

THE UNIVERSITY OF TEXAS AT SAN ANTONIO
DOCUMENTS AND PROCEEDINGS OF THE GRADUATE COUNCIL
ACTION MINUTES

May 1, 1997

A ~~eight~~ meeting of the Graduate Council for the 1996-1997 academic year was held in Room 4.03.08, John Peace Library Building, May 1, 1997, with Dr. Wayner presiding.

Present: Deborah Armstrong, Thomas Bylander, Brenda Claiborne, Gillian Cook, James Dykes, Richard Gambitta, MaryEllen Garcia, Juan J. Gonzalez, Michael Kelly, David Johnson, Hugh Maynard, Margaret McBride, Ron Perry, Clyde Phelix, James U. Ross, Sumit Roy, Kent Rush, Raydel Tullous, Mary Luisa Urdaneta, Rosemary Watkins, Matthew J. Wayner, and Paul Westmeyer

Absent: Blandina Cardenas, Daniel Hogenauer, Eileen Krueger, Jacinto Quirarte, Paul Preston, Thomas Ricento, Yesh P. Singh, Robert K. Smith, Denise Vela, Maria Luisa Urdaneta, and Raj Wilson

Others Present: James Schneider, James Gaertner, Donde Ashmos, Lynda de la Viña

Excused: William T. Flannery, Marshall Pitman, Philip Stotter, Richard Tangum

I. Call to order and taking of attendance

The Meeting was called to order at 1:35 p.m.

II. Approval of Minutes

Minutes of the April 4, 1997, regular meeting were approved as distributed.

III. Reports

A. Council Chair

Dr. Wayner announced that the Council Bylaws (amended) will be considered by the University Assembly on May 6 at 3:30 p.m. He commented that in the revision of the Senate Bylaws the only administrator who is an ex officio member is the Dean of Graduate Studies, as the Council had requested.

He then pointed out that the several program evaluations were not placed on the agenda for this meeting but were ready for distribution today. They can, thus, be considered a week from today. A motion was made and seconded to hold a Special Meeting for this purpose on May 8, at 3:00 p.m.; members present at the Special Meeting shall constitute a quorum. After discussion and expression of some concern regarding waiving the rules for a quorum, the vote was in favor of the motion with one Nay vote and one abstention.

Dr. Wayner introduced visitors Dr. Donde Ashmos and Dr. Lynda de la Viña; a motion was passed authorizing them to address the Council as appropriate.

B. Dean of Graduate Studies and Associate Vice President for Research

Dr. Claiborne reported on the order of priority for the four strategic initiatives: (1) Graduate Student Support, (2) Graduate Recruitment and Retention, (3) Discussion Sessions Conducted by Graduate Students, (4) Library Support.

She then commented on the follow-up reports provided in the meeting agenda and called for any questions on these reports. (Apparently one follow-up has "fallen through the cracks", the MBA, for which the meetings have been held--the report will be presented in the fall.) Discussion related to the effectiveness of follow-ups with the apparent consensus that they are bringing closure where this has not often occurred in the past.

Dr. Claiborne distributed to members a booklet from the Council of Graduate Schools titled *Master's Education: A Guide for Faculty and Administrators*.

In conclusion, Dr. Claiborne said that, this being her last meeting with the Council as Dean of Graduate Studies, she would like to thank (a) the Council, (b) Dr. Wayner for this appeal to add the Dean of Graduate Studies as a member of the Faculty Senate, (c) Dr. Westmeyer for his help as Secretary of the Graduate Council, and (d) Olga Hussien for all the work on graduate matters. She also announced Olga's promotion to Assistant to the Dean of Graduate Studies and presented a cake in her honor.

C. Secretary

Dr. Westmeyer reported that Dr. Richard Harris has been designated the "interim representative" to the Council from Sociology. However, there is no such category so he asked the Council for advice. Dr. Gambitta indicated that the intent was to have elected Dr. Harris as representative. In the fall, Dr. Harris intends to resign so that a new election can be held among those Members then eligible. Thus, Dr. Harris is now the elected representative of the Master of Science in Sociology degree program.

The secretary called on Dr. Kelly, chairman of the ad hoc Nominating Committee to announce nominations for offices and committee memberships. These were submitted with the agenda for this meeting with the addition of Peter Bella, student representative to the University Assembly, and Dr. James Gallas to serve on the Committee on Graduate Programs and Courses. Dr. Wayner called for additional nominations from the floor. There being none, a motion was passed electing by acclamation the slate of candidates as presented.

D. Committee on Academic Policy and Requirements

Dr. Maynard presented two recommendations as in Attachment D of the meeting agenda. With two changes of wording, both recommendations were passed. (See pages 1956-1997 of Council Documents.)

Dr. Maynard then presented the Master's Thesis Guidelines and Doctoral Dissertation Guidelines as in Attachment D of the meeting agenda. It was moved, seconded, and passed to approve both documents subject to editing and technical alterations. Some terminology change suggestions were made in the meeting.

E. Committee on Graduate Programs and Courses

Dr. Gaertner was authorized to address the Council. Dr. McBride presented the recommendation regarding a non-substantive request for change to add a concentration in Health Care Administration to the MBA. The committee recommended approval. Questions related to (1) similarity to other programs--it is similar, (2) four courses constituting a concentration--this is the standard number, and (3) job opportunities for graduates--managing or assisting in management of hospitals and HMO's. The proposal was approved with some wording amendments (Attachment A). [The Executive Summary was attached to the Council Agenda.]

F. Membership Committee

Dr. Watkins being absent, Dr. Tullous reported that the committee recommends memberships as shown in the attachment to the meeting agenda. These were approved.

G. Committee on Graduate Program Evaluation

No report. Recommendations were distributed for consideration at the Special Meeting.

IV. Unfinished Business

None

V. New Business

None

VI. Adjournment

Attachment A

TITLE PAGE FOR NONSUBSTANTIVE PROGRAM REQUESTS

NAME OF INSTITUTION The University of Texas at San Antonio

NAME OF PROGRAM Master of Business Administration with a Concentration in Health Care Management

Display how proposed program would appear on the Coordinating Board program inventory; include Texas-CIP code designation.

Master of Business Administration Health Care Management Concentration 510702

How would the name of the program appear on student transcripts?

Master of Business Administration, Health Care Management Concentration

Administrative Units responsible for program:

College of Business Administration

Proposed date for implementation of program Spring 1998

Person to be contacted for further information about proposed program:

Name: Raymond T. Garza

Title: Provost

College of Business

Phone: 210-458-4110

FAX: 210-458-4115

Chief Executive Officer of Campus

Date

Chief Executive Officer of System
(as appropriate)

Date

Governing Board approval date: _____

NONSUBSTANTIVE PROGRAM REQUEST

I. REASON FOR REQUEST

- A. Provide a rationale for the request. Include information on program need/demand, including similar programs at Texas public and independent universities, demand from potential students, and job market needs.**

The highly competitive and turbulent conditions in the health care industry have placed significant demands on health care administrators for sophisticated managerial and executive skills. Increasingly there is a demand for health care managers and executives who are well grounded in basic business principles. Additionally, health care practitioners, such as nurses and physicians, are demanding management training. This demand is being created by the fact that health care financing and the management of health care costs has become extremely complex. The need for more sophisticated financial and managerial skills is evidence in the following kind of statistic: In 1990, 1500 hospitals reported negative profit margins, meaning that total revenues did not cover total expenses. The complexity of the health care sector has intensified since 1990, resulting in a significant demand for highly trained health care managers. The appropriate educational base for meeting these needs is an accredited MBA degree.

UTSA provides a diverse array of students, including a high percentage of Hispanic students, the opportunity to pursue affordable studies. At present, however, UTSA does not offer a path that leads directly to opportunities in the management of health care. This is despite the local presence of the highly regarded UT Health Science Center (UTHSC) and the growing importance of health care in the nation's economy.

The UTSA MBA program can provide this access through the proposed concentration in health care, and in doing so further the University's goal of access for its heterogeneous student population.

Locally, the significance of the health care industry represents a major part of San Antonio's economy as well, representing many opportunities for UTSA faculty and in particular our students. The UTSA College of Business stakeholders include health care organizations and the professionals in the medical community, of which San Antonio has many. With emphasis on maintaining cost and quality controls in this business in light of changing public policies and a rising fraction of income devoted to health care, health care executives and medical professionals more than ever before are looking for education in state-of-the-art business procedures. The proposed health care initiative is a way for the UTSA College of Business to meet the needs of this growing local constituency. The UTSA College of Business can play a pivotal role in bringing together the San Antonio business and medical communities for common educational goals.

This concentration is intended to attract new students to our MBA program that otherwise might not enroll, particularly students who are considering a masters in health care administration at another university. The program is also intended to attract students in the Health Science Center who are interested in pursuing an MBA along with their medical, dental, nursing or other degree.

At present there are other academic programs in the city that provide graduate education in health care. The most prominent is the Masters in Health Care Administration at Trinity University. The Trinity program is not an MBA and it has a focus on health policy and public health that our concentration will not have. The MBA Concentration will be a focus on the business and economics of health care.

- B. Include any historical or other documentation to support this request.**

Health care is one of the fastest growing economic sectors in the United States, constituting over 14% of the gross national product. This industry is experiencing "hypercompetition" (D'Aveni, 1995) and as such is an extremely important industry, like never before, for UTSA to be entering. Duncan, Ginter, and Swain, (1995) in their book, Strategic Management of Health Care Organizations, have identified the following issues that will be facing health care managers by the year 2000.

- A more restrictive reimbursement environment as a result of intensified efforts by the federal government and health care industry to curb burgeoning medical costs.
- Payment of a larger portion of total health spending by third-party payers such as government, insurance companies and corporate employers.
- Demographic shifts that will place capacity burdens on some health care organizations as a lessening of demand threatens the survival of others.
- Population mobility that will test the flexibility of medical coverage programs and make facility planning more difficult.

- The development of integrated networks of care (the combining of the financial and delivery of care).
- Further consolidation within the industry because of cost pressures and intensified competition.
- The increasing importance of market niche strategies and services marketing.
- The continuing expansion by health care corporations into segments that have less regulation and their entry into business outside of the traditional health care industry.
- Growth in outpatient care and the development of innovative alternative health care delivery systems.
- An increase in the popularity of health maintenance organizations and preferred provider organizations to the point where managed-care plans will cover nearly one-third of the US population by the year 2000.

All of the above are examples of the complex issues facing health care that require a more sophisticated managerial skill set than has ever before been needed in the industry. The need for managers with graduate education in management, accounting, marketing, finance, information systems and economics offers substantial opportunities for UTSA and the College of Business.

II. PROGRAM DESCRIPTION

A. Provide a description of the program, including educational objectives, degree requirements, and curriculum requirements.

The mission of this program is to provide and integrate education, research, and service related to the management of health care organizations. We seek to prepare master level students who enter with differing types and amounts of work experience for managerial roles within a variety of types of health care organizations. In this program we seek to develop the knowledge and skills required for graduates to function successfully in appropriate health care management positions, depending on students' previous experience.

The MBA Concentration in Health Care Management draws on the expertise of faculty members in business *and* the health sciences, who have agreed to provide guest lectures and in some cases team teach courses with UTSA Business faculty. In addition to providing access for students to training in the management of health care, this concentrated sequence of specialized health management courses furthers the University's goal of providing multidisciplinary instruction, research, and service.

The existing Master of Business Administration degree program is designed to offer the opportunity for intensive education to qualified graduate students and is available to individuals with undergraduate degrees in the business administration areas, as well as to those with specializations outside the business field.

Students whose previous training has been in non-business fields may be admitted to the M.B.A. program but are required as a condition of admission to complete (in total or in part, depending upon the background of each student) the M.B.A. core courses. Students whose background is in business but who have completed the M.B.A. core courses five or more years prior to entering the program may be required by the Admissions Subcommittee of the Committee on Graduate Studies to complete successfully or test out of the M.B.A. core courses.

Program Admission Requirements For admission to the M.B.A. applicants must meet University-wide graduate admission requirements and the following College of Business requirements:

1. An approximate overall grade-point average of 3.0 in all work completed at the undergraduate level.
2. An approximate composite score of 500 on the Graduate Management Admission Text (GMAT)* with results submitted to the Office of Admissions and Registrar prior to being considered for admission.
3. Favorable recommendation by the M.B.A. Admissions Subcommittee of the Committee on Graduate Studies and approval by the Provost and Vice President for Academic Affairs.

M.B.A. Core Courses. The following courses constitute the M.B.A. core and are required for students who do not have credit for equivalent undergraduate courses.

ACC 5003	Financial Accounting Concepts
BLW 5003	Legal Environment of Business
ECO 5003	Economic Theory and Policy

FIN 5003	Business Finance
IS 5003	Introduction to Information Systems
MGT 5003	Conceptual Foundations of Management
MKT 5003	Introduction to Marketing
MS 5003	Quantitative Methods for Business Analysis

Degree Requirements. The M.B.A. program requires 33 hours beyond any hours acquired in the M.B.A. core courses.

All candidates for the M.B.A. degree are required to complete successfully the following 21 semester hours in the common body of knowledge (CBK):

ACC 5023	Accounting Analysis for Decision Making
ECO 5023	Managerial Economics
FIN 5023	Financial Management
MGT 5043	Management and Behavior in Organizations
MKT 5023	Marketing Management
MS 5023	Decision Analysis and Production Management
MGT 5903	Strategic Management and Policy (This is a special section of the Strategic Management and Policy course that is specifically focused on the strategic management of health care).

Proposed Concentration Courses. In addition, students pursuing the MBA Concentration in Health Care Management will be required to take the following four courses.

MGT 6973 Health Care Management

Introduction to the industry, to health care management issues, health care policy issues, managing in a regulated industry, health care research issues. This course will include major practitioner involvement as guest lecturers.

MGT XXXX Economics of Health Care

This course develops a solid economic background for understanding and participating in health care issues as they affect business in the United States. This course applies economic analysis and modeling to the health care market place. Students will develop the ability to use theoretical and empirical analysis, both of their own and as reported in the current health care literature.

MGT XXXX Legal, Ethical and Social Issues of Health Care Management

This course will focus on contemporary problems, issues and trends in organized health care delivery, with a particular focus on the legal and ethical issues involved in health care delivery. Ethical issues in health care delivery will be explored by examining the goals of a health care organization, the relationship between provider and recipient of care, the nature of the organization, the multiple roles within health care organizations, and the moral conflicts that often arise. Additionally legal topics to be covered include liability, medical malpractice, confidentiality of medical records, contract issues, patients' rights, labor issues, fraud and abuse related to health care reimbursement, etc.

MGT XXXX Organizational and Managerial Issues in Health Care Delivery

This course will focus on the organizational and managerial implications of clinical issues in the delivery of health care. Students will examine quality of care issues and concerns related to patient care that affect how health care organizations are managed. The course will be team-taught by a member of the Management faculty and physicians from the Health Science Center.

III. RELATIONSHIP TO EXISTING AUTHORIZED PROGRAMS

A. Demonstrate the relationship between the proposed program and existing authorized programs.

The concentration in Health Care Management gives a focus for students already pursuing an MBA but who are interested in specializing in health care management. The program is largely based on existing courses and does not require any new resources. Students in this program will take the same common body of knowledge courses that all MBA students take and will then concentrate their electives on the four special problems courses described above.

B. Describe how the proposed program would affect existing programs, including the potential effects on enrollments.

The MBA has long been considered a general degree. However, in recent years throughout the country many business schools have moved towards offering concentrations in response to student demand for more specialization in the MBA. The proposed program will not negatively affect existing programs or

enrollments because it does not compete in any way with the general MBA. For existing MBA students who want some specialization in the area of health care, this program will appeal to them. Largely it is anticipated that this program will generate new enrollments, from students who might otherwise seek graduate education in health care through other programs in the city.

This concentration consists of four courses, one of which has previously been taught as a Special Problems course. The economics course will be offered by a faculty member who taught an elective economics course which is now dropped from the Course Inventory. The other two courses will utilize faculty who otherwise would have been teaching multiple sections of existing required courses. In the given semesters (and it will be only once a year) in which the faculty member is teaching a concentration course, those required courses will experience slightly larger enrollments. However, average class size in graduate courses in the College of Business has always been low, and thus any increase in enrollments in required classes as a result of teaching assignments for the concentration will have no negative impact on other students.

IV. EXPECTED ENROLLMENT

- A. Estimate the cumulative headcount and full time equivalent (FTE) enrollment for each of the first 5 years and indicate the number expected to be new to the institution each year.

YEAR		1	2	3	4	5
FTE's -	6.5	13	19	22	22	
MBA/HCM Concentration 10 (headcount)		20	29	35	35	
New to UTSA (headcount)		3	3	3	3	4

- B. Explain assumption used in making these estimates.

The above calculations include the following assumptions: number of full-time students will be 3, 6, 9, 9, 9; number of part-time students will be 7, 14, 20, 26, 26. Part-time students will take 9 hours per year and full time students will take 18 hours per year. Attrition rate will be 3.5%, based on the current attrition rate in the MBA Program..

V. RESOURCES**A. Provide description of courses that have been implemented and new courses needed.**

- 1. List and describe courses implemented within the last three years that could be included in the new program curriculum.**

MGT XXXX Health Care Management

Introduction to the industry, to health care management issues, health care policy issues, managing in a regulated industry, health care research issues. This course will include major practitioner involvement as guest lecturers.

- 2. List and describe new courses not yet implemented for the program.**

MGT XXXX Economics of Health Care

This course develops a solid economic background for understanding and participating in health care issues as they affect business in the United States. This course applies economic analysis and modeling to the health care market place. Students will develop the ability to use theoretical and empirical analysis, both of their own and as reported in the current health care literature.

MGT XXXX Legal, Ethical and Social Issues of Health Care Management

This course will focus on contemporary problems, issues and trends in organized health care delivery, with a particular focus on the legal and ethical issues involved in health care delivery. Ethical issues in health care delivery will be explored by examining the goals of a health care organization, the relationship between provider and recipient of care, the nature of the organization, the multiple roles within health care organizations, and the moral conflicts that often arise. Additionally legal topics to be covered include liability, medical malpractice, confidentiality of medical records, contract issues, patients' rights, labor issues, fraud and abuse related to health care reimbursement, etc.

MGT XXXX Organizational and Managerial Issues in Health Care Delivery

This course will focus on the organizational and managerial implications of clinical issues in the delivery of health care. Students will examine quality of care issues and concerns related to patient care that affect how health care organizations are managed. The course will be team-taught by a member of the Management faculty and physicians from the Health Science Center.

B. Describe faculty resources and faculty requirements, if any.

No new faculty are required.

1. **List current faculty members, indicating highest earned degree/institutions, field of study, current teaching and research assignments, dates of appointment, and anticipated contribution to the program. Specify course(s) each faculty members would teach.**

Associate Professor Donde P. Ashmos, Ph.D., The University of Texas at Austin

Courses: Strategic Management of Health Care, Organizational and Managerial Issues in Health Care Delivery

Research: Strategic Decision Making in Health Care Organizations; Organizational Structure and Decision Making; The Role of Professionals in Organizational Decision Making

Appointed: September 1988

Anticipated contribution to program: Teaching *MGT XXXX Organizational and Managerial Issues in Health Care Delivery*.

Associate Professor Bob Collinge, Ph.D., University of Maryland

Courses: Economics of Health Care

Research: Public Finance; Public Policy Issues and Finance

Appointed: 1987

Anticipated contribution to program: Teaching *MGT XXXX Economics of Health Care*

Associate Professor Daphne Sipes, J.D., University of South Carolina

Courses: Legal, Ethical and Social Issues in Health Care Management

Research: Liability; Presumed Consent for Organ Donors; Health Care Legal Issues

Appointed: Sept. 1983

Anticipated contribution to program: Teaching *MGT XXXX Legal, Ethical and Social Issues of Health Care*.

Assistant Professor John Huonker, Ph.D., University of Arizona

Courses: Health Care Management, Organizational and Managerial Issues in Health Care Delivery, Management and Behavior in Organizations

Research: Physician Practice Choice; The Role of Physicians in Health Care Delivery; Clinical Professional Participation in Decision Making.

Appointed: Sept. 1993

Anticipated contribution to program: Teaching *MGT XXXX Health Care Management*

Assistant Professor Dan Marlin, Ph.D., University of Florida

Courses: Special Problems: Health Care Management, Clinical and Organizational Issues in Health Care Management, Strategic Management of Health Care

Research: The Impact of Strategic Choice and Generic Strategy on Firm Performance; Predicting Nursing Home Performance

Appointed: Sept. 1996

Anticipated contribution to program: Teaching *MGT 5903 Strategic Management and Policy*

2. **If current faculty would be teaching new courses, how would their teaching assignments change, and how would their current assignments be accommodated.**

This concentration consists of four courses, one of which has previously been taught as a Special Problems course. The economics course will be offered by a faculty member who taught an Economics course in the past that is now dropped from the Course Inventory. The other two courses will utilize faculty who otherwise would have been teaching multiple sections of existing required courses. In the given semesters (and it will be only once a year) in which the faculty member is teaching a concentration course, those required courses will experience slightly larger enrollments. Any increase in enrollments in required classes as a result of teaching assignments for the concentration will have no negative impact on other students.

3. **List all new positions (faculty, graduate assistants, clerical/support, etc.) required during the first five years of the program and indicate**

whether the positions would be additions or reassignments. If reassignment, indicate the source.

No new positions are anticipated.

C. Describe status of equipment with regard to this request.

- 1. Itemize expenditures during each of the last three years for equipment and supplies, specifically for the proposed program.**

No new equipment was purchased or needs to be purchased for this program.

D. Describe status of facilities with regard to this request. Include any alterations or renovations of existing facilities made during that three years that would be used for the new program.

The new Business Building has many seminar rooms that will be outstanding teaching facilities for this new program.

E. Provide library staff's assessment of library resources necessary for the proposed program, if applicable.

Professional journals and books are currently available through the UTSA library system and are regularly updated. Also students will have access to the library in the Health Science Center via on-line capabilities. No new library resources are required for this program.