

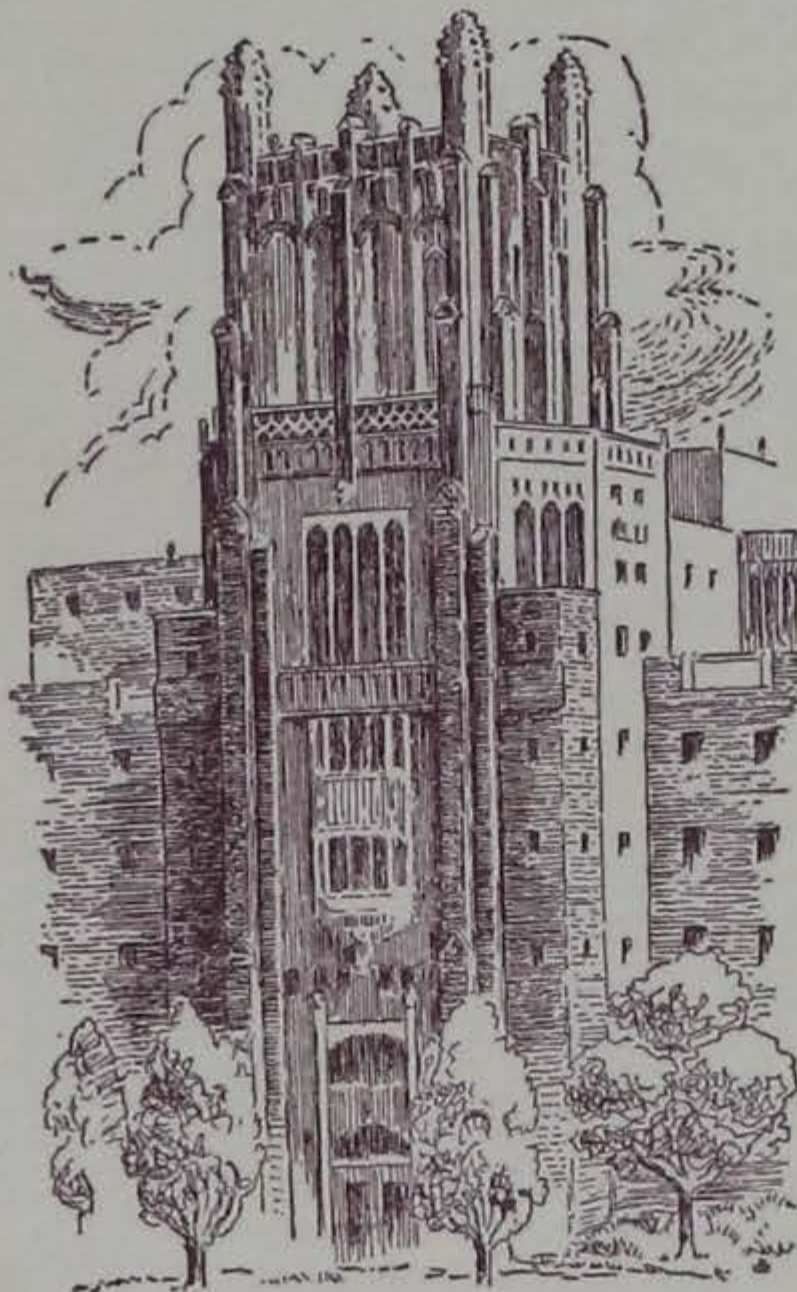
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Program of Hospital Administration

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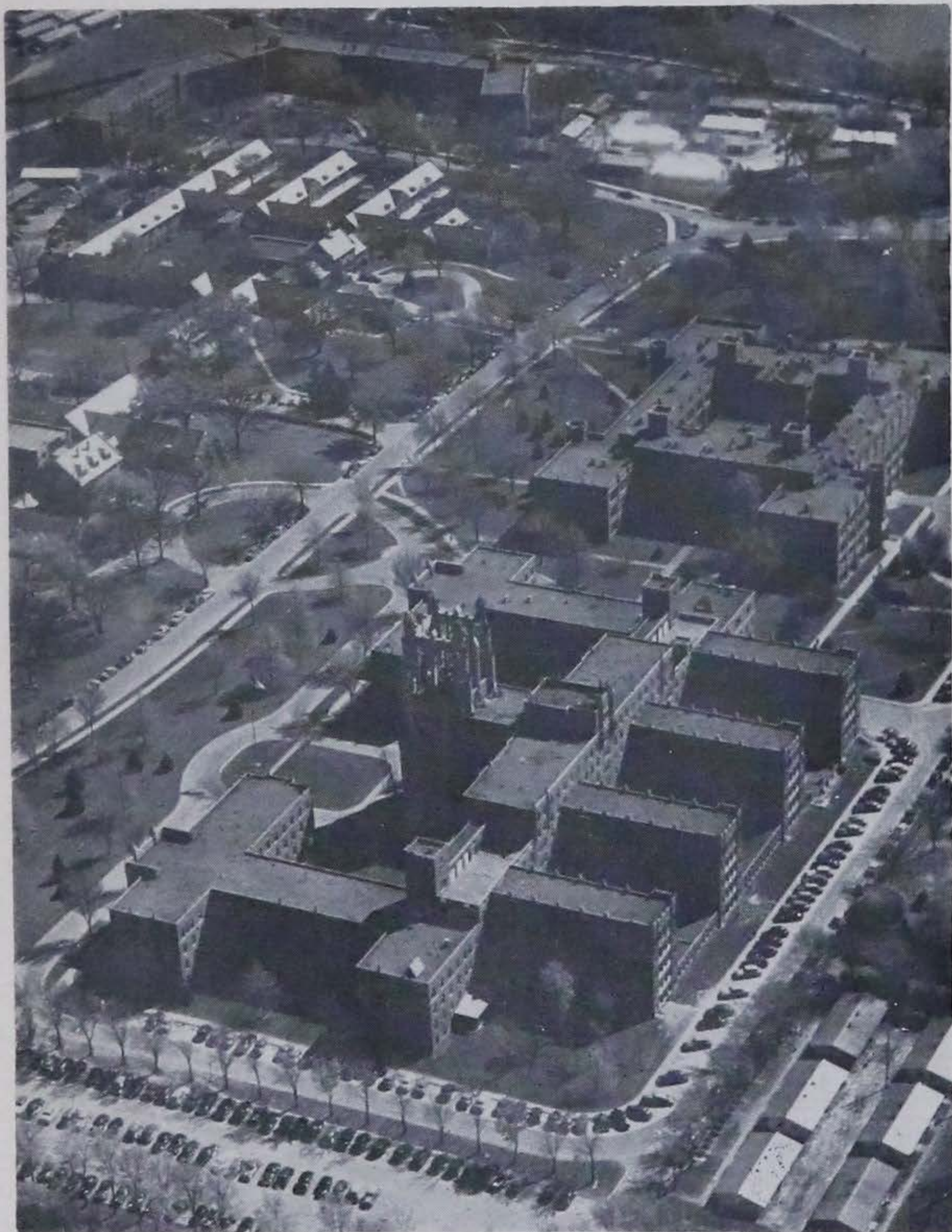
COLLEGE OF MEDICINE

State University of Iowa

IOWA CITY, IOWA

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Air view of the State University of Iowa Hospitals and Medical Campus.



The Class of 1952-1953 in the Graduate Program of Hospital Administration. Left to right—L. Bartholomew, Lt. H. Kinkel, A. Welter, D. Wightman, R. Terrill, Mr. Hartman, J. Toussaint, R. Miller, J. Tomich, V. Perisich, J. Kenney, J. Maloney, J. Donachie.

The College of Medicine



Officers of Administration

VIRGIL MELVIN HANCHER, B.A., M.A., J.D., LL.D., L.H.D., Litt D.,
President

EUGENE ALLEN GILMORE, B.A., LL.B., LL.D., D.C.L., President Emeritus

HARVEY HENRY DAVIS, B.A., M.A., Ph.D., Provost and Executive Dean

ALLIN WINSTON DAKIN, B.A., M.A., M.B.A., Administrative Dean

TED H. MCCARREL, B.S., M.A., Registrar and Director of Admissions

FRED W. AMBROSE, Business Manager and University Secretary

WALTER FERDINAND LOEHWING, B.S., M.S., Ph.D., Dean of the Graduate
College

DEWEY BERNARD STUIT, B.S., M.S., Ph.D., Dean of the College of Liberal
Arts

SIDNEY GRAHAM WINTER, B.A., M.S., C.P.A., Dean of the College of
Commerce

WILLIS M. FOWLER, B.A., M.D., Chairman of Executive Committee,
College of Medicine

MYRTLE E. KITCHELL, B.S., M.A., Dean of the College of Nursing

GERHARD HARTMAN, B.A., M.A., Ph.D., Professor and Director of the
Program in Hospital Administration; Superintendent, University
Hospitals

GLEN E. CLASEN, Assistant Superintendent, University Hospitals

WILBUR REDDINGTON MILLER, B.A., M.D., Director, Psychopathic Hospital

The Faculty

The faculty includes active administrators of hospitals, heads of special departments in hospitals who are highly qualified in their respective fields, and other authorities who are thoroughly acquainted with hospital administration.

In addition, the regular faculties of the College of Commerce, College of Liberal Arts, College of Medicine and College of Nursing are drawn upon for special lectures.

Administrative In-Service Training Preceptors

- GERALD ALDRIDGE, Administrator, Mary Lanning Memorial Hospital, Hastings, Nebraska
- W. BURDELL BAKER, Manager, The Wichita Clinic, Wichita, Kansas
- ALFRED BIEBER, Administrator, Lutheran Hospital, Sioux City, Iowa
- LOUIS B. BLAIR, Administrator, St. Luke's Hospital, Cedar Rapids, Iowa
- CLAYTON M. BOND, Manager, Sheboygan Clinic, Sheboygan, Wisconsin
- ROBERT G. BOYD, Director, Morristown Memorial Hospital, Morristown, New Jersey
- LAWRENCE J. BRADLEY, Director, Genesee Hospital, Rochester, New York
- ROBERT S. BROOKS, Lt. Colonel, 3902d Medical Group, Offutt Air Force Base, Omaha, Nebraska
- CHARLES E. BURBRIDGE, Ph.D., Superintendent, Freedmen's Hospital, Washington, D.C.
- FLOYD R. DETERT, Manager, Marshfield Clinic, Marshfield, Wisconsin
- FREDERICK H. GIBBS, Colonel, Director of Department of Administration, Medical Field Service School, Brooke Army Medical Center, Fort Sam Houston, Texas
- FRED GRAHAM, Administrator, Colorado Springs Medical Center, Colorado Springs, Colorado
- GERHARD HARTMAN, Ph.D., Superintendent, University Hospitals; Professor and Director, Program of Hospital Administration, Graduate College, State University of Iowa, Iowa City, Iowa
- C. E. HUNT, Administrator, Lubbock Memorial Hospital, Lubbock, Texas
- HERBERT M. KRAUSS, Administrator, Burlington Hospital, Burlington, Iowa (Affiliating with State University of Iowa Hospitals for short terms)
- ROBERT C. KNIFFEN, Managing Director, New Britain General Hospital, New Britain, Connecticut

JOHN F. LATCHAM, Administrator, Trumbull Memorial Hospital, Warren, Ohio

HUGH L. PRATHER, M.D., Director, Veterans Administration Hospital, Memphis, Tennessee

LESTER E. RICHWAGEN, Superintendent, Mary Fletcher Hospital, Burlington, Vermont

M. W. SHEARER, Manager, Ross-Loos Medical Group, Los Angeles 17, California

VERNON T. SPRY, Administrator, Ottumwa Hospital, Ottumwa, Iowa
(Affiliating with State University of Iowa Hospitals for short terms)

LELAND E. STILLWELL, M.D., Director, Veterans Administration Hospital, Iowa City, Iowa

State University of Iowa Staff and Faculty

Associated with the Program of Hospital Administration

1951-1953

DARTHEA H. BAIR, R.N., B.S., Operating Room Supervisor, University Hospitals

WILLIAM B. BEAN, B.A., M.D., Professor and Head, Department of Internal Medicine, University Hospitals

IRVING H. BORTS, M.D., Associate Professor, Department of Hygiene and Preventive Medicine, and Director, State Bacteriological Laboratory, College of Medicine

LEWIS A. BRADLEY, Manager, University Laundry Service

AINSLEY BURKS, B.S., Purchasing Agent

ELIZABETH COLLINS, B.A., Head, Occupational Therapy Department, University Hospitals

STUART CULLEN, B.S., M.D., Professor of Anesthesia, and Chairman of the Division of Anesthesiology, Department of General Surgery, and Chief Anesthetist, University Hospitals

JOAO A. daSILVA, JR., B.A., M.D., M.A., Administrative Associate, University Hospitals

KATE DAUM, B.A., M.A., Ph.D., Associate Professor of Dietetics, Department of Internal Medicine, and Director of Nutrition, University Hospitals

WALTER L. DAYKIN, B.A., M.A., Ph.D., Professor of Labor Economics, College of Commerce

ELMER L. DEGOWIN, B.A., M.D., Professor of Internal Medicine, University Hospitals

MAX Q. ELDER, B.A., Science Editor of Information Service

TITUS C. EVANS, B.A., M.S., Ph.D., Research Professor of Radiology and Radiobiology Head, Radiation Research Laboratory, College of Medicine

OLIVE C. FARR, B.A., Chief Physical Therapist, University Hospitals

RUBIN H. FLOCKS, B.A., M.D., Professor and Head, Department of Urology, University Hospitals

CLARENCE HAY, Foreman of Physical Plant

GEORGE L. HORNER, B.S., R.A., Assistant Professor, School of Fine Arts, and Superintendent, Division of Planning and Construction, Physical Plant

CHARLES C. INGERSOLL, B.S.C., M.H.A., Assistant to the Superintendent, University Hospitals

WALTER R. INGRAM, B.A., M.S., Ph.D., Professor and Head, Department of Anatomy, College of Medicine

JAMES R. JORDAN, B.A., J.D., Assistant Professor of Journalism and Head of Information Service

WILLIAM C. KEETTEL, B.A., B.S., M.D., Associate Professor of Obstetrics and Gynecology, University Hospitals

H. DABNEY KERR, B.S., M.D., Professor and Head, Department of Radiology, University Hospitals

MYRTLE E. KITCHELL, R.N., B.S., M.A., Dean of College of Nursing

RUBEN MACY, Chief Technician X-Ray and Radium, University Hospitals

ARLYN C. MARKS, B.A., M.A., Ph.D., Director of University Personnel Service

MARY M. MAXWELL, B.A., M.S.S., Director of Social Service, University Hospitals

WILBUR R. MILLER, B.A., M.D., Professor and Head, Department of Psychiatry, and Director of Psychopathic Hospital

RAY B. MOSSMAN, B.S.C., Manager Medical Services, University Hospitals

MIRIAM L. NEFF, B.A., M.S., Administrative Associate, University Hospitals

WILLIAM D. PAUL, M.B., M.D., Associate Professor of Internal Medicine, and Chairman, Division of Physical Medicine, University Hospitals

R. J. PHILLIPS, Superintendent Maintenance and Operations, Physical Plant

JOHN R. PORTER, B.S., M.S., Ph.D., Professor and Head, Department of Bacteriology, College of Medicine

MARCUS P. POWELL, B.S., M.S., B.S.C.E., Associate Professor of Hygiene and Preventive Medicine, College of Medicine

THEODORE D. RAHE, B.A., Administrative Associate, University Hospitals

JOHN H. RANDALL, B.A., M.D., Professor and Head, Department of Obstetrics and Gynecology, University Hospitals
 ETTA M. RASMUSSEN, R.N., B.A., Director, Iowa School for Practical Nursing, College of Nursing
 WILFRED SEDDON, Staff Mortician, Department of Pathology, University Hospitals
 EDNA M. SHALLA, B.A., M.S., Administrative Dietitian, Department of Nutrition, University Hospitals
 LEOTA M. STAGG, Librarian, University Hospitals Library
 MARIE E. TENER, G.N., R.N., Director of Nursing Service, University Hospitals
 WILLIAM W. TESTER, B.S.Pharm., Instructor in Pharmacy and Hospital Pharmacist, University Hospitals
 WILLIAM L. THOMPSON, B.A., Administrative Associate, University Hospitals
 FRANKLIN H. TOP, A.B., M.D., Professor and Head, Department of Hygiene and Preventive Medicine, Director of University Department of Health, and Consulting Director, State Bacteriological Laboratory, College of Medicine
 WAYNE VASEY, B.A., M.A., Director and Professor, School of Social Work
 EMORY D. WARNER, B.S., M.D., Professor and Head, Department of Pathology, College of Medicine
 CHARLES R. WERTH, Storekeeper, University Hospitals
 DOUGLAS R. WILLIAMSON, B.A., Administrative Assistant, University Hospitals
 EMERSON K. WIRTZ, B.S., Administrative Associate, University Hospitals
 SIDNEY E. ZIFFREN, B.S., M.D., Associate Professor of General Surgery, University Hospitals
 LOUIS C. ZOPF, Ph.G., B.S.Pharm., M.S., Dean of College of Pharmacy

GUEST LECTURERS

1951-1953

GERALD ALDRIDGE, Administrator, Mary Lanning Memorial Hospital, Hastings, Nebraska
 LYDIA BAILEY, President, Iowa Licensed Practical Nurses' Association, Iowa City, Iowa
 W. BURDELL BAKER, Manager, The Wichita Clinic, Wichita, Kansas
 HOWARD T. BEAVER, Beaver Associates, Inc., Chicago, Illinois
 W. W. BENTZINGER, Reverend, Iowa City, Iowa
 LOUIS B. BLAIR, Administrator, St. Luke's Hospital, Cedar Rapids, Iowa

- CLAYTON M. BOND, Business Manager, The Sheboygan Clinic, Sheboygan, Wisconsin
- LEON A. BONDI, Administrator, St. Luke's Hospital, Davenport, Iowa
- RAY E. BROWN, Superintendent, University of Chicago Clinics, Chicago, Illinois
- A. C. CAHILL, Attorney, Iowa City, Iowa
- HOWARD S. COOK, Secretary of Association Development, American Hospital Association, Chicago, Illinois
- FLOYD R. DETERT, Business Manager, Marshfield Clinic, Marshfield, Wisconsin
- S. MARGARET GLEASON, Manager, The Central Clinic, Davenport, Iowa
- ROY HUDENBURG, Secretary of Council on Hospital Planning and Plant Operation, American Hospital Association, Chicago, Illinois
- JAMES HURSON, Assistant Manager, Veterans Administration Hospital, Iowa City, Iowa
- HERBERT M. KRAUSS, Administrator, Burlington Hospital, Burlington, Iowa
- ANNE L. LACHNER, Director of Public Relations, Hospital Service, Inc., of Iowa, Des Moines, Iowa
- F. P. G. LATTNER, Executive Director, Hospital Service, Inc., of Iowa, Des Moines, Iowa
- ART LEFF, Attorney, Iowa City, Iowa
- PHYLLIS LEVENS, Administrator, Children's Memorial Hospital, Omaha, Nebraska
- J. H. MITCHELL, Manager, Colonial Hospital, Rochester, Minnesota
- F. W. MOLGREN, Administrator, Schoitz Memorial Hospital, Waterloo, Iowa
- DANE MORGAN, Architect, Burlington, Iowa
- M. W. NISSEN, Manager, The West Davenport Clinic, Davenport, Iowa
- HARRY PANHORST, Associate Director, Program in Hospital Administration, and Director, University Clinics, Washington University, St. Louis, Missouri
- F. W. PICKWORTH, Director, Division of Hospital Services, State Department of Health, Des Moines, Iowa
- C. DAVID PIERCE, President, Board of Trustees, Ottumwa Hospital, Ottumwa, Iowa
- DONALD F. RODAWIG, Administrative Resident, Lutheran Hospital, Sioux City, Iowa
- SISTER MARY BARBARA ANN, Director, Department of Nursing, Mt. Mercy College, Cedar Rapids, Iowa
- SISTER MARY DOMITILLA, Acting Superintendent, St. Mary's Hospital, Rochester, Minnesota

SISTER MARY LAWRENCE, Administrator, Mercy Hospital, Cedar Rapids, Iowa

SISTER MARY PHILOMINA, Administrator, Mercy Hospital, Iowa City, Iowa

SISTER MARY VERONICE, Director, Department of Medical Records, Mercy Hospital, Iowa City, Iowa

WILLIAM SPEAR, M.D., Superintendent, State Tuberculosis Sanatorium, Oakdale, Iowa

VERNON T. SPRY, Administrator, Ottumwa Hospital, Ottumwa, Iowa

EMIL STAHLHUT, Administrator, Jackson County Hospital, Maquoketa, Iowa

L. E. STILLWELL, M.D., Manager, Veterans Administration Hospital, Iowa City, Iowa

MAX WITTE, M.D., Superintendent, Mental Health Institute, Independence, Iowa

EARL WOLF, Director of Purchasing, St. Mary's Hospital, Rochester, Minnesota

FREDERIC M. WOOD, JR., Business Manager, Medical Clinic, Greenville, Pennsylvania



Administrative Staff Conference at University Hospitals

*Standing, left to right—Administrative Associates: E. Wirtz, T. Rahe.
Seated, left to right—Assistant to the Superintendent C. Ingersoll;
Assistant Superintendent Clasen; Superintendent Hartman.*

STATE UNIVERSITY OF IOWA



College of Medicine

The Graduate Program in Hospital Administration

A Program in Hospital Administration was formally established at the State University of Iowa on August 1, 1950 following three years of experimentation and study relating to the organization and conduct of a comprehensive plan for hospital administration education. As hospital administration transcends many fields of academic preparation, the Program has primary identification with the College of Medicine and the Graduate College and utilizes the facilities of the entire University for its educational base.

Formal academic preparation in this highly specialized field is of recent origin, with a limited number of universities offering courses of study in hospital administration. However, recognition and acceptance of academic study at the graduate level is now universal in the hospital field. Job opportunities are numerous and the demand for qualified management personnel is increasing. It is imperative that the new community hospital units that are being constructed in Iowa and throughout the nation be able to obtain qualified individuals to direct their organization and administration.

Curriculum

The Program in Hospital Administration offers three categories of study, each specifically designed to meet a particular educational need. First, academic study leading to the Master of Arts degree is the major course of study. This program includes one academic year in residence and a two calendar year period of in-service training in one or more hospitals.

Second, opportunity is offered to those who have completed the academic phase of a recognized university course in hospital administration to continue their training and education in the field. A carefully supervised in-service program is worked out for each candidate with major emphasis on a project basis for learning hospital administration.

Third, a few exceptionally qualified candidates will be given the

opportunity to study for the Doctor of Philosophy degree. Only candidates with from three to five years of top hospital administrative experience will be considered.

The curriculum for the Master's program includes elective and required courses individually selected for each student in many of the Colleges and Schools of the State University of Iowa, in addition to nine to eleven hours per semester of specialized hospital administration courses. Seminars, conferences, field trips and presentations by guest lecturers constitute the basic educational content in hospital administration instruction.

Requirements for Admission to the Master's Degree Program

A bachelor's degree from an accredited university or college is required for admission to the Program in Hospital Administration. Candidates are selected on the basis of a critical evaluation of their undergraduate academic record, experience, personal qualifications, and their fundamental desire and aptitude for hospital administration. A minimum academic grade point average of 2.5 (on a 4.0 maximum) on all college courses is required for admission. The hospital field desires to attract men and women whose qualities of character, capability, and personality are such as to assure their making a contribution to the field.

No specific limitations are made as to the undergraduate major fields previously undertaken by the candidates. However, a broad background including work in several fields is desirable. Basic courses in the following subjects are considered as courses preferred previous to admission:

- Accounting
- Economics
- Business Organization and Management
- Public Speaking
- Sociology or Psychology
- Biology or Chemistry

The program of each candidate is prepared individually to assure maximum utilization of time in preparation for a career in hospital administration.

If, in the opinion of the Director of the Program, the student presents sufficient previous academic preparation and/or experience in related areas to offset the lack of one or more of the basic courses listed above, the deficiencies may be made up after admission to the Program in Hospital Administration.

Registration is limited and only on consent of the Director of the Program. Candidates with pre-enrollment hospital experience will receive preferential consideration. Veterans who possess the necessary entrance qualifications and who, through their experience in the armed services have become interested in preparing for a career in hospital administration, are given special consideration.

RESIDENCE REQUIREMENTS

One full academic year of 30 semester hours must be completed in residence at the State University of Iowa. This period must be undertaken on a full-time basis.

MASTER'S EXAMINATION

The Master's examination is conducted by the Professor of Hospital Administration and his associates. It is a comprehensive typewritten examination undertaken in two parts; one is given at the end of the first semester of academic work and the final section is given upon the completion of the first year.

GRADE REQUIREMENTS

Credit presented for the degree Master of Arts in Hospital Administration shall average not lower than B grade; no credit will be allowed for work below B- grade, and B- grades will be accepted only under exceptional circumstances at the discretion of the Dean of the Graduate College and the Director of the Program in Hospital Administration, and then only to the extent that they are offset by grades of A or A- in courses which are as advanced as those in which the B- grades are received. A student whose work falls below an acceptable standard may have his registration as a graduate student cancelled at the close of any semester.

Administrative In-Service Training Requirements

A period of closely supervised in-service administrative training is a vital element in the over-all educational process to prepare for hospital administration. Each candidate will be required to complete a two calendar year period of administrative training, the first year of which will be designated "administrative internship" and the second year as "administrative residency."

The internship and residency period will be undertaken in selected hospitals in Iowa and other states. Consideration will be given to the individual student's desire as to where he wishes to undertake this portion of his education. In some cases, more than one hospital will furnish the in-service training for a single student. During this period, the hospital provides maintenance and, in some instances, a small stipend.

Only in rare instances in which the student has had extensive experience as the administrator or assistant administrator of a hospital is this in-service requirement or any part thereof waived, and then only upon approval of the Director of the Program.

THESIS REQUIREMENT

Each candidate is required to submit a thesis before the completion of his first year of in-service training. The thesis topic must be approved by the Professor of Hospital Administration at least six months prior to the due date of the thesis. In addition, the student must submit an outline of his thesis for review and approval at this time.

The thesis represents a major project undertaken during the first year of in-service training. Broad latitude will be given in the selection of the thesis topic with primary emphasis on the methods by which it is developed and presented.

All of the requirements of the Graduate College for the thesis must be satisfied by the candidate.

FEES

Residents of the State of Iowa should plan on approximately \$1,000 as the minimum cost for a year's study at the State University. This is itemized roughly as follows: Board and room, \$600; fees, \$130 to \$220, depending upon the College of registration; books and supplies, \$50; and incidentals, \$100 to \$200. The inclusive fee for residents of Iowa is \$78 per semester. For non-residents the total fee is \$128 per semester. In addition to the academic year, fees for the Program in Hospital Administration will be assessed for the first of the two years of administrative residency as follows:

<i>Session</i>	<i>Registration</i>	<i>Course</i>	<i>Semester Hours</i>	<i>Fees</i>
Summer	Construc- tive Resi- dency	80:109 Adminis- trative Internship	1-6	\$21.67-\$53.00 Resident and Non-resident
Fall	Construc- tive Resi- dency	80:109 Adminis- trative Intern- ship	1-15	\$38.67-\$78.00 (Iowa Resident) \$55.33-\$128.00 (Non-resident)

FEES (*Continued*)

Winter	Construc- tive Resi- dency	80:109 Adminis- trative In- ternship	1-15	\$38.67-\$78.00 (Iowa Resident) \$55.33-\$128.00 (Non-resident)
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SCHOLARSHIPS

A limited amount of scholarship aid is available. Scholarship awards are made primarily on the basis of outstanding scholastic records to worthy and needy students who are self-supporting and are unable to procure sufficient financial assistance from other sources.

All requests for information about scholarships should be directed to the Office of Student Affairs, University Hall.

PROCEDURE FOR ENROLLMENT

Candidates for admission to the Program of Hospital Administration must observe the following schedule of steps to be eligible for enrollment:

Application for Admission to the Program of Hospital Administration (To Director, Program in Hospital Administration, University Hospitals)

Application for Admission to the Graduate College, State University of Iowa (To University Registrar, University Hall)

An official transcript of the student's undergraduate record certified by the college conferring the Bachelor's degree and an official transcript of courses taken in each college subsequently attended must be submitted. The selection of candidates to the program is made in the late spring for the session which begins the following mid-September.

COURSE DESCRIPTIONS

For purposes of clarity, the courses offered are divided into two major divisions. The first group is designated "Special Hospital Administration Courses Required for All Students," and the second is "Elective and Required Courses to be Taken in Other Colleges of the University."

The development of the course offerings in Hospital Administration requires that the instructional matter be divided and grouped to fit the proper classes. It is recognized that no absolute division can be made of subject matter that is so closely related and interdependent. All courses in this section are under the direct and continual supervision of the Professor of Hospital Administration to insure that duplication and omission within and among the various courses is reduced to a minimum.

In addition, the sequence of material presented will be carefully scrutinized to facilitate the logical progression of instruction from initial orientation to the more advanced problems of hospital administration.

It is apparent that the entire scope of subjects to be presented must represent a high degree of flexibility and be readily adaptable to changes in content, emphasis and scheduling. The brief descriptions of the following courses are offered as a guide to their general nature and content.

Special Hospital Administration Courses Required For All Students

FIRST SEMESTER

80:101 *Fundamentals of the Modern Hospital* 3 semester hours
Professor HARTMAN, Associates, and Guest Lecturers

An intensive orientation to the purpose and functions of the modern hospital. All types of hospitals including general, mental, tuberculosis, and chronic institutions with the variations of each will be studied. Lecture and discussion periods will be supplemented by field trips and films designed to illustrate the subject currently being studied.

80:103 *Principles of Hospital Administration* 2 semester hours
Professor HARTMAN, Associates, and Guest Lecturers

The fundamentals of administration and their application to hospitals comprise the subject matter to be studied. Initial emphasis will be placed on the basic principles of general administration with a progression through the more specialized aspects of hospital and educational administration as it applies to hospitals. Introduction to all levels and types of administration will be given.

80:105 *Administrative Aspects of Medicine* 2 semester hours
Professor HARTMAN, Members of the Medical Staff, and Guest Lecturers

A series of lecture and discussion periods conducted by representatives of each clinical division to orient the student to the particular problems peculiar to each service. Each division is requested to be responsible for one two-hour lecture and discussion group.

80:107 *Seminar in Hospital Administration* 2 semester hours
Professor HARTMAN

Current hospital topics including their origin, development, current status, and future trends will provide the subject matter for the seminar group. The seminar will be utilized as a coordinating instrument to interpret, review, and evaluate the subject matter undertaken in the other courses.

SECOND SEMESTER

- 80:102 *Fundamentals of the Modern Hospital* 3 semester hours
Professor HARTMAN

A continuation of the first semester course. Emphasis is placed on the critical study of hospital departments, their function, and physical facilities. Assigned projects dealing with the planning and equipping of each department will be required of the student. Department heads of the University Hospitals and other hospitals will serve as guest lecturers and discussion leaders. Field trips will be made to each department.

- 80:104 *Hospital Organization* 2 semester hours
Professor HARTMAN, Associates, and Guest Lecturers

The basic philosophy and purpose of hospital organization are analyzed in lecture and seminar sessions. Particular problems with reference to the governing board, the medical staff, and other critical areas are thoroughly investigated. Criteria and methods by which evaluation of an organization may be accomplished are discussed.

- 80:106 *Advanced Hospital Administration* 4 semester hours
Professor HARTMAN, Associates, and Guest Lecturers

Hospital accounting, statistics, law, public relations, personnel management and community relationships are studied in lecture and discussion groups. Emphasis will be on the interpretation and utilization of the subject matter rather than mechanics of individual performance. Discussion of systems of accounting rather than actual problem solving, etc. Generous utilization will be made of faculty members and others in the specific areas of study in which they specialized.

- 80:108 *Seminar in Hospital Administration* 2 semester hours
Professor HARTMAN

A continuation of the first semester course. Increased student participation in the conduct of the meeting and in the preparation of the discussion topic will be emphasized. Stimulation of independent analysis and critical study will be of major importance.

- 80:109 *Administrative Internship* Credit arranged
Professor HARTMAN, and Preceptors

A full calendar year of supervised experience and training in a recognized hospital. Constructive Residency registration.

- 80:111 *Thesis in Hospital Administration* 1 semester hour
Professor HARTMAN

Original study, review and written presentation of a problem area in hospital administration. To be accomplished during the administrative internship.

ADVANCED GRADUATE COURSES

The advanced graduate courses in hospital administration are designed primarily for those students who have completed a basic graduate educational program in hospital administration. Registration will be restricted to those individuals who are accepted candidates for the Doctor of Philosophy degree in Hospital Administration and to those students engaged in the advanced graduate in-service program.

- 80:201-2 *Seminar in Hospital Administration* Credit arranged
 Professor HARTMAN
 First semester, second semester, summer session.
- 80:203-4 *Advanced Hospital Organization and Management* Credit arranged
 Professor HARTMAN and Staff
 A comprehensive course covering all phases of hospital operation and planning. Included are field trips, lectures, group projects, discussions and reports. First semester, second semester, summer session.
- 80:205-6 *Research in Hospital Administration* Credit arranged
 Professor HARTMAN
 First semester, second semester, summer session.
- 80:207 *Individual Study* Credit arranged
 Professor HARTMAN
 May be repeated.

Class Hours of the Program Offered to Graduate
 Students in Hospital Administration
 State University of Iowa

<i>Courses</i>	<i>Total</i>	<i>Semester</i>	
		<i>First</i>	<i>Second</i>
Total Class Hours Credit	540	270	270
Per Week	*15	*15	*15
Hospital Administration	306	162	144
Field Experience	86	40	46
Lecturers and Seminars	210	93	117
Fundamentals of the Modern Hospital	90	54	36
Principles of Hospital Administration	36	36	
Administrative Aspects of Medicine	36	36	
Seminar in Hospital Administration	72	36	36
Hospital Organization	36		36
Advanced Hospital Administration	36		36
College of Medicine			
Medical Jurisprudence	36	36	
Medical Information for Hospital Administrators	36		36
Electives (at least 4 semester hours outside of major field)	162	72	90

The following courses are most frequently chosen by students:

Business Law
Business Organization and Finance
Business Writing
Fundamentals of Public Relations
General Insurance
Labor Economics
Personal Hygiene
Personnel Management
Public Personnel Administration
Public Speaking
Research in Labor
Social Institutions and Social Control
Writing for Publication

*The standard residence schedule (which is also the maximum allowed in the Graduate College) is 15 semester hours per semester.

LECTURES

Courses offered in the University and seminars and conferences in hospital administration held throughout the program of instruction cover the various aspects of hospital administration. The lecture topics covered during the past academic year included:

Functions of a Modern Hospital	Nutrition Service
Community Health and Hospital Needs	Laundry Service and Linen Control
Hospital Planning	Grounds and Buildings
Hospital Finances	Housekeeping
Duties and Responsibilities of a Hospital Governing Board	Clinical and Pathological Laboratories
Functions and Activities of the Administrator	Medical Social Service
Medical Education and Research	Public Health Service Function
Nurses' Education and Service	Chronic Disease Care
Hospital and Health Insurance	Public Relations
Medical Staff Organization	Community Organizations for Health and Welfare Service
Operating Room	National, County and State Societies and Their Relation to Hospitals
Pharmacy	Hospital Economics
X-Ray	Personnel Relations
Obstetrical Service	Management Techniques and Procedures
Medical Records	
Purchasing Stores, Storage and Issuance	

Conference Techniques
Communications Systems
Problems of a Community Hospital

Fund Raising Campaigns
Clinic Management Series

FILMS

In recent years, there has been an increasing use of audio-visual aids to supplement and vitalize classroom instruction. In many fields of education, including Hospital Administration, the audio-visual appeal is a most effective approach to learning. At University Hospitals, State University of Iowa, a list of films has been compiled from numerous sources, many of which are being used in other fields as well, including Medicine, Nursing, Sanitation, Health Education, and Business.

An attempt is being made at University Hospitals to get student reactions to the films shown by means of a Student Reaction Form or Questionnaire. Films are rated by the students themselves. It is felt that such a Questionnaire will have real value for future planning for the use of audio-visual aids in the Program in Hospital Administration. The State University of Iowa Extension Bulletin No. 657 "Selected Films for Hospital Administration" was published April 1, 1951.

FIELD TRIPS

In addition to the wide facilities afforded by all departments of the State University of Iowa Hospitals and Medical School, periodic field trips are made to other hospitals or allied institutions. These trips cover all types and sizes of institutions in Iowa, Illinois and Minnesota.

AMBULANCE TRIP

Each student is required to make one round-trip via the University Hospitals state-wide ambulance system which transports indigent patients to and from their homes at state expense.

Suggested List of Elective and Required Courses

The progressive hospital administrator must have an understanding of the fundamental principles of institutional organization, policy formulation, accounting, finance, statistics, law, business economics, personnel management, and public regulation of enterprises. He must also have knowledge concerning the principles and general practices in preventive and curative medicine and be informed concerning the agencies dealing with public health and social welfare.

The following list includes courses which provide the necessary training in these and related subjects. Courses below 100 are not accepted

for Graduate credit; courses from 100 to 199 are open to both undergraduate and graduate students; courses primarily for graduate students are numbered 200 or above in each department.

COLLEGE OF COMMERCE

**Minimum Requirements*

6A:7	Principles of Accounting	3 semester hours
6A:8	Principles of Accounting (second half)	3 semester hours
6E:3	Principles of Economics	3 semester hours
6E:4	Principles of Economics (second half)	3 semester hours
or		
6E:11	Principles of Economics (for students not majoring in economics or commerce)	3 semester hours
6G:115	Business Organization and Finance	3 semester hours
36:101	Public Speaking	3 semester hours
36:102	Advanced Public Speaking (second half)	3 semester hours

*If not completed at time of admission, to be completed by candidate.

ELECTIVE COURSES

6A:101	Intermediate Accounting	3 semester hours
	Prerequisite 6A:8	
6A:103	Elementary Cost Accounting	3 semester hours
	Prerequisite 6A:8	
6A:107	Tax Accounting	3 semester hours
	Prerequisite 6A:8	
6A:109	Governmental and Institutional Accounting	2 semester hours
	Prerequisites 6A:101-103	
22:69	Mathematics of Finance	3 semester hours
	Prerequisite College Algebra or Intermediate Math.	
6G:125	Business Statistics Prerequisite 6E:4	3 semester hours
6G:126	Business Statistics (Second half)	3 semester hours
22:160	Biostatistics (Both semesters)	2 semester hours
6G:119	General Insurance Prerequisite 6E:4	2 semester hours
6G:147	Business Law Prerequisite 6E:4	3 semester hours
6G:148	Business Law (Second half)	3 semester hours
6G:187	Business Writing (Recommended)	3 semester hours
6L:151	Labor Economics Prerequisite 6E:4	3 semester hours
6L:152	Recent Labor Legislation	3 semester hours
	Prerequisite 6L:151	
6L:154	Personnel Management	3 semester hours
	Prerequisite 6L:151	

6L:155	Industrial Management (Introd.)	3 semester hours
	Prerequisite 6E:4	
6L:156	Industrial Management (Advanced)	3 semester hours
	Prerequisite 6L:155	
6L:157	Industrial Management (Prob. & Policies)	3 semester hours
	Prerequisite 6L:155	

DEPARTMENT OF PSYCHOLOGY AND SOCIOLOGY;
SCHOOL OF SOCIAL WORK

**Minimum Requirements*

31:1	Introduction to Psychology	4 semester hours
	or	
31:19	Psychology in Business and Industry (First semester)	3 semester hours
	or	
34:1	Introduction to Sociology	3 semester hours
34:2	Introduction to Sociology (second half)	3 semester hours

ELECTIVE COURSES

31:154	Personnel Psychology (Second semester)	3 semester hours
	Prerequisite Statistical Methods or Equivalent	
34:140	Social Institutions and Social Control (First semester)	3 semester hours
	Prerequisites 34:1-2	
34:203	History of Sociology (First Semester)	3 semester hours
	Prerequisite Consent of Instructor	
34:206	Principles of Sociology (Second semester)	3 semester hours
42:245	Public Welfare Organization	3 semester hours
42:256	Community Organization	2 semester hours
	Prerequisite Consent of Instructor	
42:265	Social Aspects of Illness and Medical Care	2 semester hours
	Prerequisite Consent of Instructor	
42:266	Medical Information for Hospital Administrators (Recommended)	2 semester hours

DEPARTMENT OF POLITICAL SCIENCE

ELECTIVE COURSES

30:131	Public Administration (First semester)	3 semester hours
	Prerequisite Course in American Government or Equivalent	
30:132	Public Personnel Administration (Second semester)	3 semester hours

*If not completed at time of admission, to be completed by candidate.

SCHOOL OF JOURNALISM

ELECTIVE COURSES

- 19:175 Fundamentals of Public Relations 2 semester hours
(Both semesters)

COLLEGE OF MEDICINE

DEPARTMENT OF CHEMISTRY

DEPARTMENT OF CLASSICS

DEPARTMENT OF ZOOLOGY

**Minimum Requirements*

- 4:1 Inorganic Chemistry 4 semester hours
4:2 Qualitative Analysis (Second half) 4 semester hours
or
37:1 General Zoology (Biology) 4 semester hours
37:2 General Zoology (Biology) (Second half) 4 semester hours

ELECTIVE COURSES

- 63:101 Personal Hygiene 3 semester hours
63:103 Community Hygiene (Second half) 3 semester hours
63:281 Public Health Administration Credit arranged
Prerequisite Consent of Instructor
65:209 Hospital Dietary Administration 2 semester hours
65:210 Hospital Dietary Administration (Second half, 2 semester hours
but may be taken as an independent unit)
95:5 Medical Jurisprudence (Second semester) 2 semester hours
14:115 Scientific and Medical Greek and Latin 2 semester hours
(No knowledge of Greek or Latin is required.
Promotes understanding of medical terminology for students in area of science and medicine.)

*If not completed at time of admission, to be completed by candidate.

Graduate Program of In-Service Training in Hospital Administration

ELIGIBILITY

The preferred combination of steps for academic preparation for hospital administration are represented in the following sequence:

- 1) adequate background of general education

- 2) a specialized academic course in hospital administration, and
- 3) a period of well-supervised experience in an outstanding hospital or group of hospitals.

The program of in-service training at the State University of Iowa places primary emphasis on the third or final phase of formal education. The number of students enrolled at any one time will range from three to eight, in order to insure individual attention and careful supervision.

There are no established enrollment dates. Applicants will be considered at frequent intervals as the program develops.

SCOPE OF THE PROGRAM

This phase of the graduate program in hospital administration at the State University of Iowa Hospitals will be essentially a supervised program of in-service training, coupled with the opportunity to enroll in certain formal courses of instruction in those divisions or departments of the University where the candidate would benefit from such work. This period is intended to prepare the graduate student for employment in hospital administration by intensive in-service training, immediately prior to accepting employment.

Students enrolled in the in-service program in hospital administration will be required to complete two full academic years of study and administrative service, and will develop from an administrative internship through an administrative residency, and in certain cases to an administrative assistantship. In addition to training at the State University of Iowa Hospitals, a number of rural and urban community hospitals will participate and offer their staff and facilities for teaching purposes.

Candidates must meet all of the requirements of the Graduate College for the Master or Doctor of Philosophy degree as required by the State University of Iowa.

Candidates will be accepted on a probationary basis for a minimum period of three months, in order that they may evaluate the nature and content of the course and, further, that they may be appraised as candidates for successful work in the field of hospital administration.

Emphasis throughout the entire program will be placed on the basic principles of organization and management as they apply to the hospital field.

During the period of the student's enrollment in the in-service training program, remuneration by the University Hospitals will be made in accordance with this general schedule:

Administrative intern	—	\$50.00 per month (RBL)° (Not less than 6 mos., nor more than 18 mos., depending on the candidate)
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Administrative resident	—	\$100.00 per month (RBL) ^o (Not less than 6 mos. nor more than 18 mos., depending on the candidate)
Administrative assistant	—	\$250.00 per month through \$400.00 per month (No RBL) ^o

^oRBL refers to Room, Board and Laundry

The Program for the Doctor of Philosophy Degree in Hospital Administration

The constantly shifting administrative patterns that are present in the modern hospital, with the rapid emergence of new social and professional developments, emphasize the necessity for intensive, highly flexible educational preparation. Essentials of such a program include a background of general education, a specialized course in hospital administration, and a period of supervised practical training. For the student who requires additional preparation at the highest level, the techniques of advanced administrative training and extensive personal investigation offer the best means of enabling him to develop his capacities to the fullest extent.

The Doctor of Philosophy degree is the culmination of formal educational attainment. The Doctorate should be a reflection of study and research preparation in a special field of hospital administration and must represent scholarly achievement at the highest level. It should not be a repetition of what has previously gone into the qualifications for the Master's degree. Rather, the Master's should afford the point of departure for the Doctoral study. Techniques for preparation for the Doctorate should emphasize well supervised clinical education combined with extensive personal investigation by the candidate.

The Doctor of Philosophy program in hospital administration at the State University of Iowa is predicated on the educational philosophy discussed above. The program reflects the efforts that have been made to insure the necessary flexibility and freedom of action that are vitally important in advanced graduate education in this field.

REQUIREMENTS FOR ADMISSION

A Master's degree in hospital administration from a qualified university or its equivalent is required for admission to the program. The Director of the Program shall determine the suitability of the prospective candidate. The number of candidates will be strictly limited because of the extensive amount of personal instruction that must be given. Only

those candidates who have had from three to five years of top administrative experience in actual hospital administration will be considered.

RESIDENCE REQUIREMENTS

A minimum of one full academic year of graduate study in hospital administration shall be completed in residence at the State University of Iowa. A minimum of 30 semester hours beyond the Master's degree must be completed in residence.

SUBJECT REQUIREMENTS

It must be certified that the candidate qualifies in the subject matter listed below. The material is normally obtained during the preparation for the Master's degree, but in order that no deficiencies will go unnoticed the candidate's proficiency in these subjects will be reviewed. Such an evaluation provides helpful guidance material in shaping the student's Doctoral program.

Subjects to be Certified

- Hospital Organization and Management
- Hospital Accounting and Statistics
- Hospital Law
- Professional Practices and Relationships
- The Hospital and the Community
- Fundamental Medical Knowledge
- Hospital Planning and Construction
- Professional and Public Educational Hospital Functions
- Hospital Personnel Management

The subjects listed above contain fundamental knowledge of the hospital and its functions. The Professor of Hospital Administration will determine the competence of the candidate and evaluate his grasp of the subject matter contained.

The Doctoral program will consist primarily of practical studies in the field of hospital administration. The project method of teaching will be employed to a large degree supplemented by academic classes that will be fitted to the individual study program. Stress will be placed on study in a specialized field of hospital administration. A total of 90 semester hours of graduate study is required for the Doctor of Philosophy degree.

DISSERTATION

The graduate study tools of practical administrative training and primary investigation will be used extensively in the preparation of the Doctoral dissertation. Major emphasis will be placed on the dissertation

with the preferred area of development being in the field of management and administration as it relates to the hospital field. The topic of the dissertation will be selected early in the program and must be approved by the Director of the Program. The dissertation will largely determine the qualification of the candidate for the Doctor of Philosophy degree.

The Program in Hospital Administration guarantees publication in abstract of the dissertation.

REQUIREMENT IN FOREIGN LANGUAGES AND OTHER TOOLS OF RESEARCH

Each department of the University determines what tools of research are necessary for proper pursuit of the Ph.D. degree in its area and for subsequent scholarly work. Many departments require competence in two foreign languages, the most common being French and German. Other departments require competence in statistics, or knowledge of special methods or resources in particular fields, in place of one or both languages.

Hospital care in the United States, professionally and technically, is superior to that provided in any other nation. Neither the study of German, French, Spanish, Russian or any other modern foreign language is essential to a candidate's proficiency in preparing to qualify for the Doctorate.

However, the tool requirement will be defined individually, according to the particular research project or special field of interest of the student. Requirements specifically prescribed for individual students must be approved by the Dean of the Graduate College.

Each student should ascertain as early as possible, by consultation with the Director of the Program in Hospital Administration, what tools of research are to be required in his case. Where possible, he should plan to acquire the necessary competence before beginning work for the Doctor's degree.

A student must be currently enrolled in the University when he takes the examinations for tool of research requirement. The requirements must be satisfied before he can be admitted to the comprehensive examination. If a student earns graduate credit through courses taken to satisfy a tool of research requirement, an equivalent amount of additional credit will ordinarily be required in his total program.

ADDITIONAL ADMINISTRATIVE EXPERIENCE

A minimum of one year of additional non-resident administrative experience over and above the year of residency requirement must be completed. The State University of Iowa acts in the role of general

supervisor and evaluator of the experience gained during this minimal period of one additional year.

COMPREHENSIVE EXAMINATION

A comprehensive examination consisting of both oral and written sections will be required of each candidate. The comprehensive examination serves to evaluate the candidate's mastery of the field of study in Hospital Administration and in the minor field of study. It must be completed when approximately 30 semester hours of work remain to be completed for the Doctorate.

FINAL EXAMINATION

During the course of the candidate's work for the Doctorate, examinations will be of a practical nature in the form of administrative assignments. A final examination concerned with the dissertation and other research may be indicated. This examination will be oral and given by an examination committee.

APPLICATION FOR DEGREE

All regulations of the Graduate College concerning the mechanics of application for the degree must be complied with.

General Information

LOCATION

The State University of Iowa is located in Iowa City, a city of 27,212 population, situated in the central eastern section of the state. It is served by the main line of the Chicago Rock Island and Pacific Railway, United Air Lines, and several interstate bus lines. Through interurban service to Cedar Rapids, Iowa, connection is made with the Chicago and Northwestern, Chicago, Milwaukee and St. Paul, and the north-south Chicago, Rock Island and Pacific main line railways.

The University is supported by state funds and operated under the authority of the Iowa State Board of Education. Board members are appointed by the Governor with confirmation by the State Senate.

The University Hospitals are an integral part of the State University of Iowa and consist of the General Hospital with 750 beds, the Children's Hospital with a capacity of 200 beds and the Psychopathic Hospital with 60 beds. All are teaching hospitals under the control of the Iowa State Board of Education. Through the Acts of the General Assembly, indigent patients are sent to these hospitals from every county of the State at public expense.

HOUSING FACILITIES

The State University of Iowa dormitory system emphasizes the educational advantages of group living as well as the comfort and conveniences of buildings designed and operated primarily for student activity. The facilities range from the permanent dormitory buildings to temporary cottages for single students, and from cottage apartments and quonset apartments to trailers for married students. In general, the aim is to provide the best accommodations at the lowest possible cost without sacrificing the benefits of good living and sound financial management.

Application for all University housing, both single students and married students, is made with the Dormitory Assignment Office, Room 7, University Hall, Iowa City, Iowa.

HEALTH SERVICES

All students registered in the University are eligible to take advantage of the Student Health Department. New students are required to have a health and physical examination when they enter. Students needing medical attention may report to the Student Out-Patient Office at the University Hospital for consultations, treatment, and hospitalization if necessary. The payment of the registration fee entitles each student to hospitalization, with limitations, in the University Hospital in the event of illness or accident. Students may also avail themselves of the services of the Dental Clinic of the College of Dentistry, where treatment is provided at cost to all students upon request.

State University of Iowa Hospital Administration Alumni

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program^o</i>	<i>Two Year In-Service Training Program</i>	<i>Present Position</i>
ROBERT RIGGS	State University of Iowa B.S.	Apprenticeship only. No degree offered at this time.	University Hospitals, State University of Iowa 1947-1949 Asst. to Superintendent University Hospitals 1949-1951	Administrator, Jane Lamb Memorial Hospital, Clinton, Iowa
WADE C. JOHNSON	Cornell University, Ithaca, New York B.A.	Apprenticeship only. No degree offered at this time. Northwestern University 1949 M.H.A.	University Hospitals, State University of Iowa 1947-1948	Asst. to Executive Secretary, Cleveland Hospital Council, Cleveland, Ohio
OLIVER R. JOHNSON	St. Olaf's College Northfield, Minnesota A.B.	Apprenticeship. No degree offered at this time. University of Minnesota 1950 M.H.A.	University Hospitals State University of Iowa 1948-1949	Administrative Resident, Baylor University Hospital, Dallas, Texas
ORVILLE E. BAKKO	St. Olaf's College Northfield, Minnesota A.B.	Northwestern University 1948 M.H.A.	University Hospitals, State University of Iowa 1947-1949	Asst. Administrator, Kadlec Hospital, Richland, Wash.

^oMajor in Hospital Administration

State University of Iowa Hospital Administration Alumni

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program*</i>	<i>Two Year In-Service Training Program</i>	<i>Present Position</i>
HOWARD F. COOK	University of Missouri B.S.	Northwestern University 1948 M.H.A.	University Hospitals, State University of Iowa 1947-1949	Assistant to Superintendent, University Hospitals 1950 Secy. of Association Development, American Hospital Association, Chicago, Ill.
CARL T. HEINZE	DePaul University, Chicago A.B.	Northwestern University 1948 M.H.A.	University Hospitals, State University of Iowa 1947-1949	Hospital Consultant, Indiana State Depart- ment of Public Health, Indianapolis, Ind.
ELWOOD A. OPSTAD	State University of Iowa B.S.	Washington University, St. Louis, Missouri 1949 M.H.A.	University Hospitals, State University of Iowa 1948-1950	Assistant Administrator, Englewood Hospital, Englewood, New Jersey
WILLIAM T. MIDDLEBROOK	University of Minnesota B.B.A.	University of Minnesota 1949 M.H.A.	University Hospitals, State University of Iowa 1949-1951	Administrator, University Hospitals, University of Missouri, Columbia, Missouri
LOUIS C. BROWN	St. Ambrose College, Davenport, Iowa B.S.	Washington University, St. Louis, Missouri 1950 M.H.A.	University Hospitals, State University of Iowa 1949-1951	Administrator, Webster City Community Hospital, Webster City, Iowa
AUSTIN J. EVANS	Iowa Wesleyan College, Mt. Pleasant, Iowa B.S.	Yale University, New Haven, Connecticut 1950 M.S.	University Hospitals, State University of Iowa 1949-1951	Business Administrator, Mental Health Institute, Independence, Iowa

* Major in Hospital Administration

State University of Iowa Hospital Administration Alumni

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program*</i>	<i>Two Year In-Service Training Program</i>	<i>Present Position</i>
JEANETTE H. FESSENDEN	Kahler Hospitals School of Nursing, Rochester, Minn. R.N.			
	Johns Hopkins University, Baltimore, Maryland B.S.	University of California, Berkeley 1950 M.P.H.	University Hospitals, State University of Iowa 1950-1951	Captain, U.S. Air Force, 3450th Medical Group, Francis E. Warren Air Force Base Cheyenne, Wyoming
CHARLES C. INGERSOLL	State University of Iowa B.S.	Washington University, St. Louis, Missouri 1951 M.H.A.	University Hospitals, State University of Iowa 1950-1951	Assistant to Superintendent, University Hospitals State University of Iowa
RAYMOND A. FLEETWOOD	Ball State Teachers College, Muncie, Indiana B.S.	University of Toronto, Toronto, Ontario, Canada 1951 Dip. H.A.	University Hospitals, State University of Iowa 1950-1951	Administrator, Miners' Hospital, Christopher, Illinois

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program*</i>	<i>Doctor of Philosophy Degree Program</i>	<i>Present Position</i>
CHARLES E. BURBRIDGE	Talladega College, Talladega, Alabama B.A.	University of Chicago 1944 M.B.A.	State University of Iowa 1950 Ph.D.	Superintendent, Freedmen's Hospital, Washington, D.C.

* Major in Hospital Administration

State University of Iowa Hospital Administration Alumni

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program*</i>	<i>Two Years In-Service Training Program</i>	<i>Present Position</i>
GLENN H. ANDERSON	University of Minnesota B.B.A.	State University of Iowa 1952 M.A.	Sheboygan Clinic Sheboygan, Wisconsin 1951-1952	Assistant Business Manager Midelfart Clinic Eau Claire, Wisconsin
WALTER M. BALFOUR	Carleton College, Northfield, Minnesota B.A.	State University of Iowa 1952 M.A.	Colorado Springs Medical Center (Hospital and Clinic), Colorado Springs, Colorado 1951-1952	Administrative Assistant Colorado Springs Medical Center
WILBUR M. BIRTHELMER	Mount Union College, Alliance, Ohio B.S.	Washington University, St. Louis, Missouri 1952 M.H.A.	University Hospitals, State University of Iowa 1951-1952	Assistant to the Manager, Wichita Clinic Wichita, Kansas
HELEN ESRAY CHASE	Hunter College, New York, New York A.B.	Northwestern University, Chicago 1952 M.H.A.	University Hospitals, State University of Iowa 1951-1952	Technical Advisor, Public Retirement Plans, Iowa Hospital Ass'n. 1952-1953
DONALD J. CONROY	Loras College, Dubuque, Iowa A.B.	State University of Iowa 1953 M.A.	Morristown Memorial Hospital, Morristown, New Jersey 1951-	Administrator, Ringgold County Hospital Mt. Ayr, Iowa
JOAO A. CAETANO daSILVA, Jr., M.D.	University of Sao Paulo Sao Paulo, Brazil B.A., M.D.	University of Sao Paulo, Sao Paulo, Brazil 1952 M.A.	University Hospitals State University of Iowa 1952	Administrator, Psychiatric Unit University Hospital Sao Paulo, Brazil

* Major in Hospital Administration

State University of Iowa Hospital Administration Alumni

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program^o</i>	<i>Two Year In-Service Training Program</i>	<i>Present Position</i>
JOHN P. DELANEY	Michigan State College, Lansing, Michigan B.A.	State University of Iowa 1952 M.A.	Harper Hospital Detroit, Michigan 1951-1952	
			San Francisco Committee on Hospitals and Health Facilities, San Francisco, California 1952-1953	Research Assistant, Administrative Medicine, School of Public Health Columbia University New York, New York
THEODORE W. FRAZIER	Virginia Union University, Richmond, Virginia B.S.	State University of Iowa 1952 M.A.	Freedmen's Hospital Washington, D.C. 1951-	Administrative Resident
PAUL S. JARETT	University of California, Los Angeles A.B., B.S. in Public Health	State University of Iowa 1952 M.A.	California Hospital, Los Angeles, Calif. 1951-1952	Assistant Administrator Mount Sinai Hospital Minneapolis, Minnesota
SAMUEL F. KEEFER	Nebraska Wesleyan Uni- versity, Lincoln, Nebraska B.S.	State University of Iowa 1952 M.A.	University Hospitals State University of Iowa 1951-1952	Assistant Administrator Wesley Hospital Wichita, Kansas
DENNISON L. LARSON	State University of Iowa B.A.	State University of Iowa 1952 M.A.	St. Luke's Hospital Cedar Rapids, Iowa 1951-1952	
			Marshfield Clinic Marshfield, Wisconsin 1952-1953	Personnel Director St. Clare Hospital Monroe, Wisconsin
CHARLES A. McCLAIN	Hiram College, Hiram, Ohio B.A.	State University of Iowa 1952 M.A.	University Hospitals State University of Iowa 1951-1952	Administrative Resident Ross-Loos Medical Group Los Angeles, California
DONALD F. RODAWIG	University of South Dakota, Vermillion, South Dakota A.B.	State University of Iowa 1952 M.A.	Lutheran Hospital Sioux City, Iowa 1951-	Administrative Resident

^o Major in Hospital Administration

Administrative In-Service Trainees for the Year 1952-53 Program of Hospital Administration, State University of Iowa

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program^o</i>	<i>Two Year In-Service Training Program</i>	<i>Present Position</i>	
WARD E. EDWARDS	University of Minnesota B.A.	State University of Iowa 1953-	Mary Fletcher Hospital Burlington, Vermont 1952-	Administrative Resident	
HERBERT W. EMRICH	State University of Iowa B.S.C.	State University of Iowa 1953-	2nd Lieutenant, Medical Service Corps 674-C Infantry Post Fort Sam Houston San Antonio, Texas 1952-	Administrative Resident	
FRANK H. HAYNE	Tarkio College Tarkio, Missouri B.A.	Texas Technological College Lubbock, Texas 1948 M.A. (Social Science)	State University of Iowa 1953-	Lubbock Memorial Hospital Lubbock, Texas 1952-	Administrative Resident
CHARLES T. LOTRECK	Miami University Oxford, Ohio B.S.	State University of Iowa 1953-	Genesee Hospital Rochester, New York 1952-	Administrative Resident	
ROBERT E. MAYBELL	University of California Los Angeles B.A.	State University of Iowa 1953-	Major, Medical Service Corps Offutt Air Force Base Omaha, Nebraska 1952-	Administrative Resident	
MIRIAM L. NEFF	State University of Iowa B.A.	Columbia University 1947 M.S.	St. Barnabas Hospital New York, New York 1947-1948	Administrative Associate University Hospitals State University of Iowa 1954- Ph.D. Candidate	

^o Major in Hospital Administration

Administrative In-Service Trainees for the Year 1952-53 Program of Hospital Administration, State University of Iowa

<i>Name</i>	<i>Undergraduate Preparation</i>	<i>Master's Degree Program^o</i>	<i>Two Year In-Service Training Program</i>	<i>Present Position</i>
DONALD F. PLUNKETT	Loras College Dubuque, Iowa B.S.	State University of Iowa 1953-	Mary Lanning Memorial Hospital Hastings, Nebraska 1952-	Administrative Resident
THEODORE D. RAHE	State University of Iowa B.A.	State University of Iowa 1953-	University Hospitals State University of Iowa 1952-	Administrative Associate
EDWARD J. SVETINA	Kent State University Kent, Ohio B.S.	State University of Iowa 1953-	Trumbull Memorial Hospital Warren, Ohio 1952-	Administrative Resident
WILLIAM L. THOMPSON	LeMoyne College Memphis, Tennessee B.A.	St. Louis University 1953-	Loretto Hospital Chicago, Illinois (Three-months' affiliation) 1953	
			University Hospitals State University of Iowa 1952-	Administrative Associate
RICHARD G. WARNER	University of New Hamp- shire, Durham, New Hampshire B.S.	State University of Iowa 1953-	New Britain General Hospital, New Britain, Connecticut 1952-	Administrative Resident
EMERSON K. WIRTZ	State University of Iowa B.A.	State University of Iowa 1953-	University Hospitals State University of Iowa 1952-	Administrative Associate

^oMajor in Hospital Administration

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