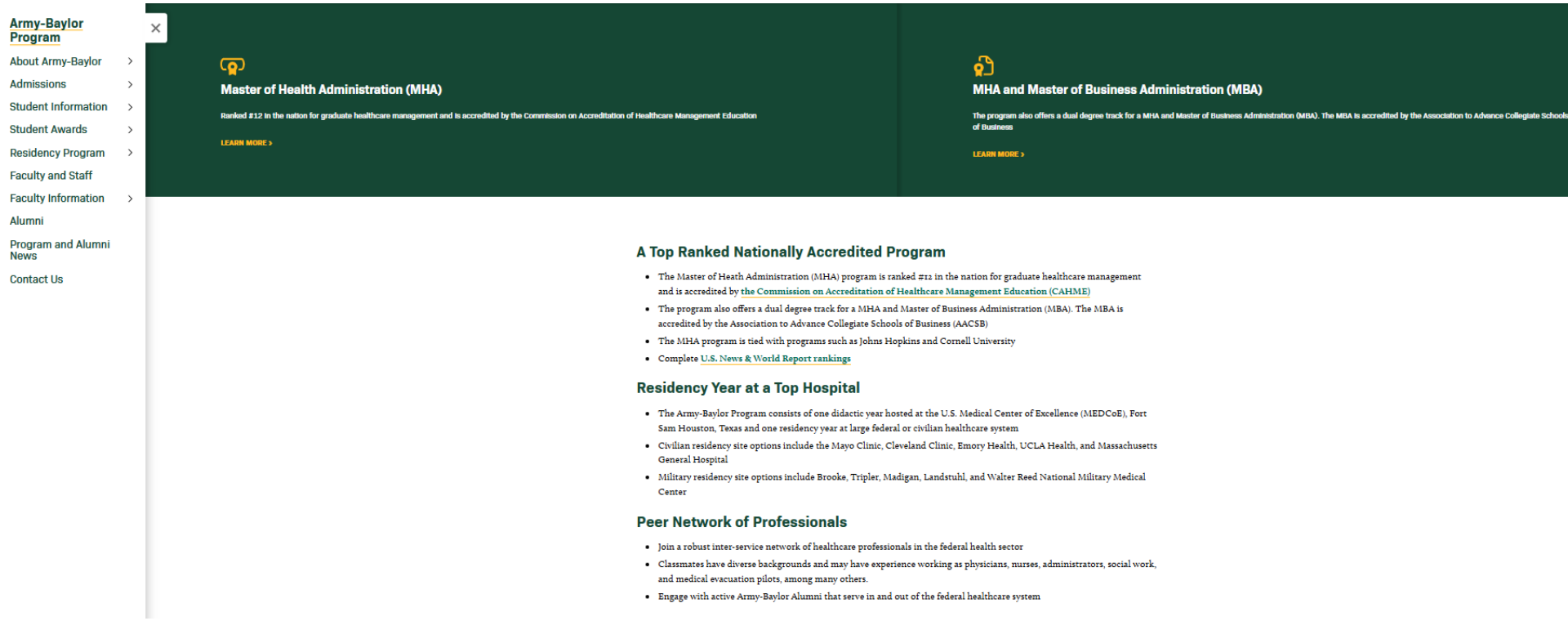
Program Benefit

We are a proud supporter of the American College of Healthcare Executives (ACHE). The ACHE is an international professional society of more than 48,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. A student in the Healthcare Administration concentration also receives the following ACHE benefits:

- **An ACHE student membership**: This membership allows students to gain industry experience in their degree pursuits through education, certifications, and networking. More information on an ACHE membership can be found here.
- **North Texas ACHE Mentorship Program**: As an ACHE student member, you have the ability to participate in the North Texas ACHE mentorship program.

https://hankamer.baylor.edu/mba/dallas/programs/healthcare-administration

Hankamer School of Business: Army-Baylor



https://hankamer.baylor.edu/army-baylor

Army-Baylor Univ. Health & Business Admin.
Research Design

Database of Students

Diagnostic Exam:
pre- post-academic design

Orals: course content integration

Executive Competencies:
Executive Leader Competencies
Curriculum Review MHA Courses
Student/Preceptor Competency Ratings

Outcome Statistics (Individual):
Graduation rate
Promotion
LTC (O5 or greater)
Professional Association Credential

Admission Criteria Validation:
Demographics
Graduate Record Exam
Undergraduate GPA

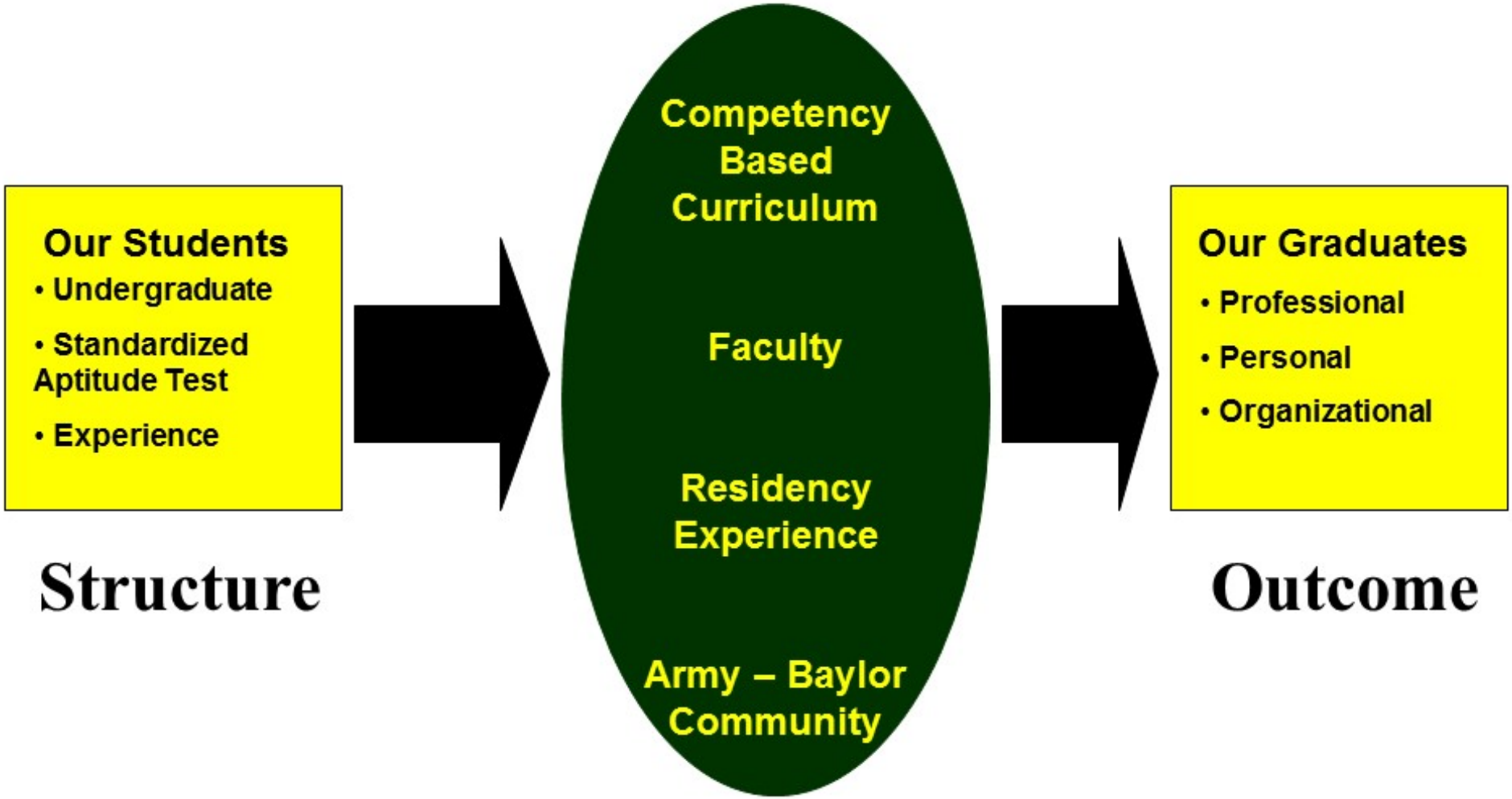
Preceptors/Residency

Graduate Management/
Portfolio Projects

Alumni Surveys

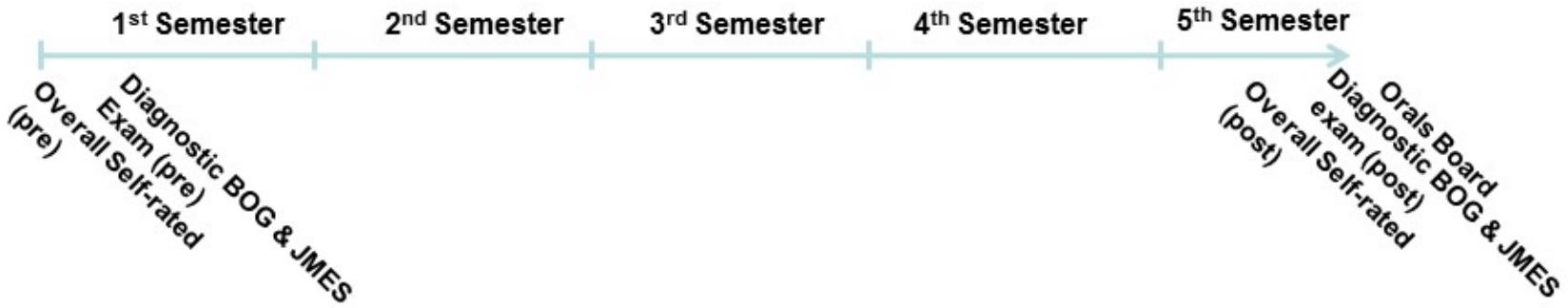
Outcome Statistics (Society):
JCAHO Scores
Patient Satisfaction
Military Health System Leadership
Professional Association Leadership
Academic Program

A Conceptual Model of Graduate Education
Army – Baylor University MHA Program



Student Competency Assessment Plan

Academic Phase (one-year)



Residency Phase (one-year)



Joint Medical Executive Skills and Competencies

Congress in the Defense Appropriations Act of 1992, mandated that MTF commanders be required to demonstrate professional administrative skills. In 1994, the U.S. Army-Baylor University Graduate Program in Healthcare Administration became part of the newly founded Center for Healthcare Education and Studies at the AMEDD's Academy of Health Sciences (AHS) at Ft. Sam Houston, Texas. In response to the Congressional mandate for developing a military healthcare executive competency program, an ongoing research initiative was undertaken in late 1992 by the U.S. Army-Baylor program faculty, under the direction of the Dean of AHS, Colonel Paul Brooke, Jr., and the director of Army-Baylor, Colonel Ronald Hudak, to study and examine the executive skills, knowledge, and abilities projected to be required by both military and civilian health care professionals, managers, executives and administrators. Ongoing Delphi methodology research studies at Army-Baylor examined health care executive and administrative job requirements for U.S. Army hospital commanders and deputies for administration, fellows of the American College of Health Care Executives (ACHE), fellows of the American College of Medical Practice Executives (ACMPE) - the professional development and credentialing arm of the Medical Group Management Association (MGMA), members of MGMA's Society of Physician Executives (SPE), the American College of Physician Executives (ACPE), U.S. Army Medical Service Corps officers, U.S. Army nurse administrators, U.S. Navy hospital administrators, U.S. Coast Guard health care executives, U.S. Army and U.S. Navy dentists, and DoD and civilian pharmacists. The Executive Skills Program report was the foundation for future studies supporting competency-based curricula.

http://cybermarine-lite.net/b50exsk.htm

DHA Defense Health Agency ®

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Joint Medical Executive Skills Program Courses

Overview | Register

Joint Medical Executive Skills Program (JMESP) courses are pinnacle educational events for senior leaders in the Military Health System (MHS). They present the most current information on issues such as hot topics in health, HRO, TRICARE, military transformation, policy, and legislation.

To learn more about JMESP educational offerings, review the Leadership, Education, Analysis, Development, Sustainment (LEADS) Division webpage on health.mil.

https://www.dhaj7-cepo.com/content/jmesi#group-tabs-node-course-default1

JOINT MEDICAL EXECUTIVE SKILLS PROGRAM

CORE CURRICULUM AND COMPETENCY MODEL

Eleventh Edition, November 2022



Joint Medical Executive Skills Institute
4270 Gorgas Circle, Suite 550
Fort Sam Houston, Texas 78234-2639

ACHE Healthcare Leadership Competencies



https://www.ache.org/Career-Resources/Career-Tools-and-Assessments/Competency-Assessments

Evolving Competency Models

MHA/MBA Competencies and Curriculum

As a dual-accredited program through the Commission on Accreditation of Healthcare Management Education (CAHME) and the Association to Advance Collegiate Schools of Business (AACSB), the Army-Baylor MHA/MBA Program uses a comprehensive competency model to define and develop the knowledge, skills and abilities expected of its graduates. With 100% placement within the federal health system, most graduates transition into entry- to mid-level healthcare management positions with opportunities for progressively greater leadership responsibility. Accordingly, the program's competency model is designed to prepare graduates not only for success in their initial post-graduate assignments, but also for continued professional growth as healthcare administrators and executives.

The competency model incorporates elements of the Joint Medical Executive Skills Program (JMESP) Core Curriculum and the American College of Healthcare Executives (ACHE) Healthcare Executive Competencies Assessment Tool. Together, these frameworks provide a strong foundation for developing the competencies necessary to lead effectively within complex and evolving healthcare systems. The JMESP framework provides particular relevance to the military and federal healthcare environment by identifying the executive skills and competencies expected of military healthcare leaders, while the ACHE framework provides a comprehensive and regularly updated set of competencies applicable across a broad range of healthcare management and leadership domains.

The Army-Baylor competency model was most recently reviewed and updated in May 2026 through the collaborative efforts of program faculty, alumni and the program's practitioner-based Advisory Board. This periodic review ensures that the model remains responsive to changes in healthcare delivery, the federal and military health systems and the broader healthcare management profession. By integrating established professional frameworks with input from faculty, graduates, and practicing healthcare executives, the program maintains a competency model that reflects both the academic preparation and practical leadership capabilities necessary for graduates to succeed throughout their careers.

https://hankamer.baylor.edu/army-baylor/about/competency

Army-Baylor MHA Curriculum

- Defense Health Agency (DHA)
- Training & Doctrine Command (TRADOC)
- Medical Field Service School/Academy of Health Sciences/Center of Excellence
  - Graduate School
- Academic Phase:
  - Admission criteria and waivers
  - Cohorts
  - Foreign nationals (n=112)
- AB Faculty Military staffing: Table of Distribution and Allowances (TDA)
  - AB program directors: 2-3 year term
  - Full time faculty and staff: 12 - 14 members
    - civilian: long term 10+ years term
    - active duty officers: 2-3 year term
  - CAHME fellows
- Residency Phase:
  - Residency sites - military, federal, civilian
  - Graduate Management Projects (GMPs) and portfolios
  - Communication skills
  - Preceptors and mentors
- AB Advistory board

Army-Baylor MHA and DDG (MHA/MBA)



https://hankamer.baylor.edu/army-baylor

Graduate Program in Health & Business Administration with Baylor University since 1951

- Average of 42 graduate students/cohort
- Academic Phase: 12 months in residence at FSH
- Residency Phase: 12 months
- Average of 35 preceptors (Health Care Executives in Federal and Civilian Healthcare)
- Average of 12 core faculty

Army-Baylor MHA Faculty

Average core of **12 to 14 full-time faculty members**

Hybrid of **long-term civilian professors** with doctorates providing 10+ years of stable academic continuity with prior military experience

Active-duty military officers after completing doctoral training serving rotating 2-to-3 year terms with real-time operational experience

Credentialed by Baylor University

82% completed doctoral training
79% male
49% Army-Baylor MHA graduates
15% CAHME fellows

MHA and Dual Degree (DDG: MHA/MBA) Requirements

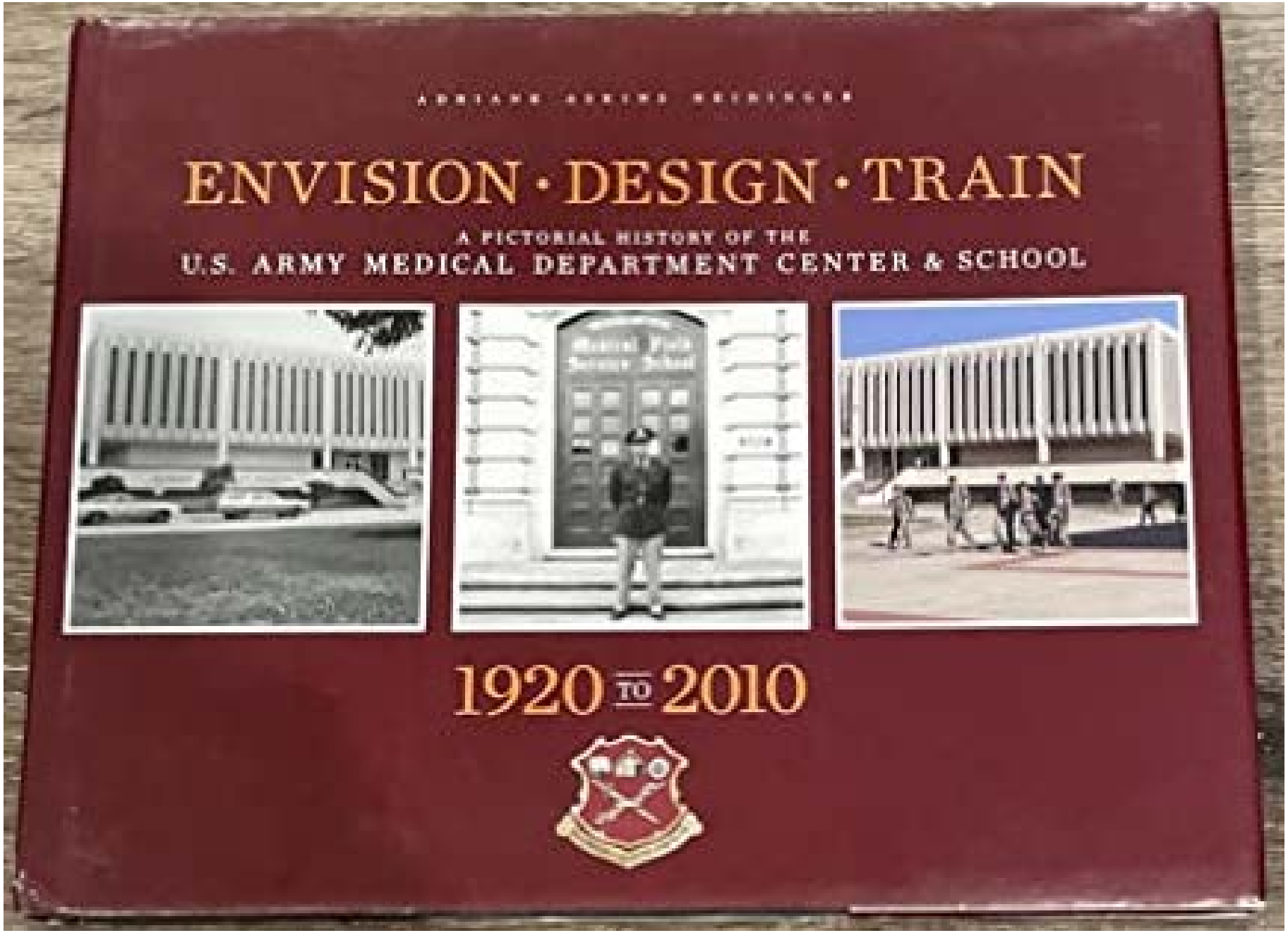
The primary degree offered by Army-Baylor University is the MHA. The 2001 cohort was offered the opportunity to earn the MBA (DDG) in addition to the MHA. Entry requirements were higher for DDG candidates (Undergraduate GPA and GRE/GMAT scores). Both GRE and GMAT scores were acceptable for consideration. Students not meeting the standards were placed on academic wavers. DDG students in the 2001 thru 2004 cohorts earned MBA degrees from the University of Texas San Antonio ((UTSA). Students in cohorts from 2005 onward received degrees from Baylor University.

GRE/GMAT

The GRE is owned and administered by Educational Testing Service (ETS). The GRE test was established in 1936 with Verbal and Quantitative sections. The GRE was significantly overhauled in 2011. The scoring was changed from a 200 to 800 scale to a 130 to 170 scale.

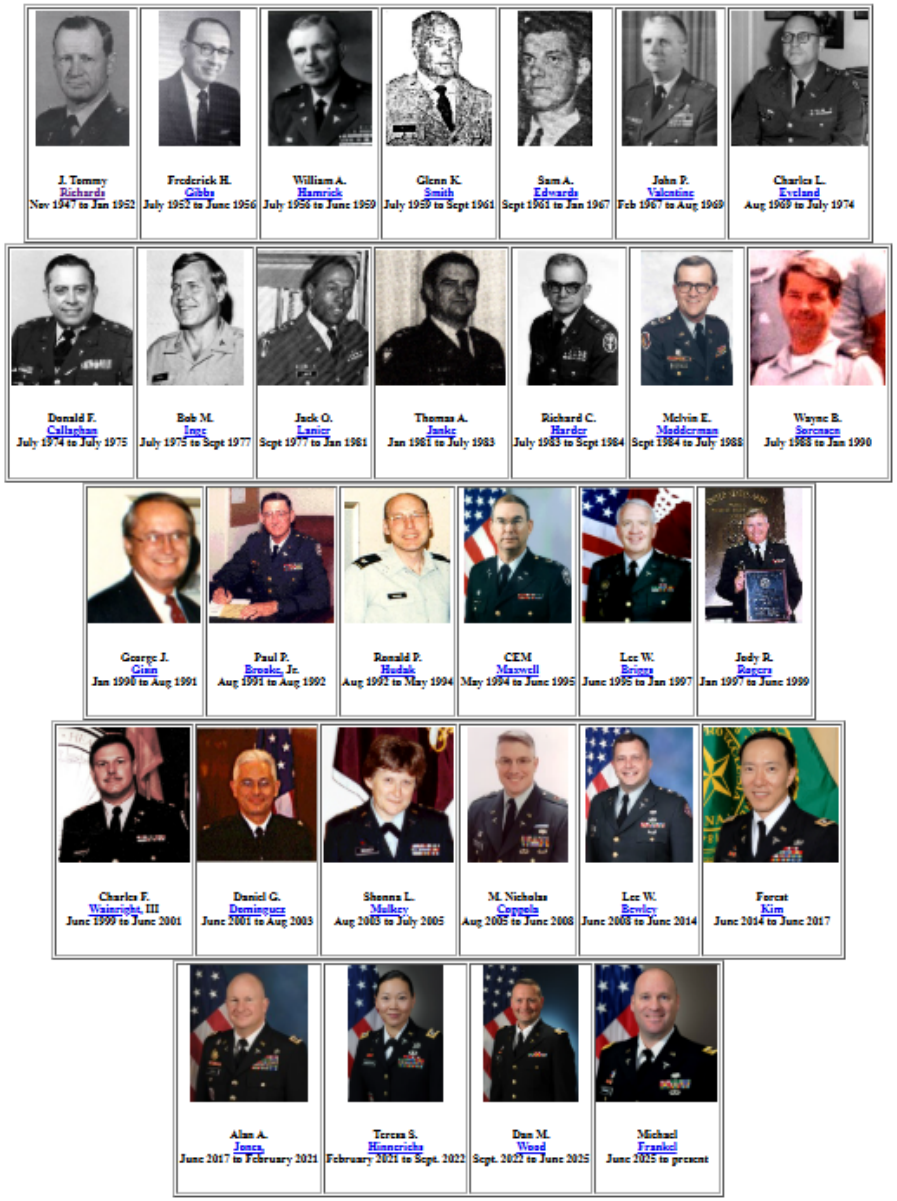
In 1953, the organization now called the Graduate Management Admission Council developed a standardized test, the Graduate Management Test (GMAT) The GMAT had Verbal and Quantitative sections graded between 200 to 800.

Conversions between the GRE (200 to 800), GRE (130 to 170), and GMAT (200 to 800) were made. The GRE/GMAT scores are reported as GRE (Original) and GRE (Revised).
The records for some of the early cohorts did not report Verbal or Quantitative scores.



https://www.army.mil/medcoe

Army-Baylor MHA Program Directors



http://cybermarine-lite.net/abprgdir.htm

U.S. Army Medical Department (AMEDD) - 1775

- Medical Corps - 1818
- Army Nurse Corps - 1901
- Dental Corps - 1911
- Veterinary Corps - 1916
- Medical Service Corps - 1917
- Army Medical Specialist Corps - 1947
- Army Civilian Corps - 2006

Navy Medicine - 1871

- Medical Corps - 1871
- Dental Corps - 1912
- Medical Service Corps - 1947
- Nurse Corps - 1908
- Navy Medicine Civilian Corps - 2017

Air Force Medical Service - 1949

- Medical Corps - 1949
- Dental Corps - 1949
- Medical Service Corps - 1965
- Biomedical Sciences Corps - 1965
- Nurse Corps - 1949
- Air Force Medical Civilian Corps - 2015

Coast Guard - 1790

Public Health - 1798 (1912 renamed)

Veterans (Administration) Affairs - 1930

Branch of Service Across Year Groups

		Branch of Service							
		1.0 Army	2.0 Navy	3.0 Air Force	4.0 Coast Guard	4.5 Public Health Service	5.0 Civilian	9.0 Foreign National	Total
Year Group	1 1947-1950 Before Baylor	184	3	13	0	0	0	5	205
	2 1951-1968 *	647	0	106	0	0	0	106	859
	3 1969-1999	1034	142	92	7	2	24	1	1302
	4 2000-2004 Dual degree MHA/MBA *	133	43	23	5	0	9	0	213
	5 2005-2014	300	80	48	13	1	58	0	500
	6 2015-2024 ECL	233	42	41	17	0	18	0	351
	7 2025-2030	42	11	7	1	0	0	0	61
Total		2573	321	330	43	3	109	112	3491

Undergraduate College Ranking Across Year Groups

Year Group by College Ranking

Count

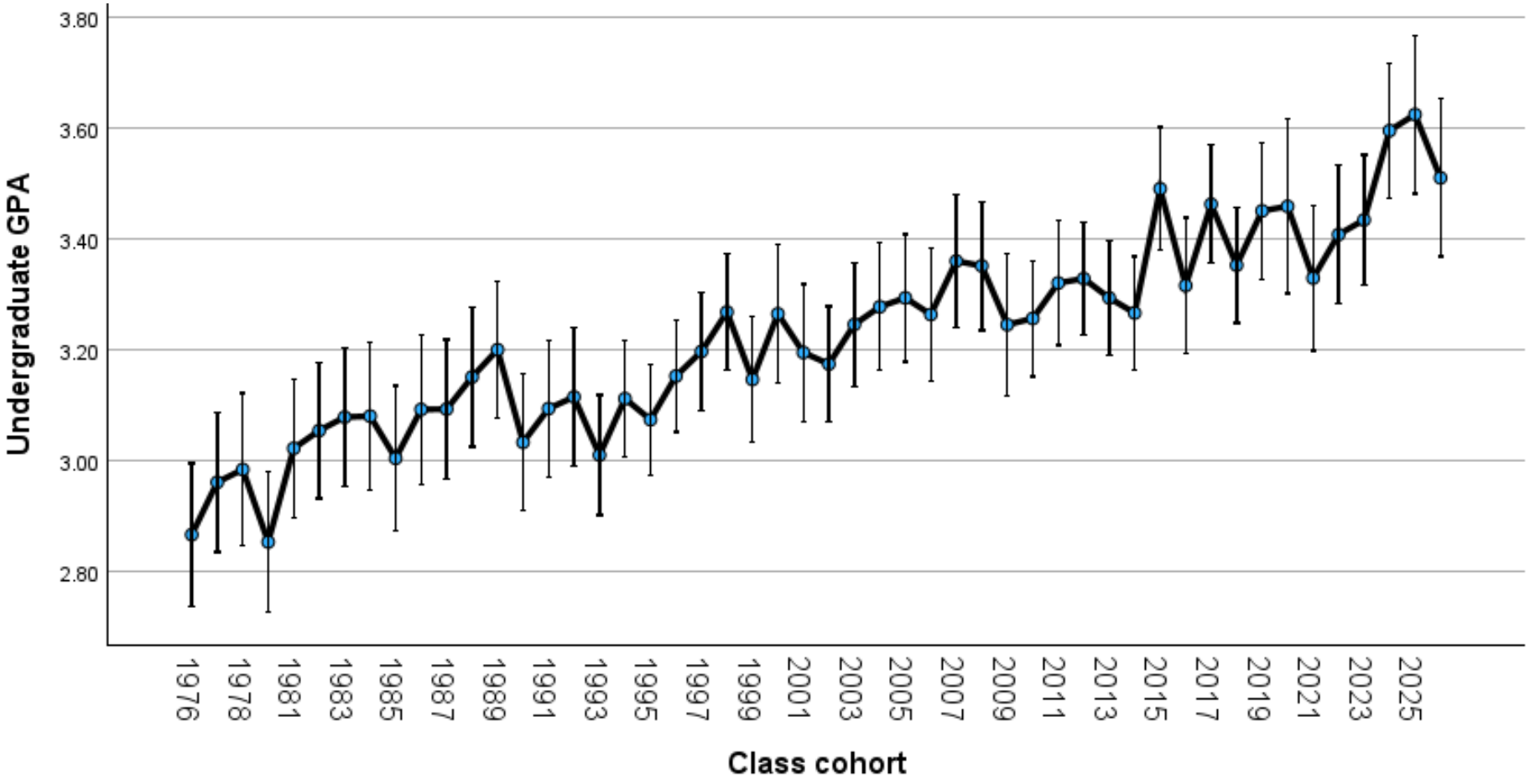
		College Ranking						
		0 No bac degree	1 >125 rank	2 101 - 125	3 51 - 100	4 26 - 50	5 Top 25	Total
Year Group	1 1947-1950 Before Baylor	192	4	2	3	2	2	205
	2 1951-1968 *	286	230	153	90	54	46	859
	3 1969-1999	13	616	280	256	81	56	1302
	4 2000-2004 Dual degree MHA/MBA *	0	128	35	35	11	4	213
	5 2005-2014	0	264	87	106	28	15	500
	6 2015-2024 ECL	0	177	59	81	28	6	351
	7 2025-2030	0	37	15	7	2	0	61
Total		491	1456	631	578	206	129	3491

Army-Baylor MHA Descriptive Statistics

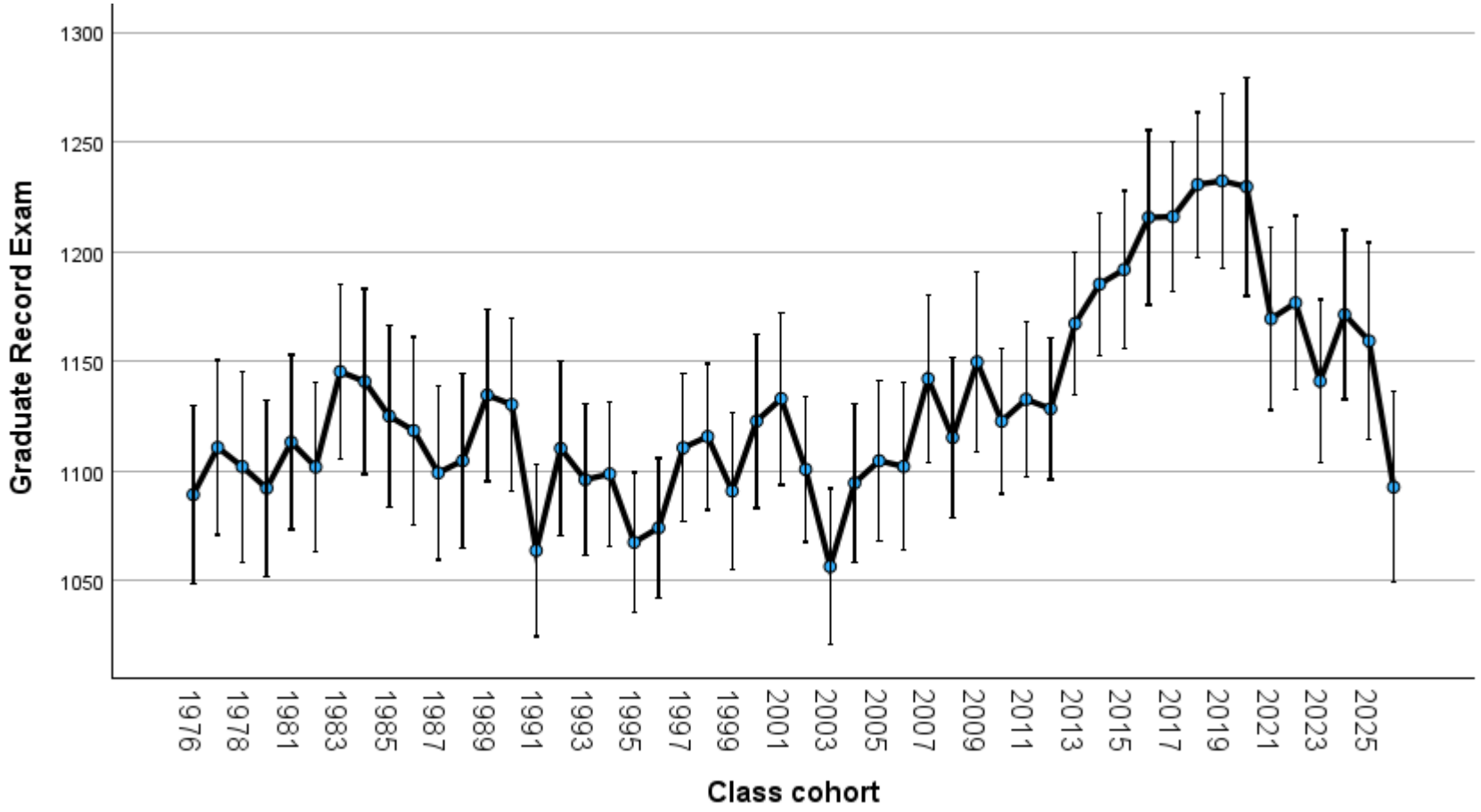
Variable	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
USA Nationality	3379	0	1.00	0.00	1	1
Age Entered HCA Program	3299	80	34.34	5.04	20	57
Total years federal service	2612	767	10.85	4.44	0	31
Gender (Male=1)	3379	0	0.78	0.41	0	1
College Ranking	3379	0	1.73	1.25	0	5
Advanced Graduate Educuation	3379	0	0.25	0.43	0	1
Prof, (Doctorate)	3346	33	0.10	0.30	0	1
Dual Degree (MHA/MBA)	3379	0	0.15	0.36	0	1
Afro-American	3379	0	0.05	0.24	0	1
Undergraduate GPA	2037	1342	3.23	0.41	2.01	4.23
Graduate Record Exam (Original)	2033	1346	1129.28	127.75	700	1540
GRE_total (Revised)	1026	2353	304.10	7.90	277	334
AB Final Course Average	2071	1308	3.81	0.19	3	4
Graduate with MHA	3179	60	0.88		0	1
Promoted post AB	3070	109	0.78	0.41	0	1
Army	3379	0	0.76	0.43	0	1
Navy	3379	0	0.09	0.29	0	1
Air Force	3379	0	0.10	0.30	0	1

http://cybermarine-lite.net/ab_des_stat.jpg

Undergraduate GPA Across Class Cohorts



Graduate Record Exam (Original) Across Class Cohorts



Baylor Experience Assessment Review (BEAR)

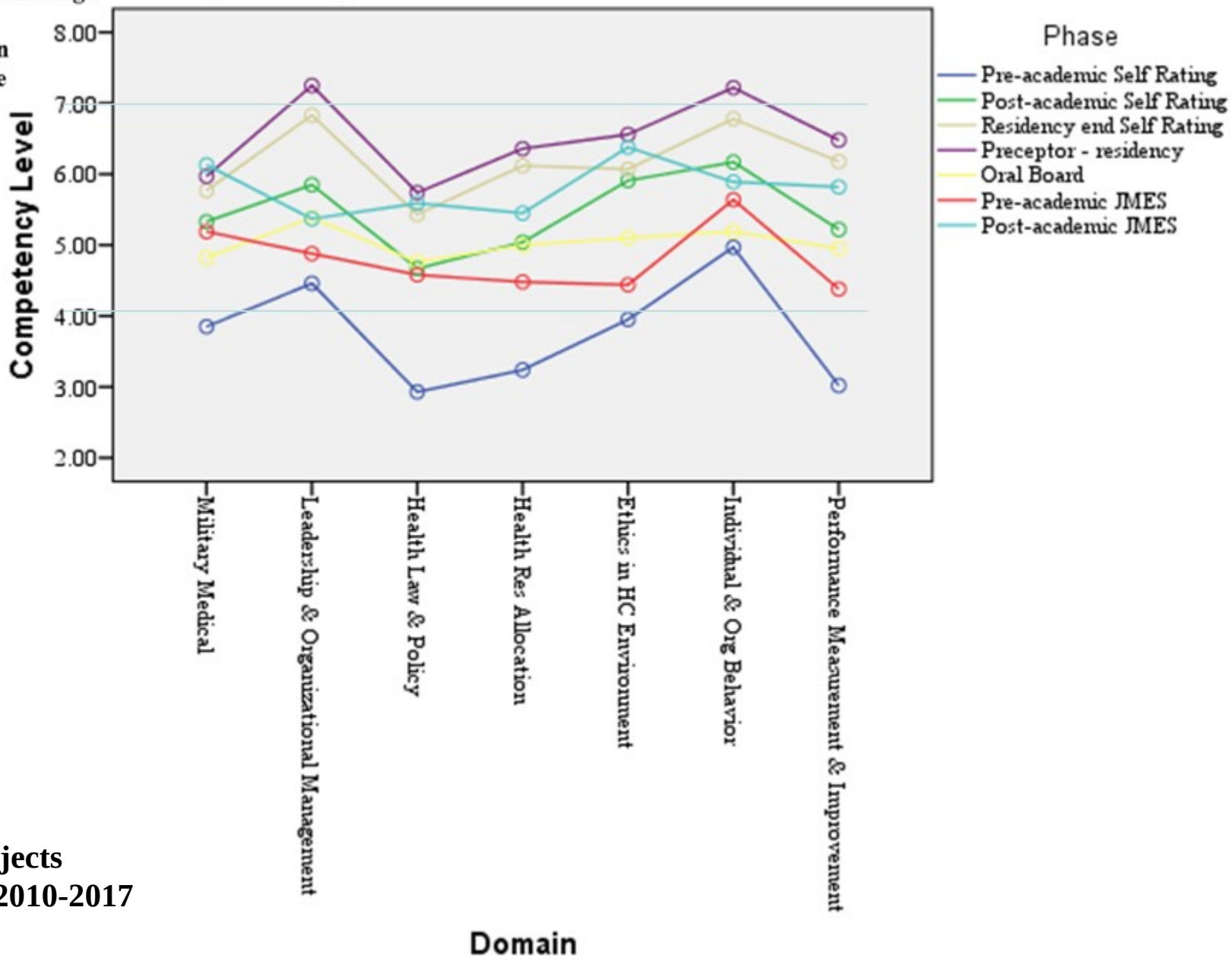


http://www.baylor.edu/graduate/mha/index.php?id=869262

Notes: cohorts 2010-2017 n=391

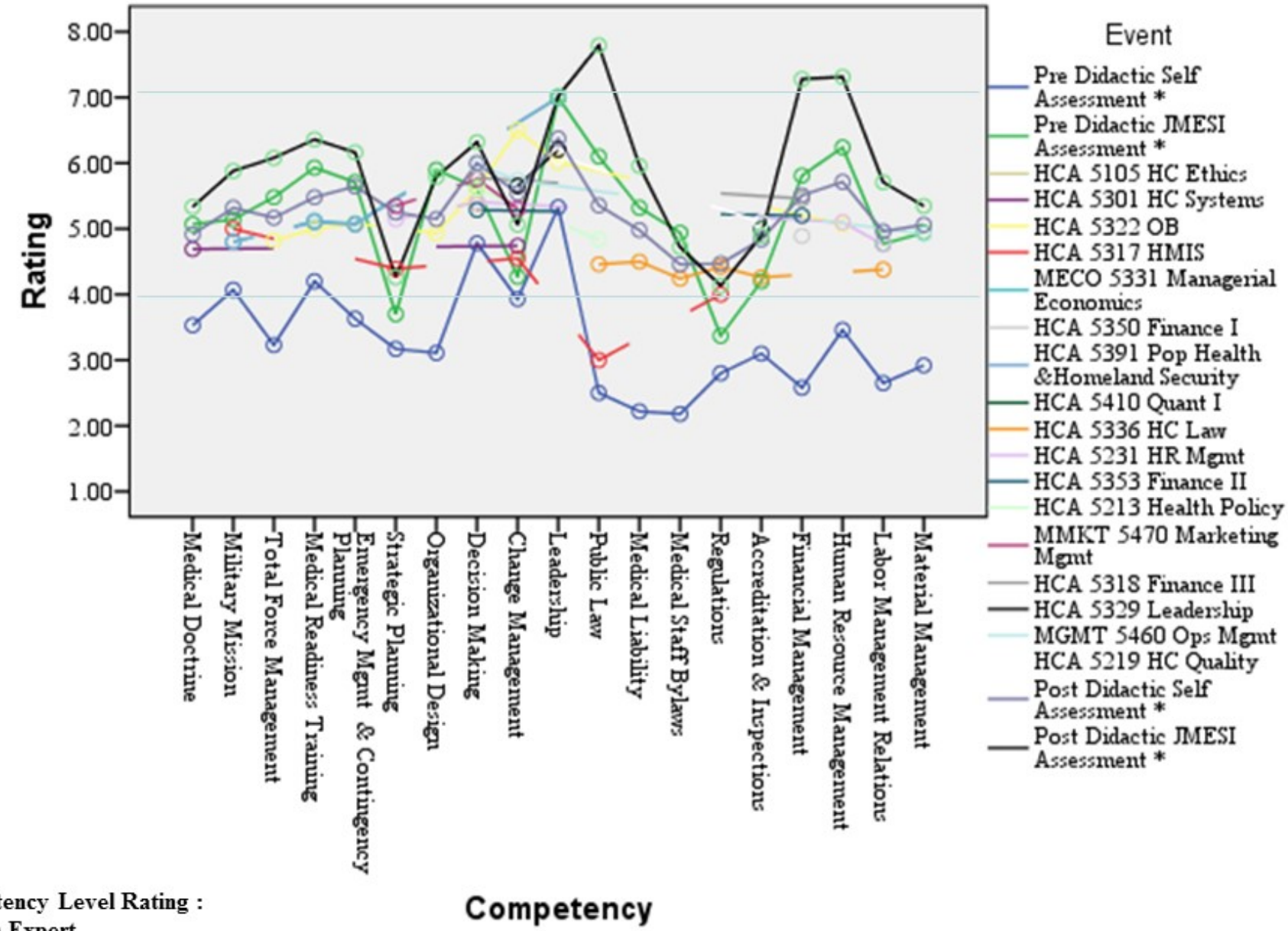
Note:
Competency Level Rating :
(8-10) Expert
(5-7) Application
(1-4) Knowledge

Competency Level Across Domains and Phases



Note: Subjects
Cohorts: 2010-2017
n=391

Competency Level Across Events 1st of 2



Note:

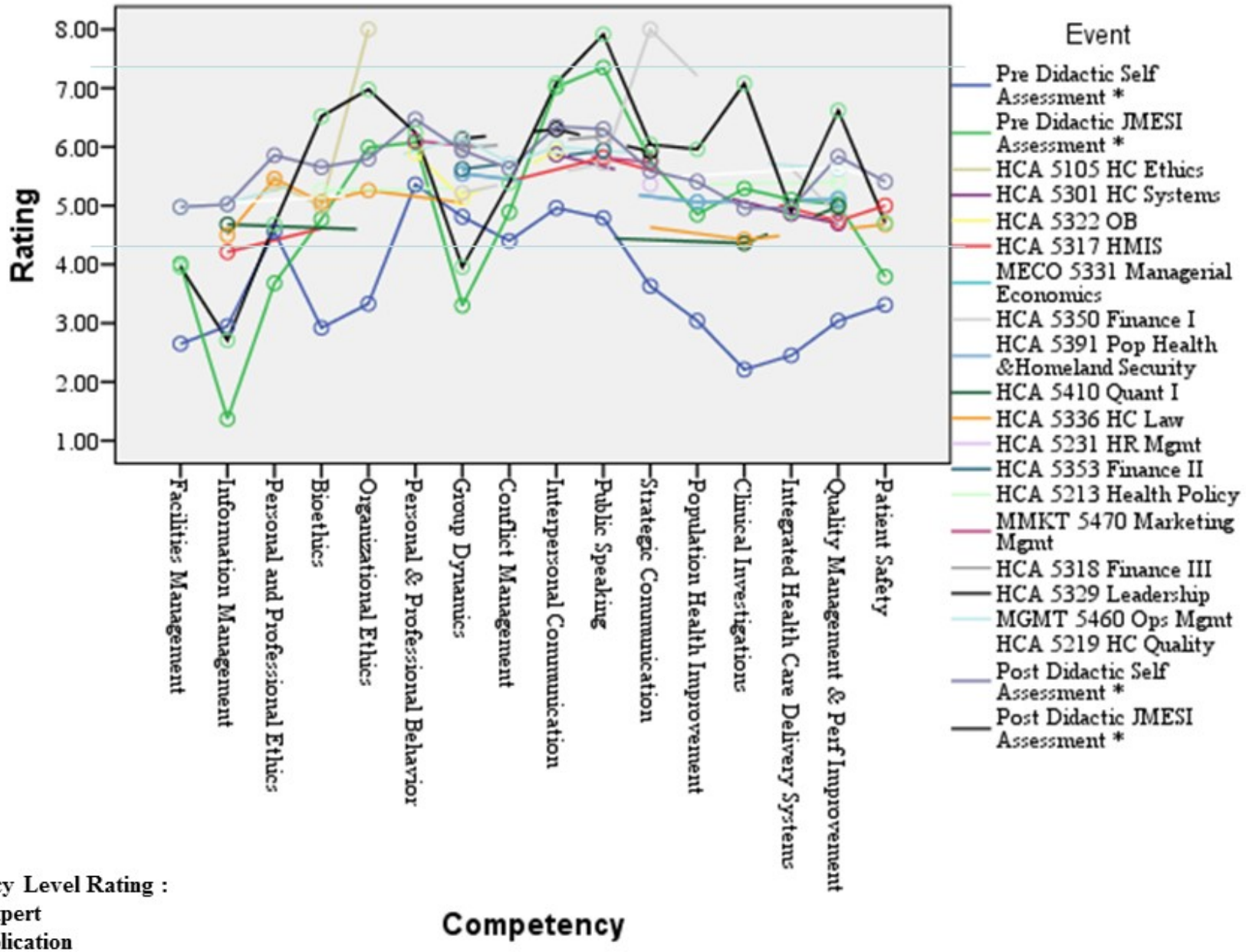
Competency Level Rating :

(8-10) Expert

(5-7) Application

(1-4) Knowledge

Competency Level Across Events 2nd of 2



Note:

Competency Level Rating :

(8-10) Expert

(5-7) Application

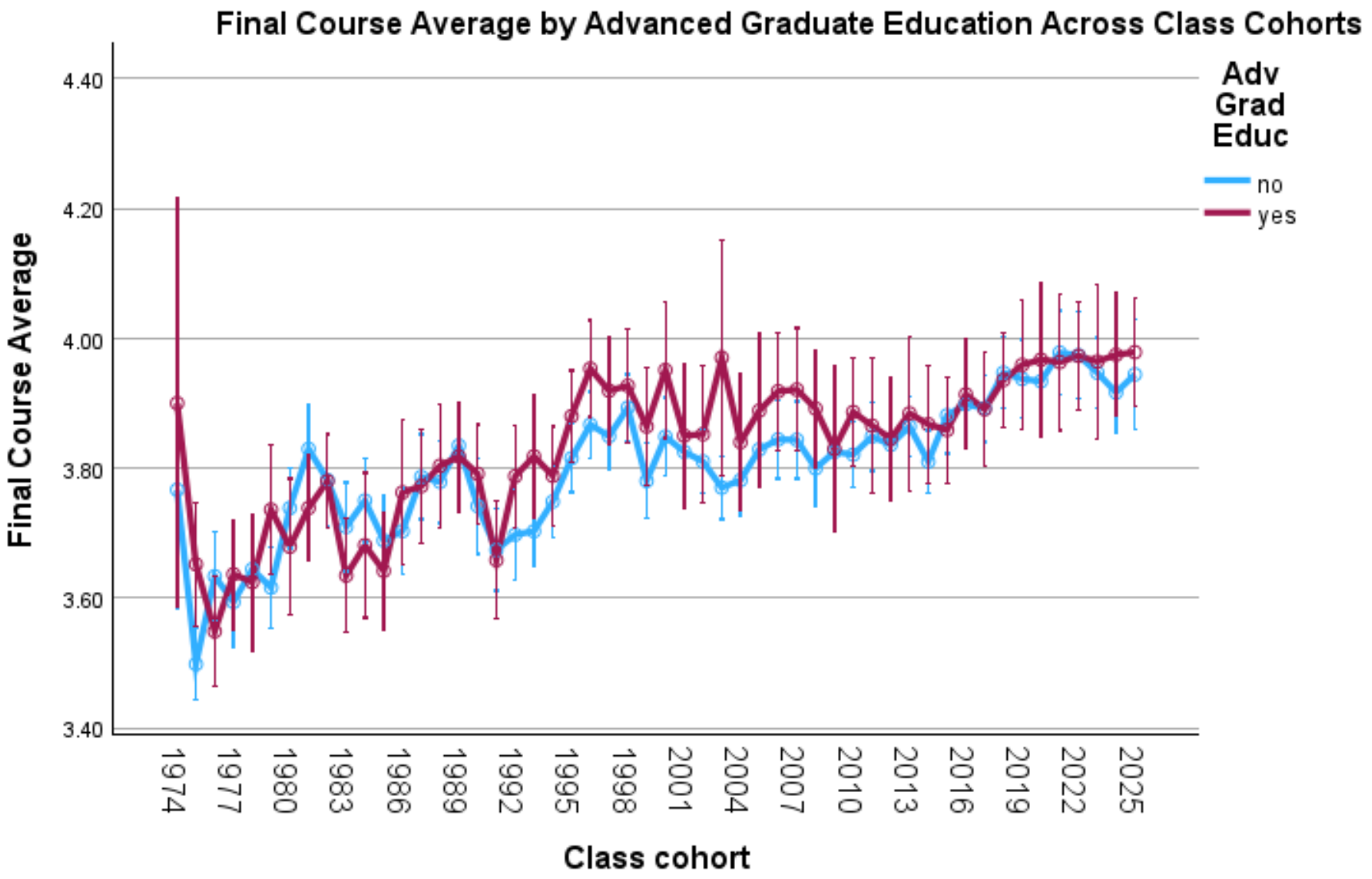
(1-4) Knowledge

MHA Orals Examination Results

Inter-rater Reliability (Cronbach's alpha)

Year	Students	Evaluators	Cronbach's
2005	44	40	0.948
2006	43	43	0.941
2007	40	40	0.924
2008	39	40	0.939
2009	42	51	0.925
2010	34	40	0.897
2011	52	40	0.926
2012	45	46	0.911

Note: coefficients > .70 indicate high reliability


Final Course Average by Advanced Graduate Education Across Class Cohorts
Final Course Average
4.40
4.20
4.00
3.80
3.60
3.40
1974
1977
1980
1983
1986
1989
1992
1995
1998
2001
2004
2007
2010
2013
2016
2019
2022
2025
Class cohort
Adv Grad Educ
no
yes

Final Course Average Prediction Model Using Linear Regression (w GRE original)

Descriptive Statistics

	Mean	Std. Deviation	N
d12 Final Course Average	3.8237	.17553	1982
d02 Class cohort	2001.51	13.556	1982
a_gr_ed Adv Grad Educ	.29	.454	1982
d11 GradRecExam	1130.66	126.750	1982
d10 Undergraduate GPA	3.2234	.41462	1982
DDG	.25	.431	1982
bk	.05	.218	1982
crk College Ranking	1.92	1.111	1982
Age Entered HCA Program	33.67	4.754	1982

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565[a]	.320	.317	.14508

a. Predictors: (Constant), Age Entered HCA Program, DDG, bk, crk College Ranking, d10 Undergraduate GPA, a_gr_ed Adv Grad Educ, d11 GradRecExam, d02 Class cohort

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.512	8	2.439	115.878	<.001[b]
	Residual	41.527	1973	.021		
	Total	61.038	1981			

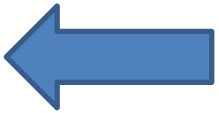
a. Dependent Variable: d12 Final Course Average

b. Predictors: (Constant), Age Entered HCA Program, DDG, bk, crk College Ranking, d10 Undergraduate GPA, a_gr_ed Adv Grad Educ, d11 GradRecExam, d02 Class cohort

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-6.209	.620		-10.018	<.001
	d02 Class cohort	.005	.000	.367	15.067	<.001
	a_gr_ed Adv Grad Educ	.032	.008	.084	4.261	<.001
	d11 GradRecExam	.000	.000	.266	12.434	<.001
	d10 Undergraduate GPA	.071	.009	.169	8.358	<.001
	DDG	-.023	.010	-.057	-2.313	.021
	bk	-.079	.015	-.098	-5.174	<.001
	crk College Ranking	.013	.003	.081	4.162	<.001
	Age Entered HCA Program	-.004	.001	-.120	-6.028	<.001

a. Dependent Variable: d12 Final Course Average



Final Course Average Prediction Model Using Linear Regression (w Orals_MHA)

Descriptive Statistics

	Mean	Std. Deviation	N
d12 Final Course Average	3.8653	.12063	738
d02 Class cohort	2012.41	5.500	738
a_gr_ed Adv Grad Educ	.26	.438	738
d11 GradRecExam	1155.96	125.647	738
d10 Undergraduate GPA	3.3527	.39533	738
DDG	.49	.500	738
Orals_MHA	3.0495	.55605	738
crk College Ranking	1.88	1.105	738
Age Entered HCA Program	34.20	5.075	738

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602[a]	.363	.356	.09682

a. Predictors: (Constant), Age Entered HCA Program, d10 Undergraduate GPA, Orals_MHA, crk College Ranking, d02 Class cohort, DDG, a_gr_ed Adv Grad Educ, d11 GradRecExam

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.891	8	.486	51.895	<.001[b]
	Residual	6.833	729	.009		
	Total	10.725	737			

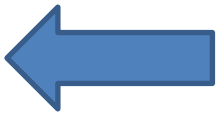
a. Dependent Variable: d12 Final Course Average

b. Predictors: (Constant), Age Entered HCA Program, d10 Undergraduate GPA, Orals_MHA, crk College Ranking, d02 Class cohort, DDG, a_gr_ed Adv Grad Educ, d11 GradRecExam

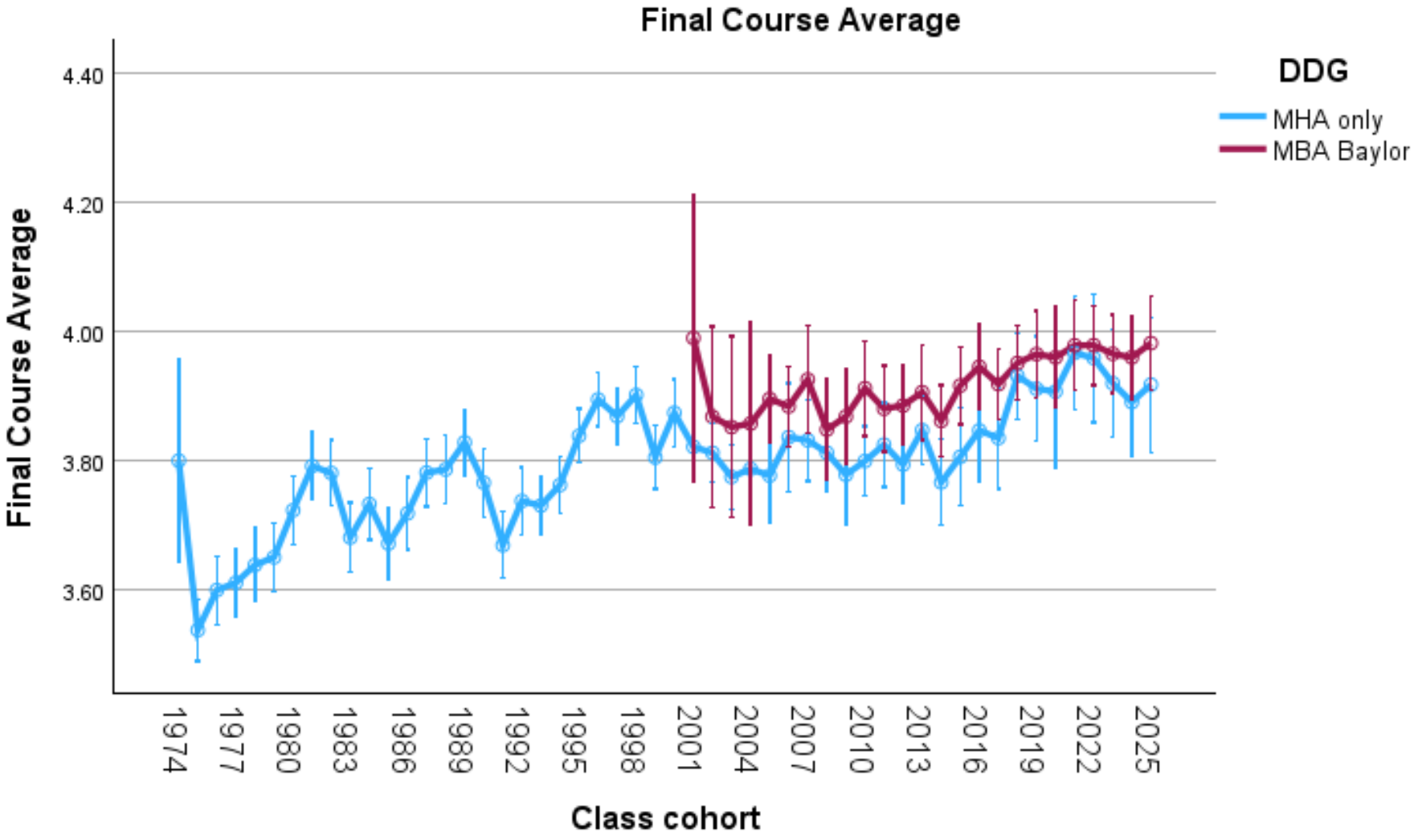
Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-5.404	1.366		-3.955	<.001
	d02 Class cohort	.004	.001	.198	6.347	<.001
	a_gr_ed Adv Grad Educ	.023	.009	.083	2.596	.010
	d11 GradRecExam	.000	.000	.213	5.544	<.001
	d10 Undergraduate GPA	.052	.009	.169	5.460	<.001
	DDG	.018	.009	.076	2.012	.045
	Orals_MHA	.058	.007	.267	8.739	<.001
	crk College Ranking	.012	.003	.108	3.420	<.001
	Age Entered HCA Program	-.003	.001	-.121	-3.832	<.001

a. Dependent Variable: d12 Final Course Average



Final Course Average by Dual Degree Across Class Cohorts



Final Course Average by Dual Degree Across Class Cohorts (d02)

F Test for Heteroskedasticity[a,b,c]

F	df1	df2	Sig.
292.413	1	2069	<.001

a. Dependent variable: d12 Final Course Average

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

c. Predicted values from design: Intercept + DDG + d02 + DDG * d02

Tests of Between-Subjects Effects

Dependent Variable: d12 Final Course Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	21.210[a]	76	.279	10.914	<.001
Intercept	14030.231	1	14030.231	548690.303	<.001
DDG	.916	1	.916	35.823	<.001
d02	13.512	51	.265	10.361	<.001
DDG * d02	.221	24	.009	.360	.998
Error	50.987	1994	.026		
Total	30207.017	2071			
Corrected Total	72.198	2070			

a. R Squared = .294 (Adjusted R Squared = .267)

Final Course Average by Dual Degree Across Class Cohorts (d02) with Covariates

Covariates appearing in the model are evaluated at the following values:
GRE Original (d11) = 1130.66, Undergraduate GPA (d10)= 3.2234, Adv. Grad. Educ. = .29

Tests of Between-Subjects Effects

Dependent Variable: d12 Final Course Average

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	22.623[a]	76	.298	14.761	<.001
Intercept	102.633	1	102.633	5089.504	<.001
d11	4.500	1	4.500	223.171	<.001
d10	1.257	1	1.257	62.338	<.001
a_gr_ed	.095	1	.095	4.727	.030
d02	8.390	48	.175	8.668	<.001
DDG	.013	1	.013	.657	.418
d02 * DDG	.247	24	.010	.511	.976
Error	38.415	1905	.020		
Total	29038.821	1982			
Corrected Total	61.038	1981			

a. R Squared = .371 (Adjusted R Squared = .346)

Graduated by Gender Across Year Groups

Gender			Graduated Successfully				
			0 No	1 Yes	5 Student	7 Resident	Total
0 Female	Year Group	1 1947-1950 Before Baylor	108	2	0	0	110
		2 1951-1968 *	9	69	0	0	78
		3 1969-1999	10	211	0	0	221
		4 2000-2004 Dual degree MHA/MBA *	1	45	0	0	46
		5 2005-2014	4	150	0	0	154
		6 2015-2024 ECL	2	106	0	0	108
		7 2025-2030	0	0	14	13	27
	Total		134	583	14	13	744
1 Male	Year Group	1 1947-1950 Before Baylor	92	3	0	0	95
		2 1951-1968 *	278	503	0	0	781
		3 1969-1999	54	1027	0	0	1081
		4 2000-2004 Dual degree MHA/MBA *	8	159	0	0	167
		5 2005-2014	10	336	0	0	346
		6 2015-2024 ECL	2	241	0	0	243
		7 2025-2030	0	1	19	14	34
	Total		444	2270	19	14	2747
Total	Year Group	1 1947-1950 Before Baylor	200	5	0	0	205
		2 1951-1968 *	287	572	0	0	859
		3 1969-1999	64	1238	0	0	1302
		4 2000-2004 Dual degree MHA/MBA *	9	204	0	0	213
		5 2005-2014	14	486	0	0	500
		6 2015-2024 ECL	4	347	0	0	351
		7 2025-2030	0	1	33	27	61
	Total		578	2853	33	27	3491

Graduated Successfully by DDG by Year Group

Count						
			DDG			
Year Group			0 MHA only	1 MBA Baylor	Total	Notes
1 1947-1950 [pre-Baylor]	Graduated Successfully	0 No	200		200	
		1 Yes	5		5	
	Total		205		205	
2 1951-1968	Graduated Successfully	0 No	287		287	*
		1 Yes	572		572	
	Total		859		859	
3 1969-1999	Graduated Successfully	0 No	23		64	
		1 Yes	324		1238	
	Total		347		1302	
4 2000-2004	Graduated Successfully	0 No	6	3	9	**
		1 Yes	191	13	204	
	Total		197	16	213	
5 2005-2015	Graduated Successfully	0 No	5	4	10	
		1 Yes	98	90	254	
	Total		103	94	264	
6 2016-2024	Graduated Successfully	0 No	0	3	1	
		1 Yes	127	218	128	
	Total		127	221	129	
7 2025 - present	Graduated Successfully	1 Yes	0	1	1	
		5 Student	14	19	33	
		7 Resident	9	18	27	
	Total		23	38	61	
Total	Graduated Successfully	0 No	568	10	578	
		1 Yes	2388	465	2853	
		5 Student	14	19	33	
		7 Resident	9	18	27	
	Total		2979	512	3491	
	* not all matriculated in Baylor Graduate School					
	** Note: Some students in 2000 to 2004 cohorts earned MBA degrees from UTSA					

Army-Baylor MHA Cohorts and Graduates

	GRS Graduated Successfully				
Cohort	0 No	1 Yes	5 Student	7 Resident	Total
1947	40	0	0	0	40
1948	36	0	0	0	36
1949	43	0	0	0	43
1949	56	0	0	0	56
1950	25	5	0	0	30
1951	33	2	0	0	35
1952	42	18	0	0	60
1953	35	11	0	0	46
1954	29	19	0	0	48
1955	24	28	0	0	52
1956	20	38	0	0	58
1957	12	28	0	0	40
1958	12	31	0	0	43
1959	14	37	0	0	51
1960	10	33	0	0	43
1961	10	24	0	0	34
1962	9	24	0	0	33
1963	7	30	0	0	37
1964	9	35	0	0	44
1965	6	46	0	0	52
1966	6	55	0	0	61
1967	5	57	0	0	62
1968	4	56	0	0	60

	GRS Graduated Successfully				
Cohort	0 No	1 Yes	5 Student	7 Resident	Total
1969	4	53	0	0	57
1970	2	53	0	0	55
1971	3	54	0	0	57
1972	4	38	0	0	42
1973	4	38	0	0	42
1974	2	46	0	0	48
1975	4	42	0	0	46
1976	1	35	0	0	36
1977	3	33	0	0	36
1978	0	30	0	0	30
1979	1	34	0	0	35
1980	1	34	0	0	35
1981	0	36	0	0	36
1982	0	38	0	0	38
1983	2	34	0	0	36
1984	4	29	0	0	33
1985	2	31	0	0	33
1986	1	30	0	0	31
1987	3	33	0	0	36
1988	2	34	0	0	36
1989	3	34	0	0	37
1990	3	34	0	0	37
1991	0	37	0	0	37
1992	1	35	0	0	36
1993	2	46	0	0	48
1994	4	48	0	0	52
1995	1	55	0	0	56
1996	1	55	0	0	56
1997	1	49	0	0	50
1998	2	49	0	0	51
1999	3	41	0	0	44

	GRS Graduated Successfully				
Cohort	0 No	1 Yes	5 Student	7 Resident	Total
2000	0	36	0	0	36
2001	0	37	0	0	37
2002	6	46	0	0	52
2003	2	43	0	0	45
2004	1	42	0	0	43
2005	4	39	0	0	43
2006	3	36	0	0	39
2007	1	38	0	0	39
2008	1	41	0	0	42
2009	0	34	0	0	34
2010	0	52	0	0	52
2011	0	45	0	0	45
2012	1	54	0	0	55
2013	3	51	0	0	54
2014	0	54	0	0	54
2015	2	44	0	0	46
2016	0	38	0	0	38
2017	0	50	0	0	50
2018	0	52	0	0	52
2019	0	37	0	0	37
2020	0	23	0	0	23
2021	0	33	0	0	33
2022	1	35	0	0	36
2023	0	41	0	0	41
2024	2	36	0	0	38
2025	0	1	0	27	28
2026	0	0	33	0	33
	578	2853	33	27	3491

Highest Attained Rank by Branch of Service

Branch of Service			Rank: Highest Attained										
			0 Wrt Off	1 O1	2 O2	3 O3	4 O4	5 O5	6 O6	7 O7	8 O8	9 O9	Total
1.0 Army	Success: Promotion	0 No	3	2	30	235	156	77	37	0	0		540
		1 Yes	0	0	0	21	354	893	745	10	7		2030
	Total		3	2	30	256	510	970	782	10	7		2570
2.0 Navy	Success: Promotion	0 No		42	6	18	5	3	1		0		75
		1 Yes		6	10	45	79	59	46		1		246
	Total			48	16	63	84	62	47		1		321
3.0 Air Force	Success: Promotion	0 No		2	23	64	17	5	1	0	0		112
		1 Yes		0	2	14	55	77	58	1	1		208
	Total			2	25	78	72	82	59	1	1		320
4.0 Coast Guard	Success: Promotion	0 No	1			16	6	0	0				23
		1 Yes	0			3	9	6	2				20
	Total		1			19	15	6	2				43
4.5 Public Health Service	Success: Promotion	0 No					1	0	0				1
		1 Yes					0	1	1				2
	Total						1	1	1				3
9.0 Foreign National	Success: Promotion	0 No		2	6	22	21	22	12		0	0	85
		1 Yes		0	0	0	3	2	0		3	2	10
	Total			2	6	22	24	24	12		3	2	95
Total	Success: Promotion	0 No	4	48	65	355	206	107	51	0	0	0	836
		1 Yes	0	6	12	83	500	1038	852	11	12	2	2516
	Total		4	54	77	438	706	1145	903	11	12	2	3352

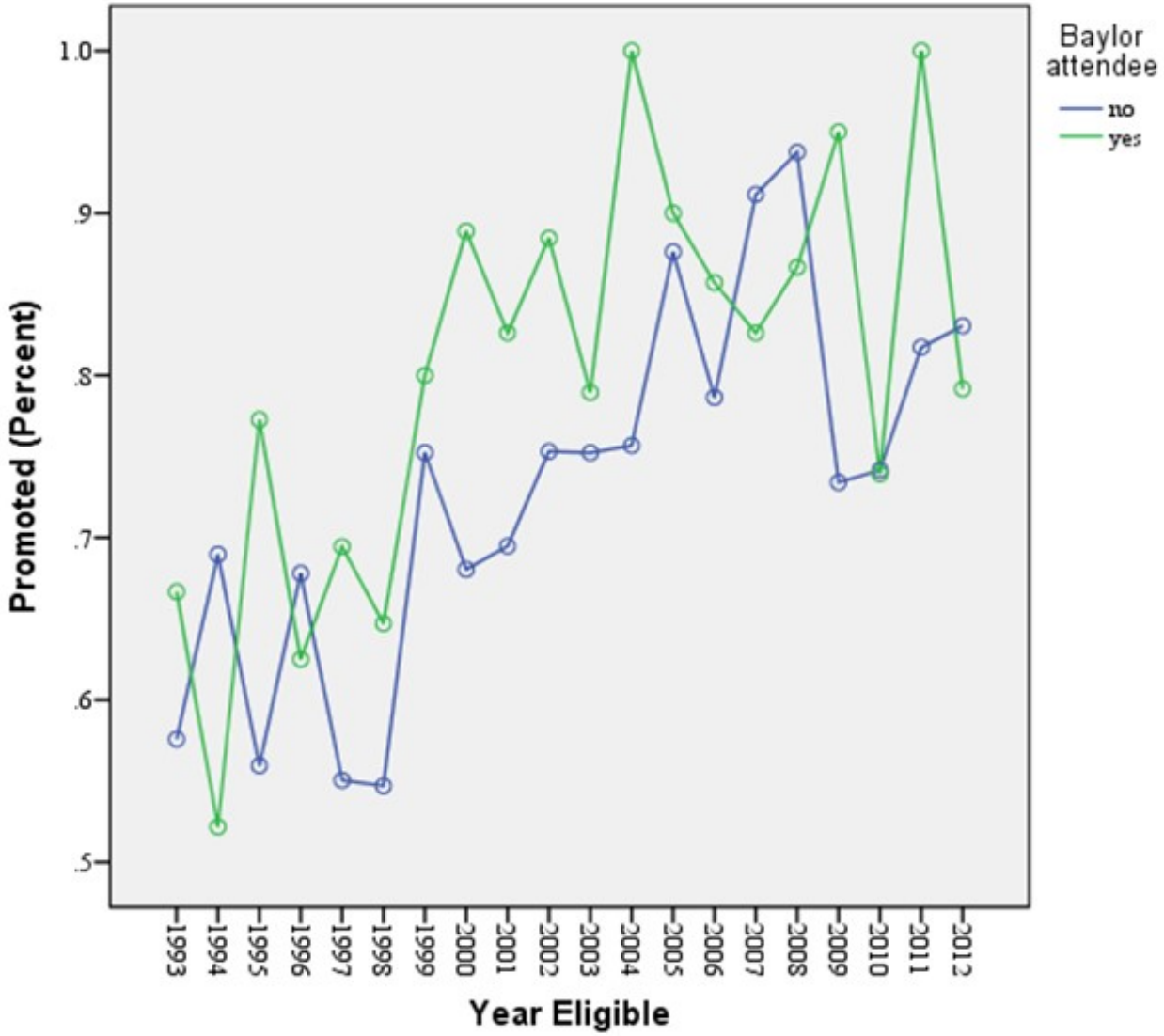
Note: Officers only
Civilians excluded

Army-Baylor MHA General/Flag Officers

#	d02 cohort	Grad	q04 br svc	q05 corps	q03b high rank	Name	First	Middle
1	1963	1965	Thai Army	MC	9	Jatinanda	Samut	
2	1964	1966	Thai Army	MC	9	Vajragupta	Yong	
3	1953	1955	Army	MC	8	Milburn	Conn	Lewis
4	1958	1960	Army	MC	8	Collins	Glenn	Jesse
5	1958	1960	Thai Army	MC	8	Tuchinda	Pradist	
6	1965	1967	Thai Army	MC	8	Dhirathumrong	Thutchai	
7	1966	1968	Thai Army	MC	8	Hajayakul	Saman	
8	1972	1974	Army	MC	8	Cameron	Richard	Douglas
9	1975	1977	Air Force	MSC	8	Wyrick	Michael	
10	1985	1987	Army	NC	8	Pollock	Gale	S.
11	1987	1989	Army	MSC	8	Rubenstein	David	A.
12	1992	1998	Army	MSC	8	Tenhet	Robert	David
13	1994	1996	Navy	NC	8	McCormick-Boyle	Rebecca	J.
14	1996	1998	Army	DC	8	Wong	Ming	Ted
15	1955	1957	Army	MSC	7	Hamrick	William	Ambrose
16	1958	1960	Army	NC	7	Dunlap	Lillian	
17	1958	1960	Air Force	MSC	7	Wagner	Donald	B
18	1960	1962	Army	MSC	7	Young	James	J.
19	1963	1965	Army	NC	7	Parks	Madelyn	
20	1972	1974	Army	MC	7	Cass	Kenneth	Anthony
21	1972	1974	Army	MC	7	James	James	J.
22	1987	1989	Army	MSC	7	Gallagher	Keith	W.
23	1997	1999	Army	MSC	7	Doyle	Dennis	D
24	2002	2004	Army	MSC	7	Giraud	Roger S.	S.
25	2009	2011	Army	DC	7	Bagby	Shan K.	
26	2006	2008	Army	MSC	7	Michael	Tracy	

http://cybermarine-lite.net/ab_go.htm

Army Medical Service Corps
Promotion to LTC (Percent)



Army Medical Treatment Facility (MTF) Senior Staff 1986-2013

Army MTF DCAs

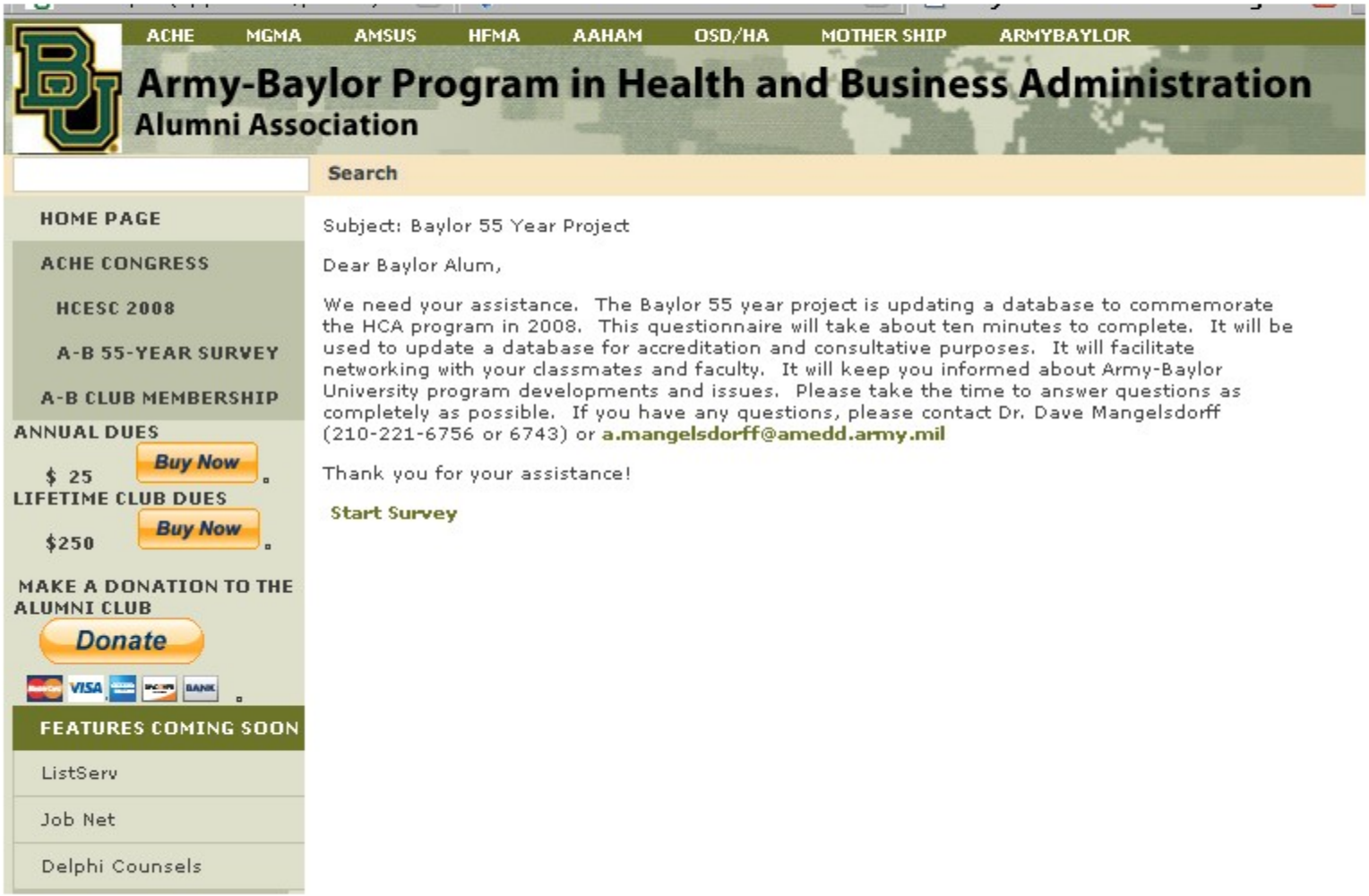
Type * Baylor DCA					
1986 - 2013					
			Baylor DCA		Total
			0 not	1 Baylor	
Type	1 Clinic	Count	13	86	99
		% within Ty	13.10%	86.90%	100.00%
	2 MEDDAC-hosp	Count	149	537	686
		% within Ty	21.70%	78.30%	100.00%
	3 MedCen	Count	52	160	212
		% within Ty	24.50%	75.50%	100.00%
Total		Count	214	783	997
		% within Ty	21.50%	78.50%	100.00%

Army Commanders

Type * Baylor Commander					
1986 - 2013					
			Baylor Commander		
			0 not	1 Baylor	Total
Type	1 Clinic	Count	88	11	99
		% within Type	88.9%	11.1%	100.0%
	2 MEDDAC-hospital	Count	633	53	686
		% within Type	92.3%	7.7%	100.0%
	3 MedCen	Count	199	13	212
		% within Type	93.9%	6.1%	100.0%
Total		Count	920	77	997
		% within Type	92.3%	7.7%	100.0%

Alumni Surveys

conducted in 1997, 2002, 2007, 2010 (for 60 year)



http://www.armybaylor.com/A-B%2055-Year%20Survey.htm

Alumni 60 Year Survey
Dependent Variable: AB Experience was Positive

"The Army-Baylor experience was positive to me personally"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Disagree	1	.0	.3	.3
	3 Agree	72	2.8	18.9	19.2
	4 Strongly agree	307	12.1	80.8	100.0
	Total	380	15.0	100.0	
Missing	System	2157	85.0		
Total		2537	100.0		

Notes: End points: 1= Strongly Disagree; 2 = Disagree; 3= Agree; 4= Strongly Agree

Contributors to Army-Baylor MHA Leader Development

Residential cohort program at Fort Sam Houston, TX
National Security and Military Health System Demands
Mid-career, Experienced Leaders
Class Cohort (Joint, Multi-disciplinary) Military Setting
Competency-based Intense Evolving MHA Curriculum
Peer Mentoring, Social Interaction, Group Cohesiveness
Reputation as Problem Solvers
Existing Leader Competencies Enhanced
Faculty
Oral Examinations
Residency (one year)
Residency, Preceptors, Mentors
Army-Baylor Alumni Network
Federal-academic Partnership
Accredited by AUPHA, CAHME, and AACSB

Project in Progress

BU Faculty Fellow Project
Fellowship Year: 2010-2011
Project Leader(s): Dr. T. Laine Scales
Professor of Higher Education
School of Education
Dr. A. David Mangelsdorff
Professor
Army-Baylor Graduate Program in Health & Business Administration
Project Title: Sixty Years of Partnership: A History of the Army-Baylor Health and Business Administration Program at Ft. Sam Houston, San Antonio, Texas

Summary:

Since 1951, the U. S. Army-Baylor University Graduate Program in Health and Business Administration (H&BA) has been preparing students to assume leadership positions with federal health-care organizations. The purpose of this project is to document historical narratives of students, alumni, faculty, and administrators that have been a part of the Army-Baylor program over the last fifty-nine years.

Collaborating closely with the Baylor Graduate School and Hankamer School of Business on the Waco campus, the U. S. Army-Baylor H&BA program has educated over 2,500 graduates since its establishment in 1947 and affiliation with Baylor in 1951. Although the name Army-Baylor features the branch of the military for the majority of its students, the program serves students from several military branches including army, army civilians, air force, coast guard, navy, and the United States Public Health Service and Department of Veterans Affairs.

Interviewees (partial list):

Lee W. Bewley	Richard V. N. Ginn	Jody R. Rogers
Lee W. Briggs	Cecil B. Harris	David A. Rubenstein
Paul B. Brooke Jr.	Ronald P. Hudak	Theresa M. Schneider
Richard D. Cameron	Lawrence M. Johnson	Dawn M. Smith
Herbert A. Coley	Jack O. Lanier	C. Gregg Stevens
Robert G. Collmer	Larry Lyon	Mar Anne Svetlik
Jose B. Coronado	Clarence R. Maxwell	Donald B. Wagner
Daniel G. Dominguez Jr.	Melvin E. Modderman	Nat R. Wisser
Charles L. Eveland	Kenneth W. Peters	Edward P. Wyatt
Samuel D. Franco	Gail S. Pollock	Michael K. Wyrick
Mary F. Garr	William D. Rasco	James J. Young

About projects in progress:

Draft transcripts are provided as a general guide to the content of interview recordings. They have been audit-checked for accuracy of transcription and they have been reviewed by interviewees. These draft transcripts have not undergone final editing, which includes verification of spellings and forms of names as well as general copyediting. Final processing may change substantially the form and pagination of the finished transcript. For this reason, these draft versions may not be quoted directly in publications.

Projects may also vary significantly in scope and focus as they are completed. Information provided here about intended interviewees and other details is based on the original proposal or project statement of scope and is subject to revision.

Search

All Content 50

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More Filters

- Community
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- Created

50 results found for "army-baylor" Sort By: Relevance

Program News: Army-Baylor Blog Entry

Larry Johnson, Associate Professor with **Army-Baylor** Graduate Program in Health and Business Administration, was selected as the recipient of the 2015 ACHE Federal Excellence in Healthcare Management Award which recognizes a Federal Civilian ACHE affiliate (Fellow or Member) who developed and led, or continues to lead, innovative practices in healthcare management



Jaime Stephens, CMP, CAE

Added 07-14-2015

Program News: Army-Baylor University Blog Entry

Hello and Happy Spring, Colleagues! **Army-Baylor** MHA-MBA Program activity includes the coordination of a number of ACHE Higher Education Network (HEN) events organized by the students and led by CPT John Wolf

LM Lacey Meckley, CAE

Added 05-16-2014

Program News: Army-Baylor University Blog Entry

The **Army-Baylor** MHA\MBA Program conducted annual end of year activities in June. The **Army-Baylor** Class of 2014 culminated the didactic phase by completing Comprehensive Oral Examinations. The evening following the day of Comprehensive Oral Examinations was highlight by a first-class celebratory reception sponsored by the **Army-Baylor** Alumni Association at the Grand Hyatt Regency in downtown San Antonio that served to congratulate the Class of 2014 students completing the didactic phase and welcome the incoming Class of 2015

AE AUPHA Exchange

Added 07-08-2013

https://www.aupha.org/search?executeSearch=true&SearchTerm=army-baylor

CAHME
Commission on Accreditation of Healthcare Management Education

Search CAHME Program
HowTo Instruction

CAHME Accredited Program

Army-Baylor University Graduate Program in Health & Business Administration





Army-Baylor University

Degree Offered

Degree: MHA , MBA/MHA (dual)

Curriculum: Healthcare Management

Accreditation Information

Initial Accreditation Effective: 1968

Last Site Visit: Fall 2022

Next Site Review: Fall 2028

Program Information

School type: Business or Management

School Name: Army-Baylor University Graduate Program in Health & Business Administration

Department: Hankamer Business School

City, State: Ft. Sam Houston, TX

Mode: Residential

Track: Non-Executive Full-Time

Cohort: Yes

Contact Information

Program Director: Mike Frankel

Contact Title: Program Director

Email: mike_frankel@baylor.edu

Phone:

Accreditation Summary Report

Statistic Description Open / Close All Data Panels:	2022 - 2023	2023-24	2024-25
Total Cost of Degree Earned			
Teaching & Curriculum			
Staff Status			

Click on bar titles to toggle open/close.

https://programs.cahme.org/?armybaylormha

CAHME
Commission on Accreditation of Healthcare Management Education

Rev. 06/14/2023

ARMY-BAYLOR UNIVERSITY

Fort Sam Houston, TX

Last Site Visit Date: September 13, 2022

Board Approved: 7 years

Accreditation Decision		Start		End	
Action	**Length (years)**	**Season**	**Year**	**Season**	**Year**
Initial Accreditation	4	Spring	1968	Spring	1972
Reaccreditation	4	Spring	1972	Spring	1976
Reaccreditation	2	Fall	1976	Fall	1978
Reaccreditation extension	3	Fall	1978	Fall	1981
Reaccreditation	3	Spring	1982	Spring	1985
Reaccreditation extension	2	Spring	1985	Spring	1987
Reaccreditation	5	Fall	1987	Fall	1992
Reaccreditation	7	Spring	1993	Spring	2000
Reaccreditation	7*	Fall	2001	Fall	2008
Reaccreditation	6	Fall	2008	Fall	2014
Reaccreditation	7	Fall	2014	Fall	2021
Reaccreditation	7*	Fall	2021	Fall	2028

**Indicates site visit delay occurred*

Program

The Army-Baylor University Graduate Program in Health and Business Administration is located at Joint Base – Fort Sam Houston, San Antonio, Texas. The traditional two-year track consists of a didactic phase and a residency phase. During the 12-month didactic phase at Fort Sam Houston, Army-Baylor students complete 57 hours of graduate coursework toward a Master of Health Administration (MHA) awarded by the Baylor University, or alternatively, 78 hours to be applied to a joint MHA/MBA degree from Baylor University. The Army-Baylor Program falls under the Hankamer School of Business at Baylor University.

After the didactic year, students complete a 12-month Administrative Residency at a designated residency location. During this residency experience, students integrate graduate management and health administration concepts and principles in an applied setting under the mentoring supervision of a highly qualified preceptor. Residents receive thorough exposure to various organizational challenges in the marketplace and complete a portfolio of projects to enable organizations to operate more efficiently and effectively.

Modalities	
Curriculum	Healthcare Management
Degree Offered	MHA, MBA/MHA (dual)
Academic Delivery	Residential
Track	Non-Executive Full-Time
Cohort	Yes

MHA Degree



https://mhadegree.org/

Baylor University

Army-Baylor Program – MHA and Master of Business Administration (MBA) dual degree

Awarded degree: Master of Health Administration and Master of Business Administration

Master's | MHA/MBA | Joint degree | Other pathway

Overview Format Residency & internship Curriculum Admissions Deadlines Tuition Funding Ac

Overview

An 87-credit MHA/MBA dual degree track of the Army-Baylor Program for approved federal service members, with a didactic year at Fort Sam Houston and a residency year.

Official program name	Army-Baylor Program – MHA and Master of Business Administration (MBA) dual degree
Awarded degree	Master of Health Administration and Master of Business Administration Source: hankamer.baylor.edu · verified October 12, 2026
Degree level	Master's
Program classification	Joint or dual degree An official combined program in which one of the awarded degrees is a healthcare administration degree, such as an MHA/MBA. Each award is shown as published.
Pathway	Other verified pathway A distinct route described on the program's official page. Source: hankamer.baylor.edu · verified October 12, 2026
School	Baylor University

KEY FACTS

DEGREE
MHA/MBA · Master's
Joint degree

DELIVERY
On campus

CAMPUS ATTENDANCE
On-campus classes

RESIDENCY / INTERNSHIP
Required: administrative residency

PROGRAM ACCREDITATION
AACSB — accredited

STUDY INTENSITY
Study intensity not published

LENGTH
87 credit hours (75 core, 3 elective, 9 residency)

TUITION
Not verified

NEXT DEADLINE
No upcoming verified date

https://www.healthcareadministrationdegrees.com/programs/baylor-university/army-baylor-mha-mba/

VHA Army-Baylor University Graduate Program



https://www.va.gov/VHALEADERSHIPDEVELOPMENT/Programs/VHA_Army_Baylor_University_Graduate_Program.asp

CAHME
Commission on Accreditation
of Healthcare Management Education

Program Name & Location
Uniformed Services University of the Health Sciences
Bethesda, Maryland

Dates of the Site Visit
March 11-13, 2020

Site Visit Team: Chair-Kevin Broom; Team Member-Kenneth Hanover; Fellow-Carla Stebbins; Observer-Zachary Pruit

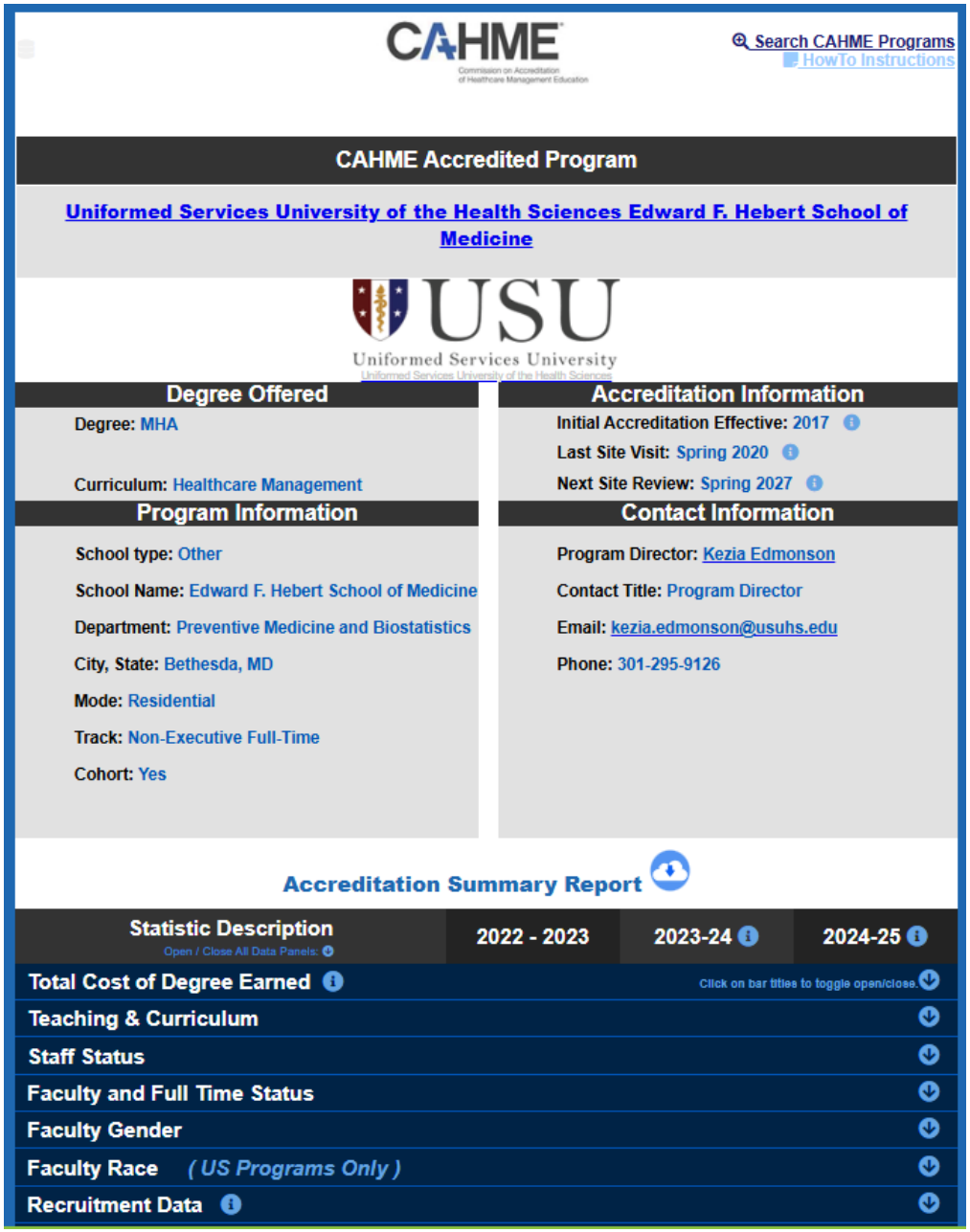
Accreditation:

Accreditation History:

Season	Year	Action
Spring	2017	Initial Site Visit
Fall	2018	3 year CAHME Accreditation
Spring	2020	Site Visit

Program Overview

The Uniformed Services University of the Health Sciences (USU) was established by Congress through P.L. 92-426 in 1972 as the nation's only federal health sciences educational facility. USU is committed to excellence in military medicine and public health during peacetime and war, fulfilling a unique mission among health sciences universities in the United States. USU is structurally located within the Department of Defense (DOD), Office of the Secretary of Defense for Health Affairs.
USU is the nation's federal health professions academy — akin to the undergraduate programs of the United States military academies at West Point, Annapolis, and Colorado Springs. Like the academies, students are not charged tuition; they repay the nation for their education through service. In many respects, USU's curricula and educational experiences are similar to those of civilian academic health centers, with one important difference, its emphasis on military health care, leadership, readiness, and public health **(see https://www.usuhs.edu/about/mission).**
The USU mission statement reflects its uniqueness as a federally-supported institution of higher learning in the health sciences. The mission of USU is to support the readiness of America's Warfighter and the health and well-being of the military community by educating and developing uniformed health professionals, scientists, and leaders by



https://programs.cahme.org/?usu

Army-Baylor Scholarship in Action

Scholarship

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In 1994, the U.S. Army-Baylor University Graduate Program in HCA became part of the newly founded Center for Healthcare Education and Studies at the AMEDD's Academy of Health Sciences (AHS) at Ft. Sam Houston, Texas. In response to the Congressional mandate, an ongoing research initiative was undertaken in late 1992 by the U.S. Army-Baylor program faculty, under the direction of the Dean of AHS, Colonel Paul Brooke, Jr., and the director of Army-Baylor, Colonel Ronald Hudak, to study and examine the executive skills, knowledge, and abilities projected to be required by both military and civilian health care professionals, managers, executives and administrators. To date these Delphi methodology research studies have examined health care executive and administrative job requirements for U.S. Army hospital commanders and deputies for administration, fellows of the American College of Health Care Executives (ACHE), fellows of the American College of Medical Practice Executives (ACMPE) - the professional development and credentialing arm of the Medical Group Management Association (MGMA), members of MGMA's Society of Physician Executives (SPE), the American College of Physician Executives (ACPE), U.S. Army Medical Service Corps officers, U.S. Army nurse administrators, U.S. Navy hospital administrators, U.S. Coast Guard health care executives, U.S. Army and U.S. Navy dentists, and DoD and civilian pharmacists. The Executive Skills Program report was the foundation for future studies supporting competency-based curricula.

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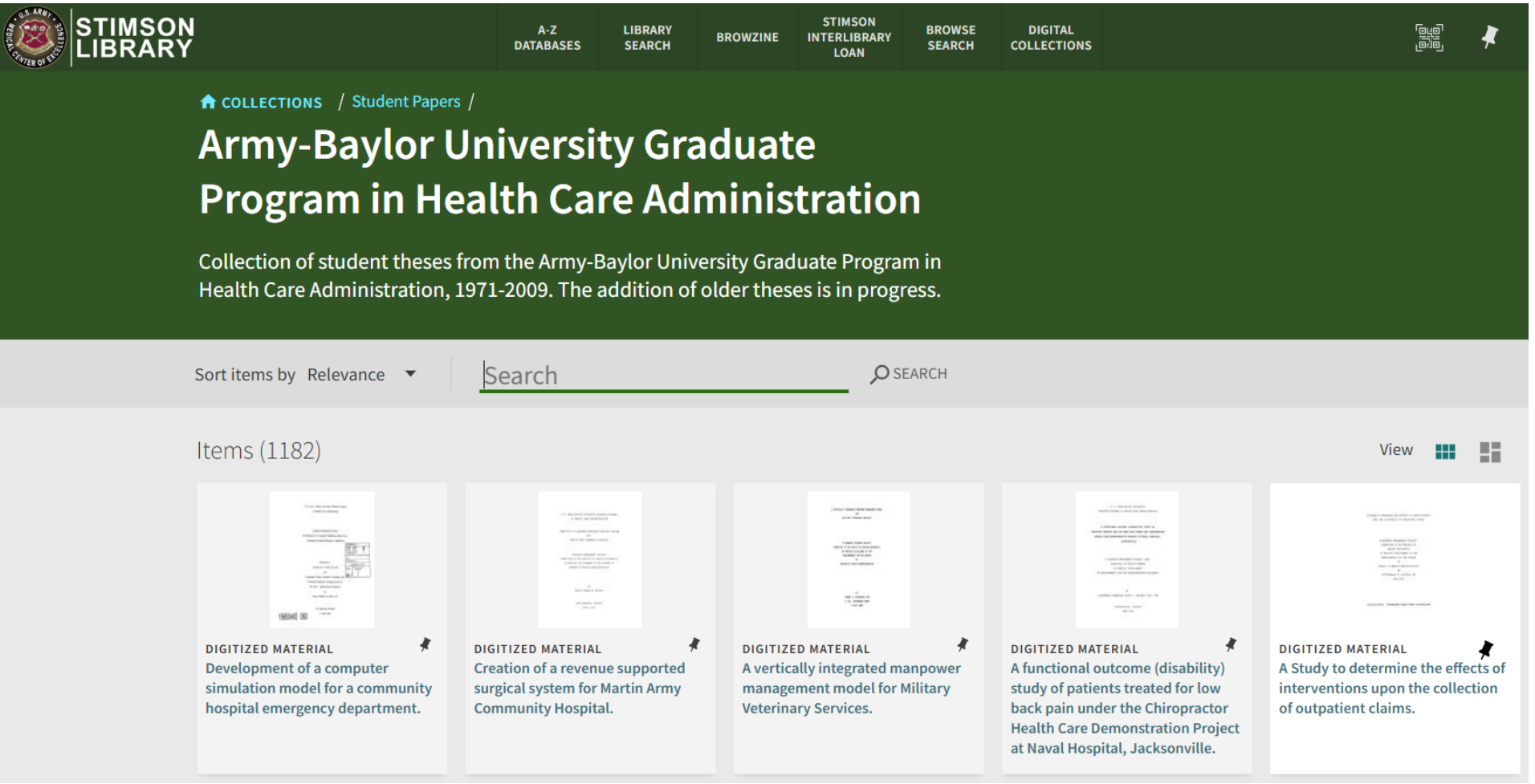
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http://cybermarine-lite.net/gmpinv8m.htm

What Have Army-Baylor University Students Learned? Executive Skills Competency Development

A. David Mangelsdorff, Ph.D., M.P.H., Jody R. Rogers, Ph.D., M.H.A., FACHE,
Lawrence M. Johnson, Ph.D., M.H.A., FACHE
Army-Baylor Univ. MHA/MBA

Joint Medical Executive Skills Institute
A Center of Excellence in Leadership Development and Life Long Learning

Mission: To be the proponent of, and leader in, military medical executive skills core competency achievement.
To provide military healthcare leaders with executive management and professional administrative skills through educational programs, products, and services.

Vision: To serve as a center of excellence in leadership development and life long learning.

Timeline: Beginning in 1992, the US Congress funded a project to assure that commanders of MTF and TRICARE Lead Agents and their senior staff members had adequate preparation for the administrative requirement of command. Under guidance from the Department of Defense (DoD), a series of studies were conducted and a joint service core curriculum was developed. It is used as a guide for curriculum developers and planners to assure the original congressional intent is satisfied. The JMESI administers the program.

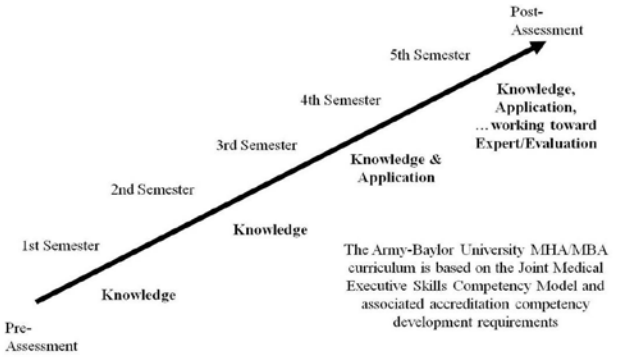
In response to an observed need, Congress passed enabling legislation. The Department of Defense Appropriations Act of 1992 required demonstrated professional administrative skills by prospective Medical Treatment Facility (MTF) commanders as a condition on funding. On 18 December 1991, the Deputy Secretary of Defense (DEPSECDEF) tasked the Assistant Secretary of Defense for Health Affairs (ASD (HA)) to implement the legislation. In February 1992, ASD (HA) assembled a task force that identified a set of 34 executive administrative competencies required of the MTF commander. In January 1993 the Deputy Assistant Secretary of Defense office requested an

Joint Medical Executive Skills (JMES) Competency Categories

Domain		JMES Competency	Level
Military Medical Doctrine	1	Medical Doctrine	K
	2	Military Mission	K
	3	Total Force Management	K
	4	Medical Readiness Training	K
	5	Emergency Mgm't & Contingency Planning	K
Leadership and Organizational Management	6	Strategic Planning	A
	7	Organizational Design	A
	8	Decision Making	A
	9	Change Management	K
	10	Leadership	A
Health Law and Policy	11	Public Law	A
	12	Medical Liability	A
	13	Medical Staff By-Laws	K
	14	Regulations	K
	15	Accreditation & Inspections	K
	16	Financial Management	A
Health Resource Allocation	17	Human Resource Management	K
	18	Labor-Management Relations	K
	19	Materiel Management	K
	20	Facilities Management	K
	21	Information Management Technology	A

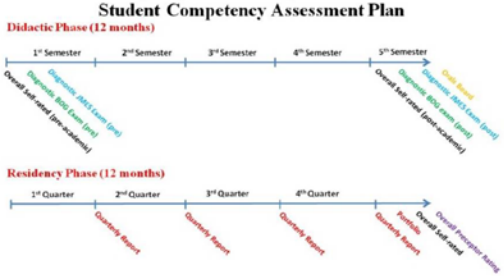
Domain		JMES Competency	Level
Ethics	22	Personal and Professional Ethics	K
	23	Bioethics	K
	24	Organizational Ethics	K
Individual and Organizational Behavior	25	Personal & Professional Individual Behavior	K
	26	Group Dynamics	K
	27	Conflict Management	K
	28	Interpersonal Communication	A
	29	Public Speaking	A
	30	Strategic Communication	A
Performance Measurement and Improvement	31	Population Health Improvement	A
	32	Clinical Investigation	K
	33	Integrated Health Care Delivery Systems	A
	34	Quality Management	A
	35	Patient Safety	K

Competency Development

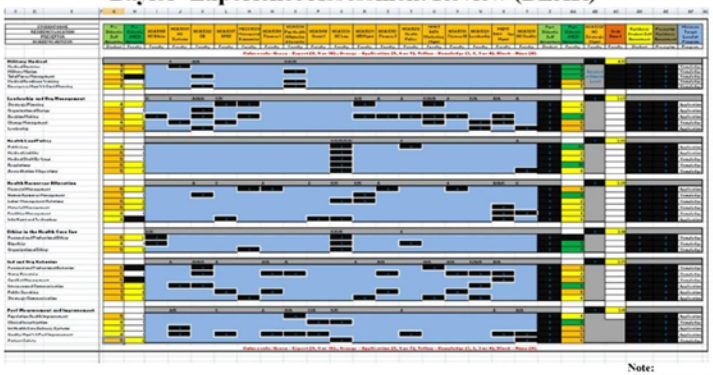


The Army-Baylor University MHA/MBA curriculum is based on the Joint Medical Executive Skills Competency Model and associated accreditation competency development requirements

Student Competency Assessment Plan

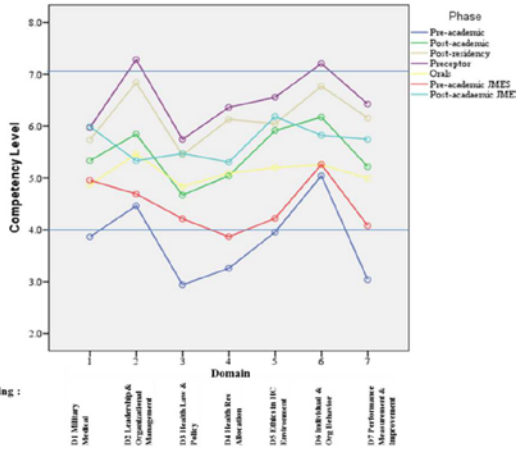


Baylor Experience Assessment Review (BEAR)



Note:
Competency Level Rating :
(8-10) Expert
(5-7) Application
(1-4) Knowledge

Competency Level Across Domains and Phases



Conclusions: 1) competency integration into all courses and phases (academic and residency); 2) assessment of what students know and have learned; 3) student feedback on perceived levels of competency for each course; 4) external assessment of student competency development (Orals and Preceptors); and 5) encouragement of life-long learning strategies.

http://cybermarine-lite.net/ab21_16.jpg

U.S. Army-Baylor University Health Care Administration Program: evidenced-based outcomes in the military health system.

Mangelsdorff AD [1], Rogers J , Finstuen K , Pryor R

Author information

The Journal of Health Administration Education, 01 Jan 2004, 21(1):81-89
PMID: 15129901

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Abstract

The purpose of this research is to assess the impact of an educational program on the Military Health System on some of the evidence-based educational outcomes for the Individual (student) and the Society (all Army Medical Treatment Facilities). The U.S. Army-Baylor University HCA program provides a unique opportunity to assess the impact of an educational program on the Military Health System (MHS). Since the majority of the graduate students are military officers who serve in military medical treatment facilities (MTFs), tracking their career progression allows assessing the value added of the U.S. Army-Baylor University HCA experience from 1951 to 2001 (n = 2234). The context of Society outcomes includes all the Army MTFs where U.S. Army-Baylor University HCA graduates execute their leadership skills. During the time from 1994 to 2001, all of the Army MTFs in the MHS (n = 38) were examined by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). In a similar but shorter time frame (1997-2001), DoD patient satisfaction assessments were conducted. The Individual outcomes (career advancement, increase in status, higher professional association membership) demonstrate that the selection criteria used for program admission appear to be successful. The Society outcomes showed higher JCAHO scores and satisfied consumers in Army facilities with Baylor graduates as the Deputy Commander for Administration (DCA). Continued internal program assessments (curriculum reviews) and external reviews (Accrediting Commission on Education for Health Services Administration accreditations of 5 years in 1987, 8 years in 1993 and 7 years in 2001, and 7 ACHE student chapter awards) attest to the strengths of the U.S. Army-Baylor University HCA program. Educating the MHS shareholders (patients, beneficiaries, professional and support staff, senior leaders) and leveraging technology to. share best practices for all administrators (including non-Baylor graduates) will help improve the quality patient care of the Military Health System and other healthcare systems.

https://europepmc.org/article/med/15129901



U.S. ARMY MEDICAL DEPARTMENT

JOURNAL

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January-March 2005

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July - September 2013

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Executive Competencies in Health Care Research: A Decade of Assessment

Kenn Finstuen, PhD†
A. David Mangelsdorff, PhD††

Introduction

Commanders of military treatment facilities (MTFs) and leaders of the military health system (MHS) face major challenges managing financial uncertainty, organizational reform, readiness requirements, deployment operations, delivery of health services, and maintaining quality and access of health care for beneficiaries. The field of health care practice and the academic programs designed to prepare health care administrators long have been, and remain to be, challenges that recognize and deal with the demands of continual change.[1] The U.S. Army-Baylor University Graduate Program in Health Care Administration (HCA) has evolved over 50 years, meeting those challenges, and educating current and future leaders in the Federal sector.[2-7] Over the past decade, the faculty and students of the U.S. Army-Baylor University Graduate Program in HCA have amassed a body of administration research, documenting executive competencies and skills in health care, which (1) contributes to the literature and academic inquiry within the health services and sciences fields, (2) provides guidelines for the development and revision of relevant curricula within the graduate program, and civilian sector executive development education programs, and (3) supports the Department of Defense's (DOD) Joint Medical Executive Skills Development Program Competencies and in particular, the Army Medical Department's (AMEDD) Executive Skills courses.[8-9]

Joint Medical Executive Skills Development Program Competencies

What elements of academic courses and assignments should be incorporated into the professional development of MTF commanders and leaders? To address these concerns, the U.S. Congress in the Defense Appropriations Act of 1992, mandated that MTF commanders be required to demonstrate professional administrative skills. The Secretary of Defense for Health Affairs convened a Tri-Service Task Force in early 1992 to identify managerial competencies required to successfully command MTFs. The competencies (knowledge, skills, and abilities) identified in the joint medical executive skills development program are accepted in both private and military sectors. The set of competencies identifies basic skills that a potential MTF commander should possess before assuming command. The Surgeons General of the U.S. Army, U.S. Navy, and U.S. Air Force have approved the methods by which competencies may be acquired by departmental officers. Army officers achieve competencies through military education, graduate education, and progressive job experience. Navy and Air Force officers may also attain competencies through professional certification. Because career patterns (assignments, educational opportunities, and contingency operations experience) vary widely within and among the Armed Services, potential MHS leaders may not have fully achieved qualification in all specific competencies. The only academic curriculum addressing all the required federal competencies is the U.S. Army-Baylor HCA program. Baylor program graduates (and other officers selected for senior leadership positions) return to attend the AMEDD Executive Skills courses (for commanders and senior staff) to obtain updates on the current trends and research which draw from the executive competencies studies. Commanders need to stay current in their knowledge and skills about health care trends and developments.

Executive Competencies in Healthcare Research

In 1994, the U.S. Army-Baylor University Graduate Program in HCA became part of the newly founded Center for Healthcare Education and Studies at the AMEDD's Academy of Health Sciences (AHS) at Fort Sam Houston, TX. In response to the Congressional mandate, an ongoing research initiative was undertaken in late 1992 by the U.S. Army-Baylor program faculty, under the direction of the Dean of AHS, Colonel Paul Brooke, Jr, and the director of Army-Baylor, COL Ronald Hudak, to study and examine the executive skills, knowledge, and abilities projected to be required by both military and civilian health care professionals, managers, executives, and administrators. To date, these Delphi methodology research studies have examined health care executive and administrative job requirements for U.S. Army hospital commanders and deputies for administration, fellows of the American College of Health Care Executives (ACHE), fellows of the American College of Medical Practice Executives (ACMPE) – the professional development and credentialing arm of the Medical Group Management Association (MGMA), members of MGMA's Society of Physician Executives (SPE), the American College of Physician Executives (ACPE), U.S. Army Medical Service Corps

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Executive competencies in healthcare administration: preceptors of the Army-Baylor University Graduate Program.

Finstuen K [1], Mangelsdorff AD

Author information

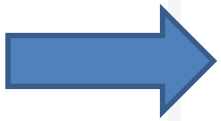
The Journal of Health Administration Education, 01 Jan 2006, 23(2):199-215
PMID: 16700444

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Abstract

The purpose of this research was to identify the mentoring and executive competencies required among preceptors of the Army-Baylor University Graduate Program in Health and Business Administration, and to specify the requisite skills, knowledge, and abilities (SKAs) needed to achieve those competencies. In the first wave of inquiry, a list of 123 competencies and associated SKAs was elicited from a network of 80 current and past preceptor executives employing a Delphi methodology using e-mail. An expert panel, which consisted of seven past program directors, examined and sorted the list into four preceptor content domains, viz., Health Systems Management (HS Management), Leadership, Residency Administration, and Community Involvement. Frequency analyses showed that the HS Management domain constituted over half of the competencies, with particular emphasis on strategic thinking, planning, billing, finance, manpower, and contracting. In the second wave, the preceptor Delphi network reviewed the expertpanel list and made 7-pointSKA importance ratings on an 80-item structured questionnaire representative of the four domains. Findings indicated thataverage SKA ratings were reliable and agreed upon to a high degree among preceptors. Results, rank ordered by SKA item means within preceptor content domains and overall, suggested that the most important rated items centered on teamwork, negotiation, interpersonal skills, communication, leadership vision, and customer and healthcare business operations. Outcomes from the competency list are expected to be useful for preceptor mentoring, self-assessment, and for professional development. Additionally, specific SKAs can provide a means for developing job requirements and career performance criteria at a behavioral task level, and can contribute information for identifying continuing education and conference topical needs.

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THE UNITED STATES ARMY MEDICAL DEPARTMENT

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THE EDUCATION MISSION OF THE ARMY MEDICAL DEPARTMENT

January - March 2014

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Home / Journal of Health Administration Education, Volume 31, Number 2

Competency-Based Curriculum, Outcomes, and Leader Development: Applications to a Graduate Program in Health Administration

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Author: Mangelsdorff, A. David
Source: Journal of Health Administration Education, Volume 31, Number 2, Spring 2014, pp. 111-133(23)
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The evolution of the Army Baylor University graduate program in health administration, competency models, competency development, assessments, outcomes, federal leader development, predictive models, and their application since 1951 are examined. Based on 40 competencies (8 domains), a core executive skills curriculum to train prospective federal healthcare commanders was established in the early 1990s. Students enter the Army Baylor University program with an average of 11 years to their executive toolkits. The students go on to become federal executives and healthcare leaders. Descriptive and correlation statistics on the 2,263students were calculated. In the multivariate regression model to predict Final Course Average, the most salient variables were: performance on the Orals_composite, the Diagnostic Pre-Academic assessment, the GRE/GMAT, Undergraduate Grade Point Average, Total Years of Federal Service, and the Pre-Academic competency ratings for "Leadership" and "Ethical Decision Making." Recommendations for applications of the findings to competency-based approaches to graduate management education are offered.

Document Type: Research Article

Publication date: March 1, 2014

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Why Competencies in Graduate Health Management and Policy Education?

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Authors: Calhoun, Judith G.; Vincent, Eric T.; Calhoun, Gary L.; Brandsen, Laura E.

Source: Journal of Health Administration Education, Volume 25, Number 1, Winter 2008, pp. 17-35(19)

Publisher: Association of University Programs in Health Administration

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During the past decade there has been a growing interest in learning and competency-based systems in various areas of education, training, and professional development. As a result, a number of competency initiatives have been undertaken across the health professions, including medicine, nursing, and pharmacy. Concurrent with these activities have been the resounding calls for: 1) both curricular content and process review in health administration and related training programs, 2) rethinking and reform of current educational practices, and 3) evidence-based, outcomes-focused education in health management and policy education.

In spite of governmental mandates and accrediting body specification for educational improvement, the debate about the use of competency models, competencies themselves, and competency-based education (CBE) still continues in a number of post-secondary educational settings—both within and outside of the professions. Specifically, faculties in health management and policy educational programs, including undergraduate and graduate education across the US, have questioned the need for the evolving com- petencies, competency models, and outcomes-based educational processes and assessment methods currently being developed and or adopted within the profession.

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Publication date: December 1, 2008

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THE JOURNAL OF Health Administration Education

Adoption and Implementation of Competency Based Education—The Army-Baylor Approach

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Authors: Beauvais, Brad; Wood, Suzanne J.; Brezinski, Paul; Brooks, Matt; Kim, Forest; Mangelsdorff, A. David
Source: Journal of Health Administration Education, Volume 28, Number 4, Fall 2011, pp. 299-313(15)
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The Army-Baylor Program has undertaken a wholesale paradigm shift in how students are taught, evaluated, and developed throughout the educational experience. Pushed initially by the 2008 change in CAHME criteria, and more recently by the recognized advantages of a competency-based approach, the Army-Baylor faculty has actively sought to develop this methodology and provide guidance to the field on the topic. The development of a competency based assessment methodology provides a point of departure for program leadership to quantitatively and qualitatively assess student progression against stated competency requirements across the entire educational experience. A systematic review of student performance then forms a basis from which to revisit program-wide pedagogical methods, resource allocation and programmatic requirements. Most importantly, however, this process has afforded the program a more effective means by which to build an improved educational model to ensure it achieved: objective and subjective assessments of its student population; an alignment of faculty capabilities against programmatic needs; a deepened awareness and development of Joint Medical Executive Skills (JMES) requirements; and a candid evaluation of curriculum content and sequencing.

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Publication date: September 1, 2011

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THE JOURNAL OF Health Administration Education

Developing the BEAR: Assessing Student Competency Development in Graduate Health Management Education

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Authors: Beauvais, Brad; Kim, Forest; Cuyler, Mishaw; Richter, Jason; Johnson, Lawrence; Mangelsdorff, A. David
Source: Journal of Health Administration Education, Volume 33, Number 3, Summer 2016, pp. 377-392(16)
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Competency development is currently the most deficient accreditation criteria for healthcare administration programs, as comprehensive implementation is very challenging. The Army-Baylor Program in Health and Business Administration has pursued a fundamental and transformative path in how students are taught, evaluated, and developed throughout the two-year graduate educational experience, particularly in regard to competency development. Prompted initially by a positive evolution in accrediting organization criteria and more recently by the acknowledged advantages of a competency-based approach, the Army-Baylor faculty has sought to continue development of this methodology and provide assistance to the field as few programs have undertaken such a comprehensive approach. Development of competencybased assessment methodologies provides a point of departure for program leadership to assess student progression against competency requirements across the entire curriculum. By providing faculty and program leadership the ability to capture and quantify individual student performance against a defined standard, the assessment of requirements, pedagogical methods, and resource allocation becomes more efficient and effective. Notably, this approach affords the program a means to continually assess and improve educational delivery to ensure it achieves the desired objectives, produces an alignment of faculty capabilities against programmatic needs and prompts candid discussions of curriculum content and sequencing.

Document Type: Research Article
Publication date: June 1, 2016

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The Journal of Health Administration Education

Portfolio Development to Guide Competency Assessment & Disseminate Health System Leading Practices: Results from the Army-Baylor Residency Experience

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Authors: Beauvais, Brad; Richter, Jason; Cuyler, Mishaw; Bewley, Lee; Kim, Forest

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The Army-Baylor Program in Health and Business Administration has pursued a fundamental and transformative path in how students are taught, evaluated, and developed throughout the two-year graduate educational experience. Prompted initially by a positive evolution in accrediting organization criteria, and more recently by the acknowledged advantages of an immersive and competency-based approach, the Army-Baylor faculty has sought to continue development of this methodology and provide assistance to the practitioner field in a new way. By promoting student involvement in meaningful practical experiences at some of the nation's leading healthcare hospitals and health systems, this approach affords students the reason to seek out and learn from exceptional examples of quality and performance enhancing practices. Likewise, the collection of student projects at the culmination of the residency experience provides the program a means to gather and disseminate quantifiably verified leading practices in the field of healthcare management. These studies have subsequently been posted for broad dissemination to emergent and current healthcare executives.

Document Type: Research Article

Publication date: September 1, 2016

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"Throw You to the Wolves" and Other Strategies for Developing the Interpersonal Skills of Recent Entrants to Healthcare Management: A Mixed-Methods Study

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Authors: Kim, Forest S.; Bonica, Mark; Johnson, Lawrence M.; Swift, Doug; Beauvais, Bradley M.; Mangelsdorff, A. David
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Abstract | References | Citations | Supplementary Data | Suggestions

Interpersonal skills have long been considered key and essential to success in healthcare management. However, to date, few studies have assessed these skills in early careerists, or proposed strategies to enhance them. Our mixed-methods study achieves both in the context of a field experience. An initial survey established baseline interpersonal skills ratings for students enrolled in the Army-Baylor University Graduate Program in Health and Business Administration from both the preceptor and their matched administrative resident (self-rating) using a competency assessment tool published by Helfand et al. (2005). A follow-up survey was conducted seven months later. The qualitative portion of the study consisted of semistructured interviews on a smaller sample of residents and preceptors (n = 23). There were no statistically significant differences between resident self-rated pre- and postsurvey scores. However, differences in several preceptor pre- and postsurvey scores evaluating students' interpersonal skills, including the summary score, were statistically significant. Thus, preceptors recognized a change in the interpersonal skills of residents—indistinguishable to the residents themselves. Deliberate engagement was found to be the dominant method mentioned for enhancing interpersonal skills. Other key strategies included observing and debriefing, mentoring, and personal reflection. Our qualitative findings support the role of action learning over traditional classroom instruction. We conclude by suggesting several best practices for enhancing interpersonal skills in the field experience.

Document Type: Research Article

Publication date: September 1, 2021

https://www.ingentaconnect.com/content/aupha/jhae/2021/00000038/00000003/art00007

US Army Med Dep J. 2014 Jan-Mar:7-13.

What is the value of graduate education? An economic analysis of Army Medical Department Graduate Programs

Lee W Bewley [1], Kevin D Broom, Mark Bonica

Affiliations + expand

PMID: 24488866

Abstract

Current and forward-looking resource constraints within the federal health system and general health market are generating questions of fiscal or economic viability of a number of programs including graduate education. This article establishes a framework for assessing economic value among graduate health-related programs within the Army Medical Department. The findings of this analysis indicated that the programs evaluated in the study generate positive economic value based on a market-based valuation of extrinsic benefits compared to extrinsic costs for conducting graduate education within each of the programs. Suggestions for future research and policy application are also discussed.

https://pubmed.ncbi.nlm.nih.gov/24488866/

THE JOURNAL OF Health Administration Education

The Influence of CAHME Accreditation Findings and Program Reputation on Length of Healthcare Management Program Accreditation

Download Article:
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(PDF 287.6 kb)

Authors: Beauvais, Brad; Richter, Jason; Kim, Forest; Weigel, Fred; Brezinski, Paul; Downs, Lynn; Mangelsdorff, M. David; Patricola, Michael; Powers, Jennifer

Source: Journal of Health Administration Education, Volume 34, Number 4, Fall 2017, pp. 569-584(16)
Publisher: Association of University Programs in Health Administration

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Abstract | References | Citations | Supplementary Data | Suggestions

In the competitive education market, accreditation is one way programs differentiate themselves from others. Because accreditation demonstrates a program's willingness and ability to undertake a rigorous peer review and validation process, student, faculty, and university stakeholders have recognized several benefits. The Commission on the Accreditation of Healthcare Management Education (CAHME) is recognized by the Council for Higher Education Accreditation (CHEA) as the only accreditation body for graduate healthcare administration programs. The authors hypothesized a negative association between the number and type of CAHME site visit findings and accreditation length. They compared 75 CAHME site visit reports from 62 programs against *U.S. News and World Report* healthcare management graduate program rankings from 2007, 2011, and 2015 to conclude that performance on site visit evaluations does indeed impact a program's length of accreditation.

Document Type: Research Article

Publication date: September 1, 2017

https://www.ingentaconnect.com/content/aupha/jhae/2018/00000034/00000004/art00006

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Home / Journal of Health Administration Education, Volume 35, Number 2

The Past, Present and Future: Our Journey through Competency-Based Education

Download Article:

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(PDF 154.4 kb)

Authors: Broom, Kevin D.; Gentry, Daniel

Source: Journal of Health Administration Education, Volume 35, Number 2, Spring 2018, pp. 123-132(10)
Publisher: Association of University Programs in Health Administration

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Abstract | References | Citations | Supplementary Data | Suggestions

Authors Kevin Broom, PhD, of the University of Pittsburgh, and Daneil Gentry, PhD, of the University of Iowa, address the history and current state of competency-based education in the field, based on their experience in their programs as well as conducting numerous accreditation site visits at other institutions through the Commission on Accreditation of Healthcare Management Education. The need for better assessment and reporting tools regarding competency effectiveness and attainment are discussed, and the authors make recommendations for future improvement.

https://www.ingentaconnect.com/content/aupha/jhae/2018/00000035/00000002/art00003

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Home / Journal of Health Administration Education, Volume 33, Number 4

How Well Do Programs Fulfill Their Role in Management Development? An Analysis of Competency Assessments Using CAHME Accreditation Outcomes

Download Article:
Download
(PDF 229.3 kb)

Authors: Broom, Kevin; Turner, Jason; Brichto, Eric

Source: Journal of Health Administration Education, Volume 33, Number 4, Fall 2016, pp. 559-579(21)
Publisher: Association of University Programs in Health Administration

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Abstract | References | Citations | Supplementary Data | Suggestions

We use Transaction Cost Economics and Agency Theory as theoretical frameworks to characterize the changing relationship between graduate programs in healthcare management and their industry stakeholders within the health industry. With competency-based education (CBE), the relationship has evolved from a transactional relationship to an implied contractual relationship. Within this new contractual framework, we analyze how well graduate programs in healthcare management education measure and assess competencies for the future health executive workforce. Using Commission on Accreditation of Healthcare Management Education (CAHME) accreditation data covering 96 site visits from 2007-2015, we find that the academic community still has much work to do in fulfilling its implicit contract with industry stakeholders. Over 70% of all healthcare management programs had adverse criterion-related findings on their ability to assess the attainment of competencies in their students and graduates. Major problems identified were (a) not measuring competency attainment within courses; (b) not measuring competency attainment across courses; (c) a significant reliance on student self-assessments; and (d) failure to use assessment data for overall program improvement.

Document Type: Research Article

Publication date: September 1, 2016

https://www.ingentaconnect.com/content/aupha/jhae/2016/00000033/00000004/art00005

Membership Status in Professional Associations

Membership Status

Year Group	Associate	Diplomate	Fellow	Total
1951-68	150	80	81	267
1969-75	93	156	49	256
1976-82	43	94	48	159
1983-89	65	109	44	176
1990-95	51	172	66	240
1996-99	35	123	62	182
2000-04	77	85	57	178
2005-07	52	43	5	75
subtotals	566	865	413	1534

Associations:

Amer. College Healthcare Executives, Amer. Assoc. Medical Administrators, Amer. Hosp. Assoc., Medical Group Management Assoc.

Individuals can be members of multiple professional associations

Army-Baylor ACHE Student Chapter Awards

Year ACHE Recognition

1993 Student Chapter Award for greatest number of students advancing in ACHE during 1993-94

1997 award paperwork not filed (ARGHH!)

1998 Student Chapter Award for 1997 Graduating class with greatest percent of candidates for Associate, Associates, Diplomates, and Fellows

1999 Student Chapter Award for 1998 Graduating class with greatest percent of candidates for Associate, Associates, Diplomates, and Fellows

2000 Student Chapter Award for 1999 Graduating class with greatest percent of candidates for Member, Members, Diplomates, and Fellows

2002 Student Chapter Award for 2001 Graduating class with greatest number of Members, Diplomates, and Fellows

2003 Student Chapter Award for 2002 Graduating class with greatest number of Members, Diplomates, and Fellows

2004 Student Chapter Award for 2003 Graduating class with greatest number of Members, Diplomates, and Fellows

2005 Student Chapter Award for 2004 Graduating class with greatest number of Members, Diplomates, and Fellows

2006 Student Chapter Award for 2005 Graduating class with greatest percentage of Members, Diplomates, and Fellows

2007 no chapter awards presented

2008 Higher Education Network Award for 2006-7 Graduating class with greatest number of Graduates Advancing

2009 Higher Education Network Award for 2007-8 Graduating class with greatest number of Graduates Advancing

2010 Higher Education Network Award for 2008-9 Graduating class with greatest number of Graduates Advancing

ACHE Student Chapter Awards





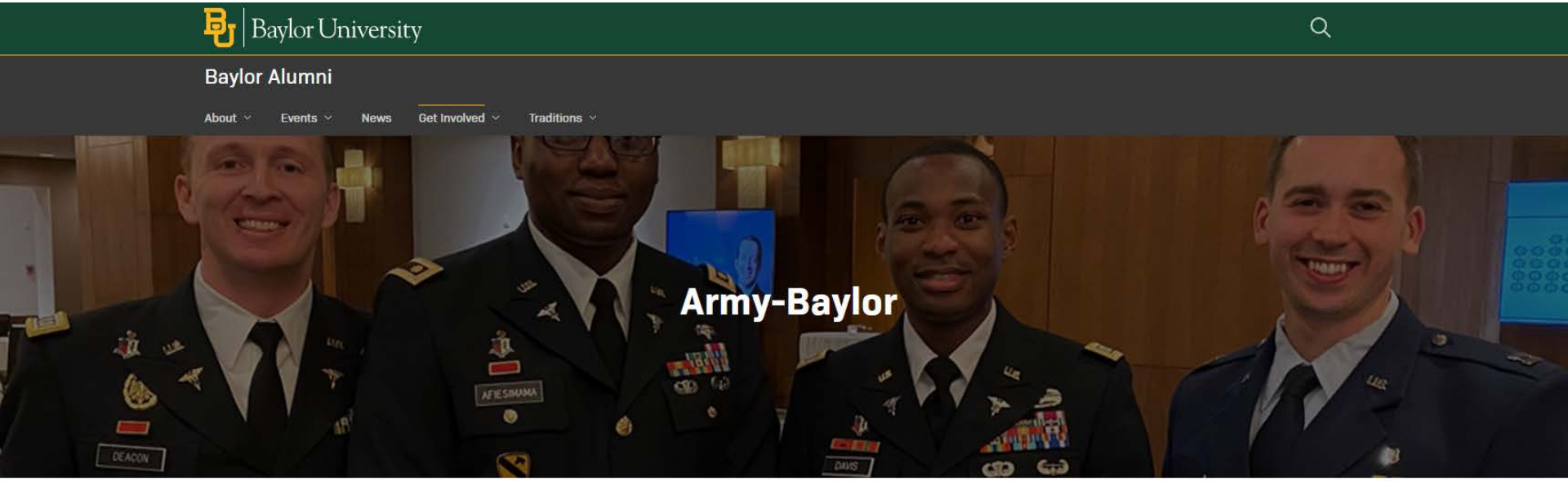
ACHE Higher Education Network Awards



The AB program has been recognized 21 times

https://www.ache.org/Membership/Local-Chapters/Chapter-Service-Center/Chapter-Awards

Army-Baylor Alumni



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Find Baylor Bears with Shared Interests

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- Arts Alliance
- Baylor Professional Group
- Black Alumni Alliance
- Catholic Group

Our Mission

The Army-Baylor Graduate Program has contributed a diverse group of professionals skilled in the coordination and delivery of health care within the field of medicine since its inception in 1947.

Alumni of the Army-Baylor Program span the globe and are part of various services: Army, Navy, Air Force, Coast Guard and Veterans Affairs. As you go out from the Fort Sam Houston campus and serve the world, we invite you to stay connected to esteemed colleagues and classmates.

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https://alumni.web.baylor.edu/get-involved/find-baylor-bears-shared-interests/army-baylor

ACHE Chairman : MG David A. Rubenstein, FACHE



ACHE's Leadership

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Fax numbers and e-mail addresses for elected leaders can be found in the online Affiliate Directory.

MG David A. Rubenstein, FACHE



David A. Rubenstein, FACHE, is a Major General in the U.S. Army.

He also serves as the 2008-2009 Chairman of the American College of Healthcare Executives, an international professional society of more than 30,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. With comprehensive programs in credentialing, education, career counseling, publications and research, ACHE works toward its goal of being the premier

http://www.ache.org/ldrship/chairoff.cfm

https://www.linkedin.com/in/david-rubenstein-fache/

ACHE Chairman: Col. Noel J. Cardenas, FACHE

Noel J. Cárdenas, FACHE, Installed as ACHE Chair

Noel J. Cárdenas, FACHE, begins his term as Chair of the American College of Healthcare Executives.

For Immediate Release

CHICAGO, Feb. 28, 2026–Noel J. Cárdenas, FACHE, senior vice president/CEO, Memorial Hermann Southeast and Pearland Hospitals, Houston, has assumed the office of Chair of the American College of Healthcare Executives.

Cárdenas was installed Saturday by ACHE's Council of Regents and succeeds the outgoing Chair, Michele K. Sutton, FACHE, president/CEO, North Oaks Health System, Hammond, La.

Board certified in healthcare management as an ACHE Fellow, Cárdenas served as an ACHE Governor from 2022 to 2025, the ACHE Regent for Army from 2013 to 2015, and as president of the ACHE–SouthEast Texas Chapter from 2020 to 2021. He also served on several ACHE committees.

Before assuming his current role in 2020, Cárdenas was vice president, Operations/COO, Memorial Hermann Northeast Hospital, Humble, Texas, from 2015 to 2020. Prior to that, he served in the U.S. Army and Texas National Guard in the following roles: CEO/hospital commander, Reynolds Army Community Hospital, Fort Sill, Okla., from 2013 to 2015; COO, Brooke Army Medical Center/Healthcare System, Fort Sam Houston, Texas, from 2010 to 2013; CEO/commander, 421st Multifunctional Medical Battalion, Wiesbaden, Germany, from 2008 to 2010; CEO/commander, Medical Task Force 421st Multifunctional Medical, Balad, Iraq, from 2008 to 2009; COO, Evans Army Community Hospital, Fort Carson, Colo., from 2006 to 2008; and COO, Raymond W. Bliss Army Health Center, Fort Huachuca, Ariz., from 2004 to 2006.

In addition to his service to ACHE, Cárdenas is a board member of the Bay Area Houston Economic Partnership, Pearland Chamber of Commerce, Brazoria County Hispanic Chamber of Commerce and Texas A&M University School of Public Health External Advisory Council.

He received the Senior-Level Healthcare Executive Regent Award from ACHE in 2008 and 2023, as well as the Distinguished Service Award (2014) and the Exemplary Service Award (2016) through the ACHE Recognition Program. He also won an ACHE Governors Award in 2016.



https://www.ache.org/About-Us/News-and-Awards/News-Releases/Noel-J-Cardenas-Installed-as-ACHE-Chair

https://www.linkedin.com/in/noel-j-c%C3%A1rdenas-fache-93692727/

CAHME Chairman: Forest S. Kim, Ph.D., MBA, MHA, FACHE

CAHME ABOUT WHY CAHME MATTERS ACCREDITATION MEDIA & EVENTS AWARDS & SCHOLARSHIPS RES

CAHME Upholds Commitment to Diversity Equity Inclusion and Belonging with Board Leadership; Forest Kim appointed as Chair and Bankole Olatosi as Secretary-Treasurer.

The Commission on Accreditation of Healthcare Management Education (CAHME) announces that on July 1, 2022, Forest Kim, PhD, will become its first Asian American Board Chair, and Bankole (Banky) Olatosi, PhD, will be CAHME's first African American Secretary-Treasurer.

"CAHME sees our commitment to diversity as an intentional and deliberate process that contributes to the broader community," said Kim. "Our Board and accredited healthcare management education programs embrace diversity to serve the public by advancing the quality of healthcare management education."

Forest Kim, PhD, MBA, MHA, FACHE, served on the Board since 2019, and has been a site visitor and CAHME fellow for more than a decade. He served on active duty for 22 years in the US Army as a healthcare administrator, retiring at the rank of Lieutenant Colonel.Kim is the program director of Baylor University's Hankamer School of Business Robbins Healthcare MBA program.



https://cahme.org/dei/

https://www.linkedin.com/in/forest-kim-b27aa39/

https://hankamer.baylor.edu/person/forest-s-kim

Catholic Health: RADM Rebecca McCormick-Boyle, MHA, FACHE

Catholic Health

Patients & Visitors MyChart Pay Your Bil

Prov

Catholic Health is pleased to announce that Rebecca J. McCormick-Boyle, BSN, MS, MHA, FACHE, has been named Chief Integration Officer. In this new senior leadership role, McCormick-Boyle will provide executive oversight for the implementation of the system's 2025 Strategic Plan.

"Hand-in-hand with installing the nation's most advanced electronic health record (EHR) system, we've been developing a new strategic plan for our system that will shape the course of our work over the next five years," said Mark Sullivan, President & CEO of Catholic Health. "With our Epic EHR well underway and our strategic plan complete, Rebecca will work with our leadership team to implement the strategies that will enable us to meet the healthcare needs of the Western New York region well into the future."

A highly decorated member of the United States Navy, McCormick-Boyle retired as a Rear Admiral this past year after more than 38 years of military service. She began her military career as a surgical and critical care nurse before rising through the ranks as a Navy nurse executive. Most recently, she served as Deputy Chief of the Navy Bureau of Medicine and Surgery (BUMED), and Commander, Navy Medicine Education and Training.

"In Catholic Health, our patients are at the center of everything we do," Sullivan said. "Rebecca's broad experience as a nurse executive, coupled with her commitment to serve the greater good, will ensure we remain steadfast and focused on delivering the very best care and service to our patients and community with unparalleled quality, safety and efficiency, as well as better preparing and equipping future generations of caregivers."



Rebecca J. McCormick-Boyle, BSN, MS, MHA, FACHE

https://www.chsbuffalo.org/blog/rebecca-j-mccormick-boyle-chief-integration-officer/

https://www.linkedin.com/in/rebecca-mccormick-boyle-77891326

Army, Deputy Surgeon General: MG Gale S. Pollock

Gale Pollock

2 languages

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From Wikipedia, the free encyclopedia

Gale S. Pollock is a retired United States Army major general who served as the Deputy Surgeon General of the United States Army from October 2006 to March 2007, and also as chief of the Army Nurse Corps. She became acting Surgeon General of the United States Army for nine months following the 20 March 2007 retirement of her predecessor, Kevin C. Kiley, due to fallout from the Walter Reed Army Medical Center neglect scandal.[2] She was the first woman and the first non-physician to hold the position.

Pollock served in the army for more than 30 years until her retirement in 2008. She is a Certified Registered Nurse Anesthetist.[3] She was a Fellow at Harvard's Advanced Leadership Initiative in 2011.[4]

Education [edit]

Pollock received a Bachelor of Science degree in Nursing from the University of Maryland, Baltimore. She attended the U.S. Army Nurse Anesthesia Program and is a Certified Registered Nurse Anesthetist (CRNA). She received her Master of Business Administration from Boston University, a Master of Healthcare Administration from Baylor University, a Master of Science in National Security Strategy from the National Defense University, and an honorary Doctorate of Public Service from the University of Maryland. She is also a Fellow at the American College of Healthcare Executives (FACHE).

Pollock's military education includes the Department of Defense CAPSTONE Program; the Senior Service College at the Industrial College of the Armed Forces; the Air War College; the Interagency Institute for Federal Health Care Executives; the Military Health System CAPSTONE program; the Principles of Advanced Nurse Administrators; and the NATO Staff Officer Course.

Gale S. Pollock



Maj. Gen. Gale Pollock, RN, CRNA, BSN

Born	Kearny, New Jersey, U.S.[1]
Military career	
Allegiance	United States
Branch	United States Army
Rank	Major General
Commands	United States Army Medical Command Army Nurse Corps Tripler Army Medical Center Martin Army Community Hospital United States Army Medical Activity, Fort Drum
Awards	Army Distinguished Service Medal Legion of Merit (3)

https://en.wikipedia.org/wiki/Gale_Pollock

https://www.linkedin.com/in/galespollock/

ACHE Consultant: BG Donald B. Wagner, MHA, FACHE

Donald B Wagner, MHA, LFACHE
Brigadier General (Ret.) USAF, MSC
Healthcare Consultant

Don Wagner was born in York, Pennsylvania in 1930. He began his healthcare career as a Physical Therapist, having received his Baccalaureate Degree in the profession from the College of Physicians and Surgeons, Columbia University, New York City in 1952. He entered active duty in the Medical Service of the United States Air Force that same year as a result of the Korean War, then in progress. His initial assignment was to establish a Physical Therapy Department, focused on the care of thoracic surgery patients injured in the war or who had contracted pulmonary disease requiring surgery.

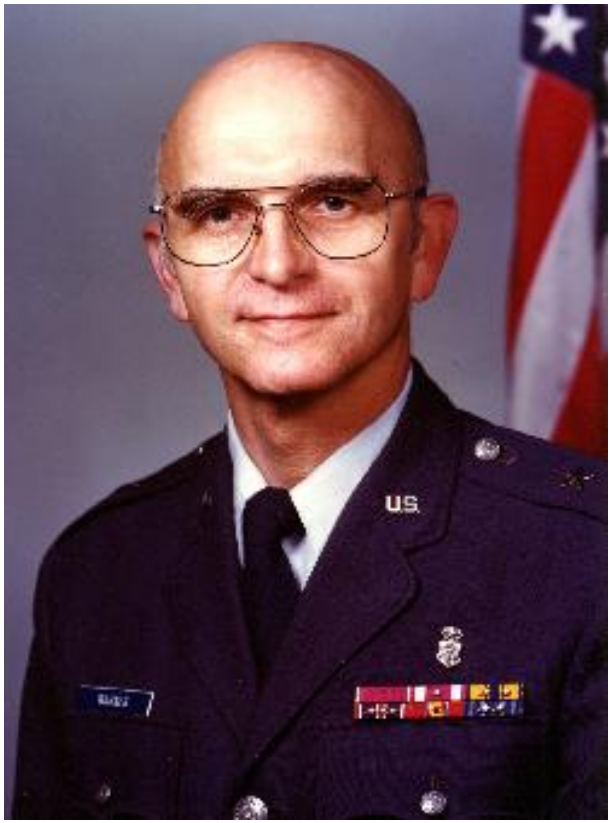
His involvement in the hospital expanded to various administrative activities, which he enjoyed and after approximately three years as a therapist he became primarily involved in the field of Hospital Administration. He received his Master's Degree in Healthcare Administration from Baylor University, Waco, Texas in 1960.

While on active duty in the Air Force, Don has worked as the Chief Executive Officer in hospital facilities ranging from a 25 bed primary care hospital to a 1200 bed clinical teaching center. Additionally, he had several assignments at the command level of the Air Force with specific responsibilities in hospital facility construction, modification, and maintenance; budgeting and financial performance; and human resources administration, wherein he assigned 2800 physician specialists to facilities around the world. He served for the last three years of active duty as the Deputy Surgeon General for Operations, USAF. He departed the Air Force in 1982, having achieved the grade of Brigadier General..

He became the Associate Vice President for Patient Care and Administrator at the University of Texas - M.D. Anderson Cancer Center in Houston, Texas in October 1982. In August 1985, he joined the Memorial Hermann Healthcare System in Houston, as the Chief Executive Officer of their 600 bed Memorial Southwest Hospital. He remained in that role for 6 years, at which time he chose to reduce his working time commitment and became internal consultant for the Memorial Hermann System with responsibilities in teaching, operational consulting, governing board education, and interim executive roles.

Since 1991, he has developed an educational exchange program between Memorial Hermann and medical facilities in China. He has also been involved in international healthcare consulting with engagements in China, Japan, Okinawa, Korea, France, India, Nicaragua, El Salvador, Honduras, Mexico and Saudi Arabia. Don retired from Memorial Hermann after 19 years and is now self-employed. He served as the Interim Chief Operating Officer and Consultant for St. Joseph Medical Center, Houston Texas beginning in November 2008. Additionally, he served on the International Consulting Team for Methodist Hospital in Houston.

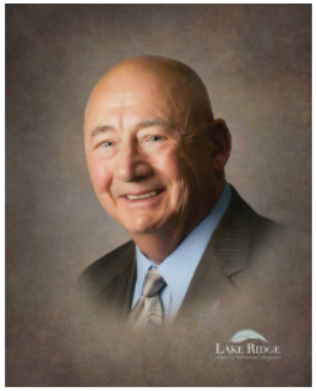
Don has served his community through board membership and leadership positions in the Alzheimer's Association, YMCA, Boy Scouts, Kidney Association, United Way, he Hospice at the Texas Medical Center, and St. Luke's United Methodist Church. He has a great interest in the education of students aspiring to the profession of healthcare administration and has served on the faculty of several universities. He is Board Certified in Healthcare Administration, and is a Life Fellow in the American College of Healthcare Executives (ACHE), a national professional organization in which he has held numerous committee assignments and leadership positions both locally and nationally. Don received the Lifetime Service Award for 2009 from the ACHE. He is a Fellow of the Royal Society of Health, and also an Honorary Fellow of the American Academy of Medical Administrators.



https://ache-setc.org/wp-content/uploads/2024/06/Don-Wagner-Bio.pdf

Texas Tech Univ., Dean: Paul P. Brooke, Jr., MHA, Ph.D., FACHE

MARCH 25, 1943 – AUGUST 23, 2021





IN THE CARE OF

Lake Ridge Chapel and Memorial Designers

Dr. Paul Peter Brooke Jr., Colonel (Retired) United States Army, gently passed away in his sleep in the early hours of Monday, August 23, 2021.The family will host a viewing at 6:00 pm on Monday, August 30, 2021, followed by the reciting of the Holy Rosary at 7:00 pm and visitation at 8:00 pm at Lake Ridge Chapel and Memorial Designers. Mass will be celebrated in honor of Paul's life of 78 years at 11:00 am on Tuesday, August 31, 2021, at Christ the King Cathedral in Lubbock, Texas. Paul will be laid to rest with full military honors at Arlington National Cemetery in Virginia. We invite you to sign his virtual guestbook on this page and download his memorial keepsake folder to your device for printing.Paul Peter Brooke Jr. was born March 25, 1943, in New York City to Paul and Agnes Brooke, Sr. He married Barbara Andrusco on July 15, 1967. In 1998, he was named Dean of the School of Allied Health Sciences at Texas Tech University. Prior to joining TTUHSC, he served with distinction in the United States Army as a Medical Service Corps officer achieving the rank of Colonel. His military career spanned 28 years and included command positions in Vietnam, Fort Riley, Kansas, Nurnberg, Germany, and culminated as the dean of the Academy of Health Sciences at Fort Sam Houston in San Antonio. As a man of letters, Paul was most proud of his contributions to TTUHSC. After retiring from TTUHSC in 2012, he filled his life with getting to know his grandchildren, traveling, spending time with his beloved wife, and dedicating considerable time to volunteer activities in his church and community. Paul was full of life in everything he did. He touched the lives of many and will be dearly missed.Survivors include his wife, Barbara Brooke; their children, Christopher (Pamela) Brooke, Jessica (Carlos) Vazquez, and Stephen Brooke; grandchildren, Sarah, Elizabeth, Rita, and Marcelino Vazquez, Rachael, Allison, Joshua, and John Brooke; siblings, Richard (Ann) Brooke, Charles Brooke; Jane (Ron) Kolbig, and Janis (Robert) Sahagian, and numerous nieces and nephews.Paul Peter Brooke Jr. was preceded in death by his parents, Paul, Sr. and Agnes Brooke.

https://www.dignitymemorial.com/obituaries/lubbock-tx/paul-brooke-12595966

https://www.ttuhsc.edu/stories/sider-healing-touch

http://cybermarine-lite.net/b74broo.htm

Univ. Texas El Paso, Dean: C. Scott Kruse, M.H.A., Ph.D., FACHE

UTEP NAMES C. SCOTT KRUSE DEAN OF THE COLLEGE OF HEALTH SCIENCES

EL PASO, Texas (April 22, 2025) – The University of Texas at El Paso has named C. Scott Kruse, Ph.D., as the new dean of the College of Health Sciences. Kruse comes to UTEP with a distinguished career in both academia and military service, having most recently served as Associate Dean of the College of Health Professions and Professor of Health Administration at Texas State University.

"UTEP is committed to healthcare in the Paso del Norte region and we look forward to welcoming Dr. Kruse to the UTEP Health team," said UTEP President Heather Wilson.

Kruse has held several leadership roles at Texas State, including director of the School of Health Administration and director of Graduate Programs, demonstrating a commitment to student success through curriculum and faculty development, mentorship and strategic research agendas.

Kruse holds a Ph.D. in health-related sciences from Virginia Commonwealth University; master's degrees in healthcare administration, business and information technology from Baylor University and The University of Texas at San Antonio; and a bachelor's degree in engineering psychology from the U.S. Military Academy at West Point. His academic research and teaching have emphasized the application of technology in healthcare.

Before transitioning to academia, Kruse served in the U.S. Army in a range of leadership roles, achieving the rank of major and taking on intelligence, technology and healthcare management responsibilities.

"I would like to extend my deepest gratitude to Interim Dean Stacy Wagovich for her commitment to the students, faculty and staff of the College over the last year," said John Wiebe, Ph.D., UTEP provost and vice president for academic affairs. "Her hard work has positioned the College well for new leadership."

Kruse will begin his new role at UTEP on July 1, 2025.

About The University of Texas at El Paso

The University of Texas at El Paso is America's leading Hispanic-serving university. Located at the westernmost tip of Texas, where three states and two countries converge along the Rio Grande, 84% of our 25,000 students are Hispanic, and more than half are the first in their families to go to college. UTEP offers 171 bachelor's, master's and doctoral degree programs at the only open-access, top-tier research university in America.

Last Updated on April 22, 2025 at 12:00 AM | Originally published April 22, 2025



The University of Texas at El Paso has named C. Scott Kruse, Ph.D., as the new dean of the College of Health Sciences. Kruse comes to UTEP with a distinguished career in both academia and military service, having most recently served as Associate Dean of the College of Health Professions and Professor of Health Administration at Texas State University.

https://www.utep.edu/newsfeed/2025/april/utep-names-c-scott-kruse-dean-of-the-college-of-health-sciences.html

https://www.linkedin.com/in/clemens-scott-kruse-phd/

University of Louisville, Dept. Chair: Lee W. Bewley, M.H.A., Ph.D., FACHE

UNIVERSITY OF LOUISVILLE

← all experts

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Lee Bewley

0009-0005-5898-4908

Assoc Professor Term
School of Public Health and Information Sciences

5028522490 (Work)

lee.bewley@louisville.edu

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BIO

Dr. Lee W. Bewley is an Associate Professor and Director, Health Management Programs. He joined the University of Louisville faculty in 2016 to serve as the first Program Director for a new competency-based education (CBE) Healthcare Leadership undergraduate degree program. The CBE Healthcare Leadership program was the first of its kind in the state of Kentucky graduating ten students in the first three years of operation. Dr. Bewley was appointed MSHA Program Director in 2018 leading the program through CAHME reaccreditation and the program's inaugural ranking (#32) in US News. His educational background includes a Ph.D. in Administration, Health Services (Strategy) from the University of Alabama at Birmingham, MHA from Baylor University, and BA in Economics and Business from the Virginia Military Institute. Dr. Bewley is a board-certified healthcare executive with the American College of Healthcare Executives (ACHE). He serves as a Fellow for the Commission on Accreditation of Healthcare Management Programs (CAHME). Prior to joining the University of Louisville faculty, Dr. Bewley served twenty-three years in the Army Medical Department including a combat tour in Iraq leading a combat support hospital and culminating as Associate Dean of the Academy of Health Sciences Graduate School and Program Director of the Army-Baylor University MHA-MBA Program, a U.S. News Top 10 graduate healthcare management program. Dr. Bewley's research interests include leadership development and healthcare market strategy. Dr. Bewley has served on national and regional advisory boards including ACHE Regional Advisory Council and the Health Administration Press. Dr. Bewley serves as a Faculty Senator; elected twice from 2021 - 2024 and 2025 - 2028. Dr. Bewley currently serves as Regent, ACHE representing the Kentucky Chapter, ACHE governing board, and he served as Kentucky Chapter President during the period 2020 - 2022.

DEGREES

- **Ph.D.**
  University of Alabama at Birmingham, Birmingham, United States of America
- **MHA**
  Baylor University, Waco, United States of America
- **BA, Economics and Business**
  Virginia Military Institute, Lexington, United States of America

CERTIFICATIONS

- **Fellow, American College of Healthcare Executives (FACHE)**
  American College of Healthcare Executives, Chicago, United States
  Board-certified healthcare executive

https://profiles.louisville.edu/lee.bewley

https://www.linkedin.com/in/lee-bewley-6408239/

Univ. of Incarnate Word, Dept. Chair: Daniel Dominguez, M.H.A., Ph.D., FACHE

Founding MHA Director Dr. Daniel Dominguez to retire from UIW

May 16, 2018

Dr. Dominguez retires after 15 years at UIW



SAN ANTONIO – Dr. Daniel Dominguez, the founding director of UIW's Master of Health Administration program, is set to retire after 15 years at the university.

Originally from Tempe, Arizona, Dr. Dominguez joined the United States Navy in the early 1970s and remained in the military for the next three decades.

He earned an undergraduate degree in Business Management from Park College in 1982, a Master of Health Administration from Baylor in 1990, and a Ph.D. in Health Services Management and Research from the University of Iowa in 1998.

He came to UIW in the fall of 2003 after serving 30 years in the Navy, first as a shipboard electrician, then as a healthcare administrator and finally as a professor. Dr. Dominguez spent the last five years of his Naval career as a professor in the Army-Baylor University Graduate Program in Health Administration, serving as the program's director two of the five years.

His first experience with UIW was attending a banquet with his daughter when she received a UIW Presidential Scholarship. Soon after, former UIW business professor Dr. Larry Johnson, who was preparing to leave UIW at the time, contacted Dr. Dominguez about the position.

"This is interesting in that he wasn't thinking of me for the position, but of a colleague of mine who was retiring from the military at about the same time that I was," Dr. Dominguez said. "I knew that my friend would not be interested in the position, and he wasn't. I called Larry Johnson and asked him about the university as a place to work and he had nothing but great things to say about UIW."

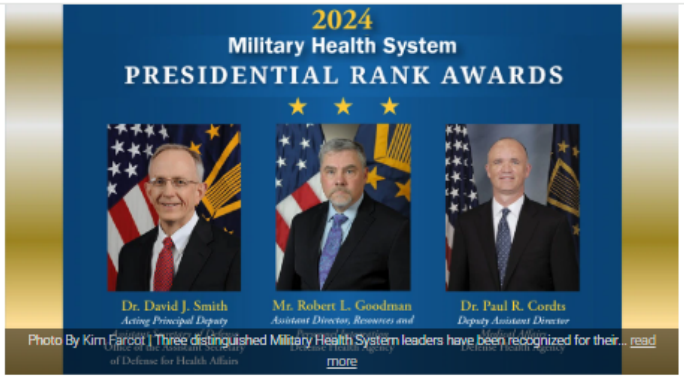
Dr. Dominguez came to the H-E-B School of Business and served first as the director of the Master of Arts in Administration program and then as the director of the MHA program upon its founding in 2009. He was the director of both programs for two years before devoting his attention solely to the MHA program. He, along with Dr. Kevin LaFrance and Dr. Chris Nesser, built the MHA program from the ground up – something Dr. Dominguez said he has enjoyed most about his time at UIW.

"This difficult task was made enjoyable because of the support of the administration, which allowed us to pursue accreditation from the start, and by the friendship, dedication and steadfast efforts of Drs. Kevin LaFrance and Chris Nesser," Dr. Dominguez said. "Our Provost, Dr. Kathi Light, asked me after the award of our initial accreditation whether I believed we could have achieved accreditation so quickly with any other group of three individuals. I firmly believe the Lord intended us to be the three that would build the program, so the answer was an easy, 'No.'"

https://www.uiw.edu/hebsba/news-and-events/news/2018/dan-dominguez-to-retire-hebsba-uiw-mha.html

https://www.linkedin.com/in/daniel-g-dominguez-6214646/

Military Health System: SES Robert L. Goodman



UNITED STATES
01.14.2025
Courtesy Story
Defense Health Agency

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Three distinguished Military Health System leaders have been recognized by the 2024 Presidential Rank Awards for their commitment to public service and extraordinary contributions to military health policy leadership.

• Dr. David J. Smith, acting principal deputy assistant secretary of defense for Health Affairs, has been honored with the esteemed 2024 Presidential Rank Award, Distinguished Executive (Senior Executive Service), one of the highest distinctions for career federal leaders, awarded for sustained extraordinary leadership and service to the American public. Smith was honored for his exceptional leadership in the MHS, shaping policy and guiding critical research efforts in force health protection and operational medical readiness. His efforts have been instrumental in ensuring service members receive evidence-based care and protection, both in operational environments and during peacetime, directly supporting national security and force readiness.

• Dr. Paul R. Cordts, deputy assistant director for Medical Affairs, DHA and Mr. Robert L. Goodman, assistant director for resources and personnel integration, Defense Health Agency, have both received the Presidential Rank Award, Meritorious Executive (Senior Executive Service), for their outstanding leadership in advancing the Defense Health Agency's mission and improving health care delivery for service members and their families. Cordts was honored for his leadership in medical affairs at the DHA, focusing on modernizing clinical care delivery and standardizing medical practices across the MHS. His efforts have significantly improved patient care quality and outcomes for service members, retirees, and their families. Goodman was recognized for his exceptional contributions to resource management and personnel integration at the DHA. His leadership has been pivotal in streamlining workforce readiness initiatives and ensuring medical resources are effectively allocated across the DHA to support global military health care operations.

"Dr. Smith, Dr. Cordts, and Mr. Goodman exemplify the highest standards of leadership and public service," said Ms. Seileen Mullen, acting assistant secretary of defense for Health Affairs. "Their tireless dedication to advancing the health and readiness of our military community will have a lasting impact on both the Military Health System and the Defense Health Agency. These awards reflect their exceptional service and commitment to the well-being of those who serve our nation."

The Presidential Rank Award is one of the most prestigious honors in the federal government, awarded by the President of the United States to a select group of Senior Executive Service members who have demonstrated sustained extraordinary leadership and excellence in public service. The Meritorious Executive award similarly recognizes career SES leaders who have made significant contributions to advancing their agency's mission through exceptional leadership and performance.

https://www.dvidshub.net/news/489070/exceptional-military-health-leaders-honored-with-presidential-rank-awards

https://www.linkedin.com/in/robert-goodman-203115190/

https://www.ndia.org/events/2017/2/22/731c/rob-goodman/bio-speaker-page

Army Medical Command: SES Chris Rheney



Mr. Chris Rheney
Deputy Chief of Staff for G-8/9, U.S. Army Medical Command and Chief, Army Medical Department Civilian Corps

Mr. Chris Rheney is the Assistant Surgeon General for Resources, Infrastructure, and Strategy for the Office of the Surgeon General (OTSG), the Deputy Chief of Staff G-8/9, U.S. Army Medical Command. and as the Chief. Army Medical Department Civilian Corps. He serves as a key staff advisor to The Surgeon General for all policies, procedures and management related to healthcare resourcing, manpower, facilities management, program analysis and evaluation, and strategy management for Army Medicine.

Mr. Rheney provides management oversight for the planning, programming, budgeting and execution of the Army Medicine budget of over $7B; the manpower management of over 69,000 healthcare personnel; the finance and accounting operations for over $60B in assets; integration of facilities life-cycle management for Army Medical facilities; and the enterprise analytics, modeling, systems optimization, and business strategy in support of Army Medicine's mission. The G-8/9 is a critical enabler in providing resources and infrastructure for sustained health services and research in support of the Total Force in order to enable readiness and to conserve the fighting strength while caring for our Soldiers and their families.

Career Chronology:
- May 2020 – Present: Deputy Chief of Staff for Resources, Infrastructure, and Strategy (G-8/9), US Army MEDCOM/OTSG, JBSA, San Antonio, TX
- 2019 – 2020: Acting Deputy Chief of Staff for Resources, Infrastructure, and Strategy (G-8/9), US Army MEDCOM/OTSG, JBSA, San Antonio, TX
- 2018 – 2019: Deputy G-8 and Chief, Program & Budget, US Army MEDCOM/OTSG, JBSA, San Antonio, TX
- 2015 – 2017: Budget Officer and Chief, Budget Execution, US Army MEDCOM/OTSG, JBSA, San Antonio, TX
- 2014 – 2015: Associate Chief Operating Officer, Mission Trail Baptist Hospital, Tenet Healthcare, San Antonio, TX
- 2013 – 2014: Chief, Cost Management Analysis and Partnerships Division, G8, US Army MEDCOM, JBSA, San Antonio, TX
- 2011 – 2013: Commander, Vilseck Health Clinic, Bavaria, Germany
- 2009 – 2011: Chief Operating Officer, Fort Belvoir Community Hospital, Fort Belvoir, VA
- 2007 – 2009: Chief Financial Officer, DeWitt Army Community Hospital, Fort Belvoir, VA
- 2004 – 2007: Chief Financial Officer and Chief Business Operations Division, Keller Army Community Hospital, West Point, NY
- 2003 – 2004: Budget Officer, Brooke Army Medical Center, Fort Sam Houston, TX
- 1993 – 2003: Army Medical Department Center & School, Officer Basic Course Instructor and TOE Assignments to include 1st Infantry Division, Germany, 168th Medical Battalion, Korea and 24th Infantry Division, Fort Stewart, GA

Education/Certifications:
- MHA, Baylor University
- MBA, University of Texas at San Antonio
- BS, Biology, Wheaton College
- Command and General Staff College
- Combined Logistics Officer Advanced Course
- Medical Logistics Course
- AMEDD Officer Basic Course
- Fellow, American College of Healthcare Executives (FACHE)

https://api.army.mil/e2/c/downloads/2023/04/28/ae189c71/g89-bio.pdf

https://www.linkedin.com/in/chris-rheney-mha-mba-fache-1845806/

HQ Army Medical Command: SES Herbert A. Coley

Class 1980-1982



BA, Trinity Univ., San Antonio, TX, 1970
MHA, Baylor Univ., Waco, TX, 1982

RAND research fellowship, 1991

Chief of Staff, MEDCOM, Ft. Sam Houston, TX, 2008 to present
Chief, Manpower Div., Directorate Plans Analysis and Evaluation, MEDCOM, Ft. Sam Houston, TX, 2001-2008
Senior Hlth. Systems Anal., TROY Systems, Inc., 1998-2001
Dir., Prog. Analysis, & Evaluation, MEDCOM, Ft. Sam Houston, TX, 1995-1998
Prog. Mgr., OTSG Reorg., OTSG, Falls Church, VA, 1993-95
Chief, Manpower Programming & Anal. Div., Dir. Hlth. Care Ops., Falls Church, VA, 1990-93
Commander, 41st Combat Support Hosp., Ft. Sam Houston, TX 1988-90
Realignment Off., Force Structure Div., Health Services Command, Ft. Sam Houston, TX 1985-88
Aviation staff officer, Plans Ops. & Trng. Div., Health Srvc. Command, Ft. Sam Houston, TX, 1984-85
Commander, 507th Med. Co. (Air Ambulance), Ft. Sam Houston, TX, 1982-84
Resident, Ft. Huachuca, AZ, 1981-82

https://www.ameddmuseumfoundation.org/about/

http://www.cybermarine-lite.net/b80coley.htm

https://www.linkedin.com/in/herb-coley-509b1934/

Fisher House Foundation, President: David Coker



https://fisherhouse.org/about/staff/david-coker-biography/

https://www.linkedin.com/in/david-coker-78b71017/

Kaiser Permanente, Ga, President: Corwin N. Harper, MHA, FACHE

KAISER PERMANENTE® | About

News Who

PRESS RELEASE

Contact: Kathleen Chambers

Kathleen.C.Chambers@kp.org

OAKLAND, Calif. — Kaiser Permanente has announced that Corwin N. Harper has been named president of Kaiser Foundation Health Plan of Georgia, effective January 21, 2025. As regional health plan president, Harper will lead the organization's focus on providing integrated, high-quality health care and coverage for more than 327,000 Kaiser Permanente members.



Harper brings 39 years of health care and hospital leadership experience to his position as regional president, including 25 years of prior success at Kaiser Permanente. He served in multiple leadership positions at Kaiser Permanente in Northern California, including various senior vice president, medical group administrator and area manager roles. He also served as director of hospital operations with The Permanente Medical Group.

https://about.kaiserpermanente.org/news/press-release-archive/kaiser-permanente-names-corwin-harper-president-of-georgia-region

https://www.linkedin.com/in/corwinnharper/

Army-Baylor University MHA Awards



COL Richard Harder	J. Dewey Lutes	Boone Powell, Sr.	MAJ Peter T. Shaul	Dean William G. Toland

Army-Baylor Class of 1989-91: MAJ Peter T. Shaul

In 1995, the Peers Award was renamed the Major Peter T. Shaul, Class of 1989-91, Peer Award. Since 1995, Major Shaul's classmates have funded the award.

Col. Richard C. Harder, MS, MHA, LFACHE

Richard Harder Obituary



HARDER
Col. Richard Harder
Longtime San Antonio resident Col. Richard Harder passed away Dec. 17 after a brief illness. He was 82. A native of Kansas, Col. Harder joined the Army Reserve after working five years as an elementary school teacher in Topeka, KS, and as a hospital administrator at the Menninger Hospital in Topeka. After volunteering for active duty in 1961, Col. Harder's distinguished military career as a hospital administrator included tours of duty in Munich, Germany; Junction City, KS; Okinawa, Vietnam, Washington, D.C. and Fort Sam Houston. He was a graduate of the School of Healthcare Administration at Fort Sam Houston, where he also taught. Col. Harder recalled his work with the 12th Evac Hospital in Vietnam with great pride. "We were trying to take care of casualties and that was very worthwhile," he said. After retirement in San Antonio, Col. Harder worked at Alamo Heights Methodist Church and volunteered at Brooke Army Medical Center. In his last days, he expressed regret that he would not be present for the opening of the new Brooke Army Medical Center. He was

http://www.cybermarine-lite.net/b65hard.htm

ACHA/ACHE: J. Dewey Lutes, Sr.



Photo added by JJoyce

Add Photos | Request Photo

John Dewey Lutes Sr.

BIRTH	10 May 1898 Beattyville, Lee County, Kentucky, USA
DEATH	29 Mar 1985 (aged 86) Portland, Cumberland County, Maine, USA
BURIAL	Evergreen Cemetery Portland, Cumberland County, Maine, USA Add to Map
PLOT	Sec-AA Lot-300 Grv-6
MEMORIAL ID	118653642 · View Source

Mr. J. Dewey Lutes became superintendent of Presbyterian Hospital on January 1, 1941, coming here from the Ravenswood Hospital. He has had nineteen years' experience as a successful administrator of Chicago hospitals.



THE PRESBYTERIAN HOSPITAL

J. Dewey Lutes, FACHA was the primary founder and the first Director General of the ACHA (now ACHE) from 1933 to 1937

Baylor Univ. Medical Center, CEO: Boone Powell, Sr.



Photo added by JSummer3

Add Photos | Request Photo

Boone Powell Sr.

BIRTH 15 Jul 1912
Etowah, McMinn County, Tennessee, USA

DEATH 15 Sep 1996 (aged 84)
Dallas, Dallas County, Texas, USA

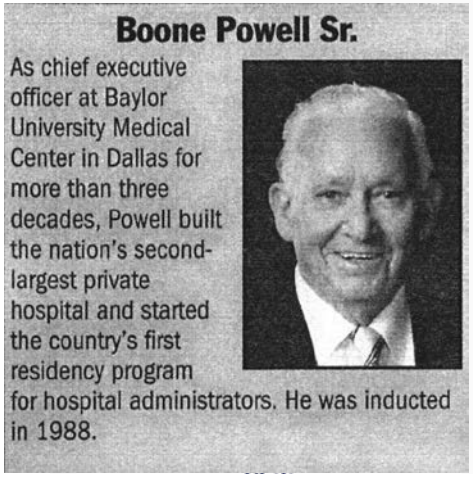
BURIAL Restland Memorial Park
Dallas, Dallas County, Texas, USA Add to Map

PLOT Abbey Mausoleum (North) ~ Corridor of Resurrection

MEMORIAL ID 107023352 · View Source

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MEMORIAL | PHOTOS 3 | FLOWERS 4



Boone Powell Sr.

As chief executive officer at Baylor University Medical Center in Dallas for more than three decades, Powell built the nation's second-largest private hospital and started the country's first residency program for hospital administrators. He was inducted in 1988.

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Boone Powell Sr., a former hospital orderly who rose to become the chief executive officer of Baylor University Medical Center and who steered the institution through a period of growth and prosperity, died Sunday morning in his sleep at his Dallas home. He was 84.

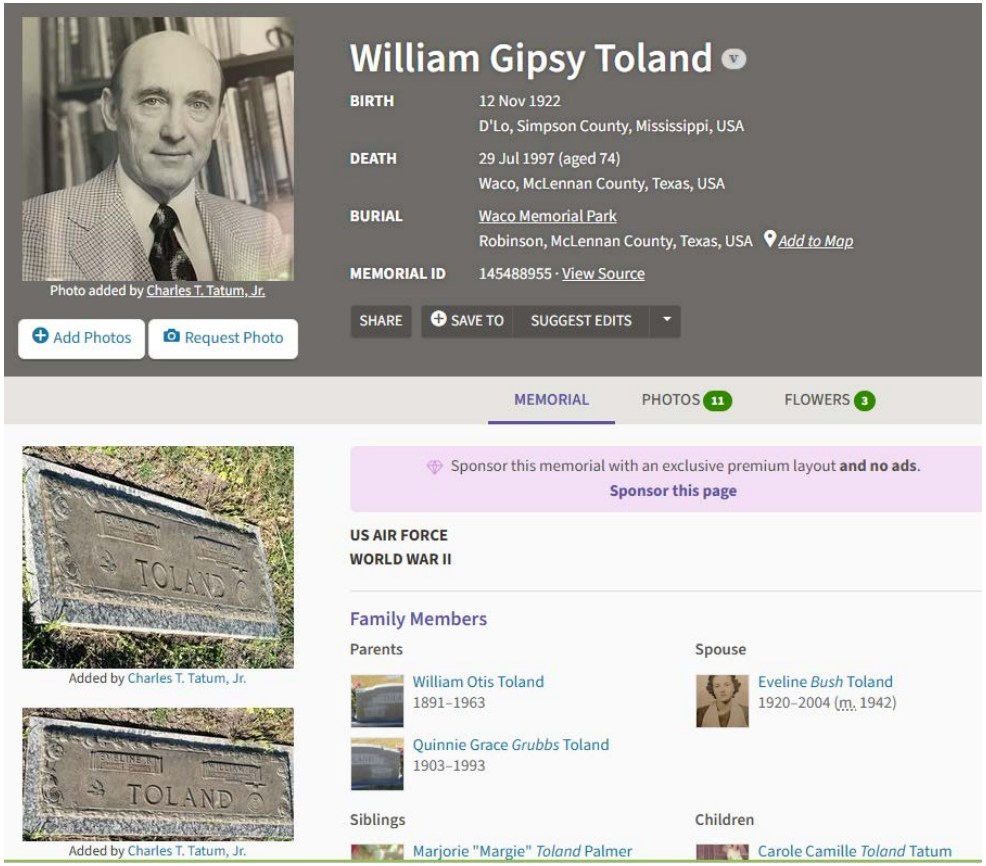
Mr. Powell, known by some co-workers as "Papa Bear" for his practice of visiting patients throughout the facility, was once honored by his colleagues as "the best hospital administrator in the nation."

As Baylor's top executive through four decades, he presided over an era in which Baylor grew from about 200 beds in 1948 to more than 1,000 in 1974. Mr. Powell also left behind a personal legacy - his son Boone Jr., the medical system's current president and chief executive officer.

Boone Powell, Sr., a scholar, long-time friend, and faculty member of the AB Program

https://www.findagrave.com/memorial/107023352/boone-powell

Baylor University, Dean: William Gipsy Toland



Dr. Toland was Dean of the School of Arts and Sciences, faculty member, and long-time friend of the Army-Baylor University Graduate Program in Healthcare Administration. Dean Toland had a profound, long-lasting impact on the Healthcare Administration program and its graduates. As a teacher to faculty and students alike, he shared his knowledge and expertise. He had the ability to impart his knowledge.

https://www.findagrave.com/memorial/145488955/william-gipsy-toland

Army-Baylor Story

The Army-Baylor University Health and Business Administration Story

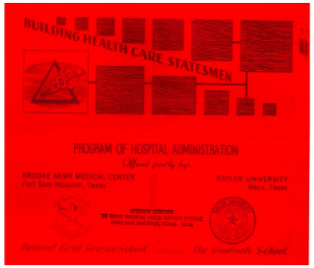
Compiled by Dr. A. David Mangelsdorff. Copyright ©1973-2026, A. David Mangelsdorff. All Rights Reserved.
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The views of the author are his own and do not purport to represent the Department of Defense, Army-Baylor, or Baylor University.

The timeline for Army- Baylor University Graduate Program in Health Care Administration started in 1947 as a three month course in the Department of Administration at the Medical Field Service School (MFSS) at Fort Sam Houston, Texas which awarded Certificates of Training in Hospital Administration. The course was expanded to a twenty week training program in 1949. In 1951, the MFSS hospital administration program became affiliated with the Graduate School of Baylor University in Waco, Texas making it the 11th graduate hospital administration program in the United States. In 1952, the program became accredited as a member of the Association of University Programs in Hospital Administration (AUPHA). The first graduates of the affiliated program received Master's degrees in May, 1953. Over 100 international officers attended between 1951 thru 1971. The hospital administration program developed health care statesmen. In 1969, it became the U.S. Army-Baylor University Graduate Program in Health Care Administration. In 1983, the curriculum was lengthened to twelve months (four semesters) for sixty graduate hours. In 2005, the name changed to Army-Baylor University Graduate Program in Health and Business Administration; the joint MHA/MBA program began.

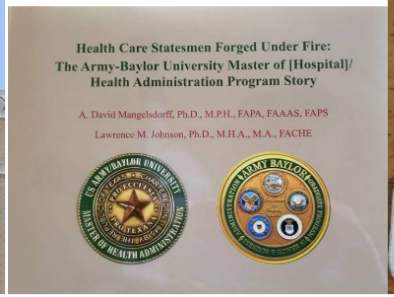
The Army-Baylor University Graduate Program in Health and Business Administration (H&BA) is fully credentialed by the Association of University Programs in Health Administration (AUPHA), the Commission on Accreditation of Healthcare Management Education (CAHME) since the late 1960s, as well as being accredited as part of Baylor University through the Southern Association of Colleges and Universities. Though there are numerous training programs in health services, it is one of the only graduate program of health and business administration in the Federal system. Students participating include officers (active duty and reservists) from the Army, Navy, Air Force, Coast Guard, and civilian personnel from the Department of the Army and the Department of Veterans Affairs. The current curriculum consists of an academic program of sixty graduate hours over twelve months followed by a twelve month residency at a medical treatment facility. The curriculum supports the Congressionally directed competencies prescribed for DoD healthcare executives by the Joint Medical Executive Skills Institute.

In examining program outcomes, 3140 students have matriculated in class cohorts from 1951 to 2021 with 2740 graduating with MHA degrees. For cohorts from 1969 to 2021, 96.1% of the Army Baylor University students earned MHA degrees. Individual outcome measures of promotions, promotion to the grade of O5 or Lieutenant Colonel (LTC) rank, and additional graduate education are tracked (Mangelsdorff, 2005, 2014). Over 140 graduates have earned doctoral graduate degrees post-Baylor. Over 82% of U.S. military officers were promoted; 66.1% of active duty members reached the rank of O5 (LTC or higher). There have been 26 general/flag rank officers. Comparing promotion rates for Army Baylor University MHA students with their Army Medical Service peers, the Army Baylor University students were significantly more likely to be selected for promotion to LTC and to reach higher levels of rank (Mangelsdorff, 2005, 2014). Between 1986 and 2013, 78.5% of the Army deputy commanders for administration (DCAs) and 7.7% of Army Medical Treatment Facility (MTF) commanders were former Army Baylor University students (Mangelsdorff, 2014). Between 2008 and 2014, five of the seven corps chiefs of the Army Medical Department have been Army Baylor University MHA graduates (i.e., Medical Service, Nurse, Dental, Specialist, and Civilian Corps). Another served as the interim Army Surgeon General. Army MTFs with DCAs who were previous Army Baylor University MHA residents were more likely to have earned significantly higher Joint Commission scores and patient satisfaction ratings than DCAs who were not Army Baylor University graduates (Mangelsdorff, 2005). Of the 30 program directors, 22 are graduates. COL Tommy Richards, the first program director, self-published a story on how the Army-Baylor Masters of Hospital Administration (MHA) program began.

In 2003, the program noted its fiftieth year recognizing some of its notable alumns and leaders and hosting a panel discussion of former program directors. In 2005, a special issue of the U.S. Army Medical Department Journal summarized elements of the program history. In 2011 the program observed its sixtieth year with video excerpts from the Baylor Oral History Institute Sixty Years of Partnership project. A collection of the graduate management projects (GMPs) is found at AMEDD Center & School library or the Defense Technical Information center. There is a database of GMPs. Class rosters, class photos, and annual reports are provided. A 60 year history was created for the Army-Baylor Alumni Club (see book below). Additional pages detailing the career development for selected notables is searchable. A summary of 70 years of demographics, the Dual Degree (MHA/MBA) offering, scholarship, and program outcomes can be examined. Come along for a tour of the history.









http://cybermarine-lite.net/bc00xx.htm

Health Care Statesmen Forged Under Fire: The Army-Baylor University Master of [Hospital]/ Health Administration Program Story

A. David Mangelsdorff, Ph.D., M.P.H., FAPA, FAAAS, FAPS

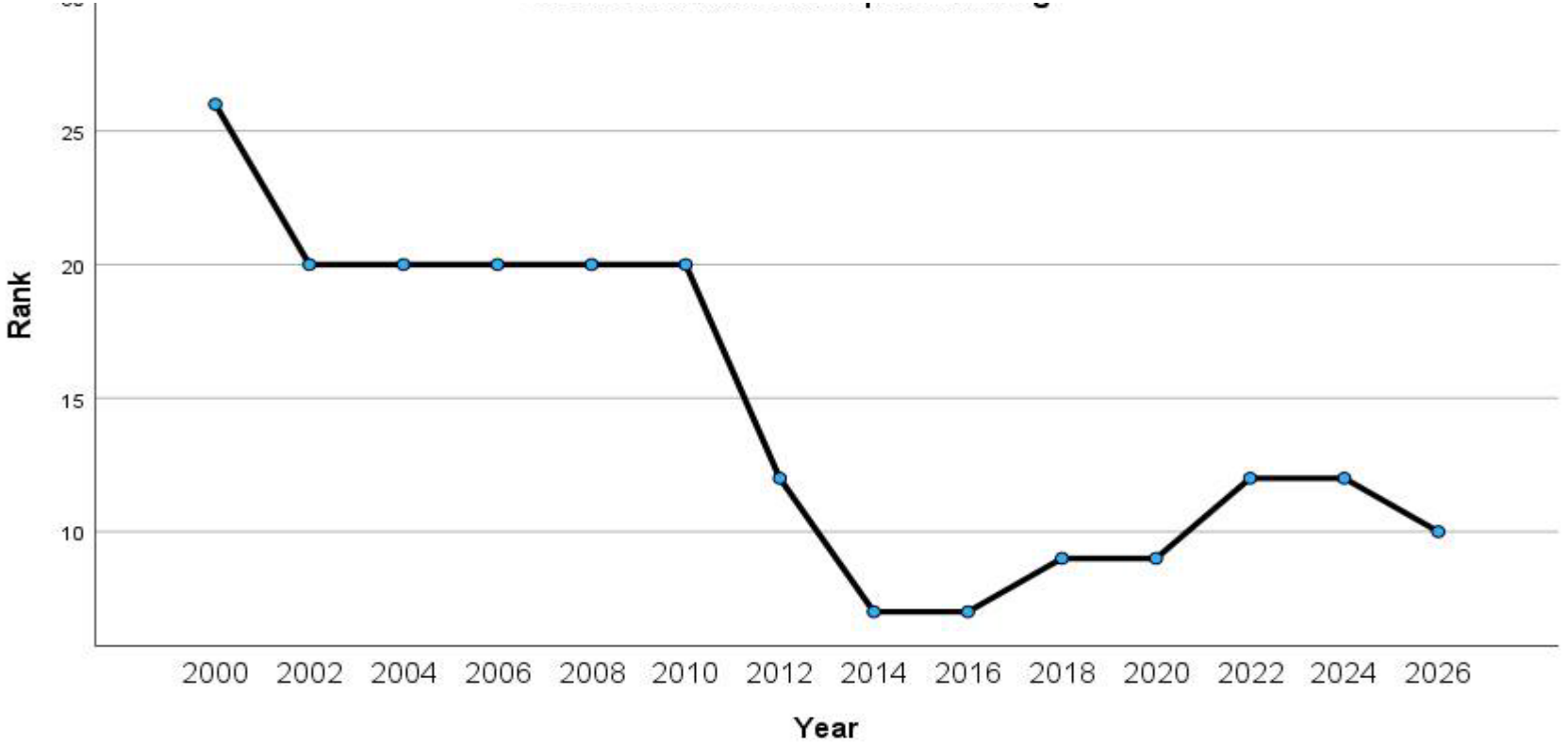
Lawrence M. Johnson, Ph.D., M.H.A., M.A., FACHE





ISBN 978-0-9990765-0-7

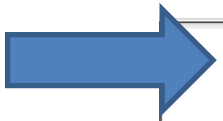
Army-Baylor MHA
U.S. News and World Report
Healthcare Management Ranking



Note: Lower ranks are better

https://www.usnews.com/best-graduate-schools/top-health-schools/healthcare-management-rankings

Baylor University Commencement August, 2026



The Graduate School

Presented by Michael E. Young, *Dean*

Master of Engineering
Josephine Teresa D'Acquisto

Master of Science in Mechanical Engineering
Md Nurul Ahad Akil
Felicia Dicarlo
Colby Christopher Long

Master of Science in Electrical and Computer Engineering
Julian Omar Alonzo

Master of Fine Arts
Film and Digital Media
Megan Elizabeth Adamik

Master of Music
Church Music
Kristi Anna Edwards Noel

Piano Pedagogy and Performance
Xuechen Peng

Master of Accountancy and Bachelor of Business Administration
William Clark Davidson
Connor Kincaid Hartigan, Baylor Business Fellows, Supply Chain Management, Accounting, Finance***
Colby James King*
Matthew Ryan Kriz
Ryan Michael Venne
Kyle Thomas Whitworth, Finance***
Gracie Ann Wildemann, Instrumental Music Performance

Master of Taxation and Bachelor of Business Administration
Kade William Bowden, Accounting, Entrepreneurship and Corporate Innovation*

Master of Business Administration
Fariha Ahmed
Anastashia Alexis Alfred
Taylor Murphy Belger
Craig Bryan Brentlinger
Juan J. Castro, Jr.
Andrew Miller Chambers
Luke James Daugherty
Carlos E. Delgado
Leeba Madia Farooqi
Kelsey Shae Hussey
Confiance Igiraneza
Destiny Jewell
Seth David Mandel
Shane Colin McCafferty
Nora Nichelle Mensah Felder
Deshandria Antoinette Miller
Joseph Ryan Moore
Roger Wilson Moore
Anthony Matthew Orbinati
Jamey Shawn Parker
Daniel Peña-Alfaro
Greyson Psencik
Logan Grace Ray
Shaina M. Risinger
Katara Sherice Rose
Keagan Levi Scott
Nathanael Blaine Seaton
Aarushi Sharma
Shreya Sharma
Barlow Smith
Joseph Michael Srour
Ron Kandathil Varghese
Christian Michael Yeathermon

Master of Health Administration and Master of Business Administration
Army-Baylor Health Care Administration
Leslie Robert Armstrong
Oved Alejandro Cardenas
Paul Chambrovich
Aaron Douglas Fielden
Daniel Richard Johnson
Daniel David Lilley
Kourtney Regina Logan
Jeffrey Christopher Maurer
Joshua Michael Melton
Uriah George Meyer
John Thomas Nickerson Miller
Javier L. Najera
Bryan Henry Pitt
Zachary Hunter Rankin
Zachary Jay Robbins
Amy Bethany Ross
Liliana Araceli Russell
Dominique Francesca Scutella
Kevin Daniel Simmons
Adam Jacob Smith
Jawaan Lee Thomas
James Anthony Twitchell
Yan Wang

Master of Health Administration
Dylon Jay Bowman
Alexander Nicholas Campos
Bethany Emma Gurba
David Arvin Hester
Jestoni Aguinaldo Jarquio
Carleigh D. Long
Amanda Hope Christina Mendoza
James Patrick Owens, Jr.
Justin C. Pao
Daniel Perez
Kylee Roberts
Sjmoya Nichole Silva
Kameron S. Williams

Master of Science in Information Systems
Oghenemena Erukayenure
Na Jing
Vitalii Kandabarov
Olena Makarova
Anusha Tatapudi

Master of Science in Education
Curriculum and Instruction
Langston Hilst Brugner
Victoria Lorraine Chiu
Kaylee Madison Corbin
Katelyn Joy Edwards
Sofia Ann Engstrom
Sofia Keivanzadeh
Suttyn Allyse Lappin
William Michael McNierney
Brittany Taylor Myers
Emma Garner Raley

Educational Psychology
Rylee Elizabeth Arnold
Mary Katherine Carley
Beyza Cetin
Hongmei Chen
Katlyn Ann Cole
Nazette Sabina Guerra
N. W. G. G. Oshadhi Aneesha Gurusinha
Naomi Rani Lopez Solis
Elysabeth Lough
Katie Jewel Malone
Parker Elizabeth Miller
Ellie Kate Mitchell
Ashlyn Henslee Morgan
Nathan Joseph Naber
Babatunde S. Ogunleye
Ruby Dworiwah Okoh
Olivia Brooke Perdue
Brandon Tony Ray Porchia
Paxton Kay Shults
Leah Ann Silva
Lily Noelle Warshauer

Learning and

Master of Arts in Teaching
Natalie Grace French
Daniel John Musil
Taylor Marie Payne
Riley James Pierson

Master of Athletic Training
Michael Aidan Mullarkey

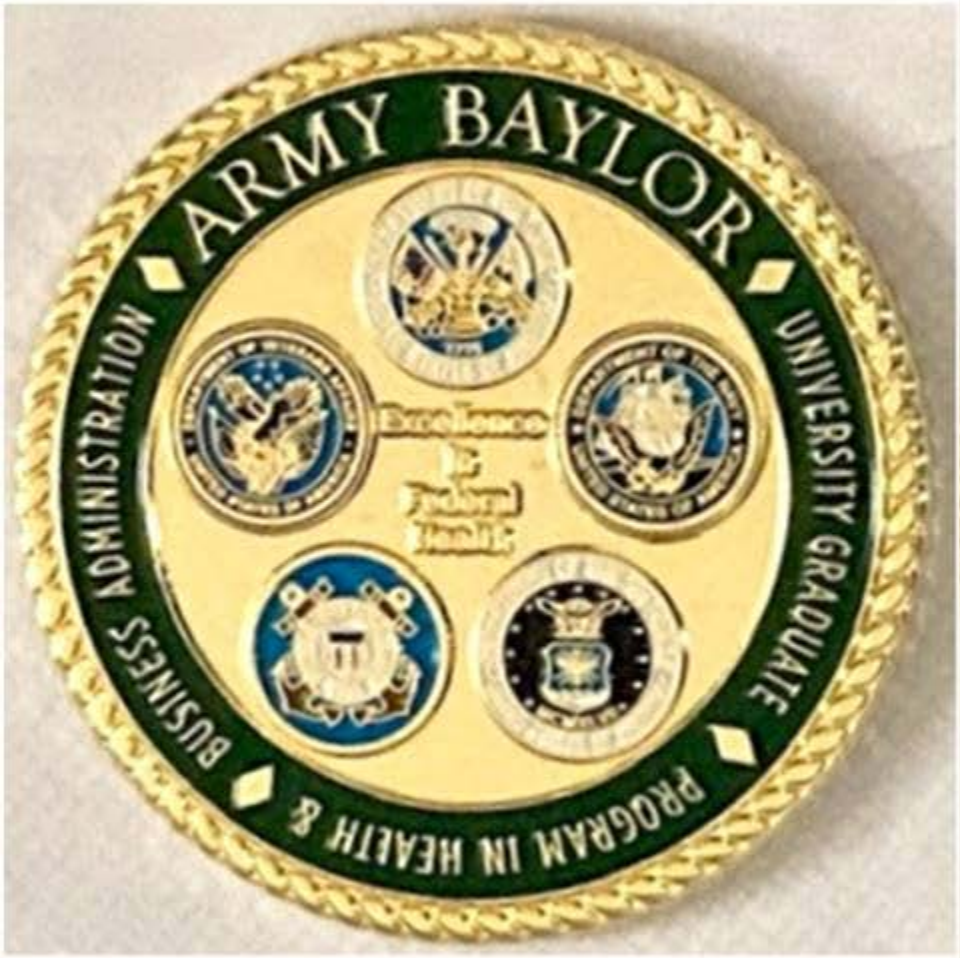
Master of Public Health
Community Health Science
Dava Enola Jones Adlain
Emilie Rose Arnoldi
Hala Aryan
Nora Edith Avalos Perrett
Delphine Batamuriza
Gabrielle Ann Bruner
Lakymberya JaKecia Buckner
Taylor Ranee Campers
Janice Patrece Clark
Nichole Rae Clark
Rachel Lynn Colao
Kyra Cooke
Adrianna Bianca Cordero-Duenas
Cristobal De La Cruz
Tiffany Denise Dearman
Denise A. Garcia
Rachel Julia George
Jillian Michelle Greiner
Joseph Daniel Harris
Zachary Louis Jacquez
Rithchell Jean-Baptiste
Josanna J. Lewis
Lauren Lopez
Jessica L. Massey
Catherine Orangi
Anastasia Tuamuatasi Palega
Jessica Alyne Scott
Joulin Serna ∞
Oruge Ahmad Sheikh
Elaine Thanh-Hong Ta
Leilani Castro Tedtaotao
Kiara Alexis Tirado
Taylor Valdez
Christy Anna Varghese
Lizbeth Villegas-Gomez
Amarra Tenee Washington
Shanna M. Wells
Gallila Fasika Williams
Kevionta N. Wilson

Environmental Health Science
Charlotte Ogechukwu Nwagwu

Epidemiology
Michelle Meixiao Zhang

https://commencement.web.baylor.edu/


S. Army-Baylor Universi
GRADUATE PROGRAM IN HEALTH CARE ADMINISTRATION


ARMY BAYLOR
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PROGRAM IN HEALTH &
BUSINESS ADMINISTRATION


BAYLOR UNIVERSITY
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M M Davis

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Leadership development in MHA programs: a response and commentary

Roger Battistella [1], James Hill, Samuel Levey, Thomas P Weil

Affiliations + expand

PMID: 16206637

Abstract

The transformation of healthcare from a relatively sheltered sector of the economy into one characterized by market competition and volatility has tested the values, abilities, and leadership strategies of healthcare executives. Changes in the scale and complexity of healthcare organizations and in provider reimbursement impose demands on executives that bear little resemblance to those of the past. In light of these challenges, health management programs are reassessing their responsibilities and capacities in the preparation of MHA graduates. Unfortunately, there is a lack of consensus on how students should be trained, advised, and mentored for leadership responsibilities. In our view, MHA programs can begin to address this problem through support of a balanced normative model for leadership training whereby classroom immersion in academic subjects is complemented by exposure to practice and experience. This model must be value-oriented, balancing business imperatives with traditional service ideals, and reality-oriented, balancing the teaching methods of theory and practice. In our view, MHA programs can begin to adapt to this model though student selection, curriculum reform, and involvement by practitioners and alumni.

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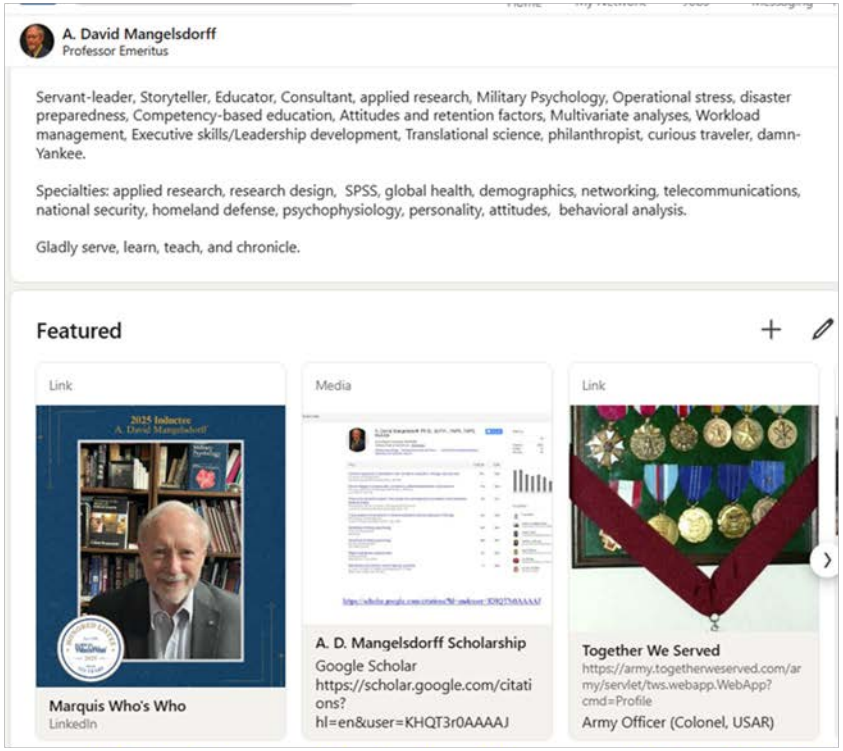
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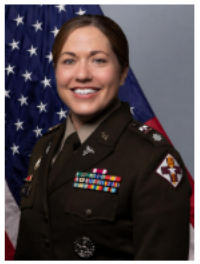
Army-Baylor, Assoc. Prof.: Tiara N. Walz, , Ph.D., M.H.A., M.B.A., FACHE

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Tiara N. Walz

Deputy Program Director; Associate Professor; Lieutenant Colonel, United States Army



Professional Summary

Tiara N. Walz, PhD, MHA, MBA, MS.Ed, FACHE, is the Deputy Program Director and an Associate Professor with the U.S. Army-Baylor University Graduate Program in Health & Business Administration. A board-certified healthcare executive and active-duty Army officer, Dr. Walz brings over 17 years of leadership experience spanning clinical operations, managed care, and health policy. Her academic and research interests include women's health for military servicewomen, policy and social determinants of health among veterans, military readiness, and innovation in healthcare management and education.

Dr. Walz earned her PhD in Public Health from Oregon State University and holds graduate degrees in Health Administration, Business Administration, and Science in Education in Exercise Science. She is a Fellow of the American College of Healthcare Executives and currently serves as the Army Regent for the American College of Healthcare Executives and the Deputy Consultant to the Office of the Surgeon General for Army Healthcare Administrators.

An award-winning educator and researcher, Dr. Walz is deeply committed to developing future healthcare leaders across both military and civilian sectors. She is also an avid volunteer, dedicating time to community service, mentorship, and professional development initiatives.

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Education

- 2023 – Ph.D., Public Health, with an emphasis in Health Policy, Oregon State University, Corvallis, OR
- 2017 – MHA, Baylor University, Waco, TX
- 2017 – MBA, Baylor University, Waco, TX
- 2012 – M.S.Ed., Exercise Science, University of Mary Hardin-Baylor, Belton, TX
- 2009 – B.S. Biology, minor in Chemistry, University of Dubuque, Dubuque, IA

Courses

- Organizational Behavior and Theory
- Health Policy
- Population Health
- Effective Communication Techniques and Public Speaking (Elective)

Professional Affiliations

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How does the Army-Baylor MHA program compare to other residential MHA and dual MHA/MBA programs in:

date graduate program established,
age of entering students,
experience (years) of students,
leadership experience of students,
faculty experience and credentials,
number and types of degrees awarded,
competency-based curriculum,

program awards from professional associations,
total number of MHA program graduates,
living alumni,
alumni leadership,
alumni career success stories.

Sic 'em Bears!

