APPLICATION FOR NEW COURSE

1. Submitted by College of Health Sciences __________________________ Date __________
   Department/Division offering course Health Sciences Education and Research

2. Proposed designation and Bulletin description of this course
   a. Prefix and Number CLM 444
   b. Title* Leadership and Human Resource Management

   *NOTE: If the title is longer than 24 characters (including spaces), write A sensible title (not exceeding 24 characters) for use on transcripts: Leadership and Management

   c. Lecture/Discussion hours per week 3
   d. Laboratory hours per week 0
   e. Studio hours per week
   f. Credits 3

   g. **Course Description:** This course focuses on clinical leadership and managerial roles and responsibilities, with particular emphasis on organizational design, theory, and behavior. Human resource management, team leadership, and strategies for promoting employee motivation, loyalty, and productivity will be discussed. Other topics to be discussed include writing a business plan, financial and budgetary considerations, public relations, and quality and productivity. Laboratory compliance, government regulations, and accreditation will also be covered. See attached outline for additional details

   h. Prerequisites: Admission to the CLM Program or consent of instructor

   i. May be repeated to a maximum of ___________ (if applicable)

4. To be cross-listed as – N/A

5. Effective Date Summer 2005 (semester and year)

6. Course to be offered □ Fall □ Spring X Summer

7. Will the course be offered each year? X Yes □ No
   (Explain if not annually)

8. Why is this course needed? This will serve as a core course in the proposed BHS in Clinical Leadership and Management - It will focuses on clinical leadership and managerial roles and responsibilities, with particular emphasis on creating an organizational culture that promotes employee motivation, loyalty, and productivity.

9. a. By whom will the course be taught? Elizabeth D Schulman, PhD, Associate Professor
   Division of Health Sciences Education and Research, Department of Clinical Sciences, College of Health Sciences

   b. Are facilities for teaching the course now available? X Yes □ No
   If not, what plans have been made for providing them?

10. What enrollment may be reasonably anticipated? □ 12

11. Will this course serve students in the Department primarily? X Yes □ No
    Will it be of service to a significant number of students outside the Department? □ Yes X No
    If so, explain. – However, it could serve as an upper division elective

12. Check the category most applicable to this course
   □ traditional; offered in corresponding departments elsewhere;
   □ relatively new, now being widely established
   X not yet to be found in many (or any) other universities
   (although leadership courses are found in other university departments – this course will differ because it specifically will deal with leadership in a clinical setting)

13. Is this course applicable to the requirements for at least one degree or certificate at the University of Kentucky? X Yes □ No

14. Is this course part of a proposed new program:
    If yes, which? Bachelor of Health Science in Clinical Leadership and Management
    □ Yes X No

15. Will adding this course change the degree requirements in one or more programs?*
    If yes, explain the change(s) below

* If yes, explain the change(s) below
16. Attach a list of the major teaching objectives of the proposed course and outline and/or reference list to be used.

17. If the course is a 100-200 level course, please submit evidence (e.g., correspondence) that the Community College System has been consulted. ☐ Check here if 100-200.

18. If the course is 400G or 500 level, include syllabi or course statement showing differentiation for undergraduate and graduate students in assignments, grading criteria, and grading scales. ☐ Check here if 400G-500.

19. Within the Department, who should be contacted for further information about the proposed course?

Name: Elizabeth D Schulman, PhD
Phone Extension: 323-1100, x 80565

*NOTE: Approval of this course will constitute approval of the program change unless other program modifications are proposed.

APPLICATION FOR NEW COURSE

Signatures of Approval:

__________________________________________  ______________________
Department Chair                               Date

__________________________________________  ______________________
Dean of the College                             Date

Date of Notice to the Faculty

__________________________________________  ______________________
*Undergraduate Council                         Date

__________________________________________  ______________________
*University Studies                            Date

__________________________________________  ______________________
*Graduate Council                             Date

__________________________________________  ______________________
*Academic Council for the Medical Center       Date

__________________________________________  ______________________
*Senate Council (Chair)                        Date of Notice to University Senate

*If applicable, as provided by the Rules of the University Senate

ACTION OTHER THAN APPROVAL
APPLICATION FOR NEW COURSE

COURSE OUTLINE FOR CLM 444: Leadership and Human Resource Management

COURSE OVERVIEW: This course focuses on clinical leadership and managerial roles and responsibilities, with particular emphasis on organizational design, theory, and behavior. Human resource management, team leadership, and strategies for promoting employee motivation, loyalty, and productivity will be discussed. Other topics to be discussed include writing a business plan, financial and budgetary considerations, public relations, and quality and productivity. Laboratory compliance, government regulations, and accreditation will also be covered.

COURSE OBJECTIVES: Upon completion of this course, students should be able to:
1. Explain the major styles of leadership and their impact on the organization and delivery of health services.
2. Explain leadership and managerial roles and responsibilities.
3. Explain issues, processes, and strategies that promote quality, efficiency and productivity in their workplace setting,
4. Develop and implement effective and appropriate strategies that promote quality, efficiency and productivity in their workplace setting,
5. Explain human resource management,
6. Explain communication, collaboration, and coordination strategies; change and conflict management models; and negotiation skills,
7. Develop and implement effective and appropriate communication, collaboration, and coordination strategies, change and conflict management skills, and negotiation skills
8. Explain visionary leadership and strategies for future planning,
9. Develop and implement effective and appropriate planning skills in their workplace.

COURSE TOPICS - OUTLINE
1. Introduction, Course Overview, and Course Expectations
2. Leadership and Management
   A. Theories
   B. Styles
   C. Processes
3. Organizational Design and Structure
4. Organizational Theory and Behavior
   A. Organizational culture
   B. Risk taking and innovation
   C. Fostering collaboration
   D. Managing conflict
   E. Diversity
5. Human Resource Management
   A. Communication
   B. Motivation
   C. Loyalty
   D. Productivity
6. Team Management
   A. Group dynamics
   B. Work teams and intergroup relations
7. Visionary Leadership
   A. Strategic Thinking and Planning
   B. Organizational Development
   C. Transformational Leadership
   D. Change Management
8. Business plan development
   A. Writing a clinical proposal
   B. Financial and budgetary considerations
9. Information Management and Challenges
   A. Public Relations
10. Quality and Productivity
    A. Creating and cultivating a customer-service culture
11. Compliance: Government Regulation and Accreditation
APPLICATION FOR NEW COURSE

1. Submitted by College of HEALTH SCIENCE Date 7/29/2004
   Department/Division offering course HEALTH SCIENCES EDUCATION AND RESEARCH

2. Proposed designation and Bulletin description of this course
   a. Prefix and Number CLM 445
   b. Title* Quality and Productivity Improvement and Evaluation
   *NOTE: If the title is longer than 24 characters (including spaces), write
   A sensible title (not exceeding 24 characters) for use on transcripts
   c. Lecture/Discussion hours per week 3
   d. Laboratory hours per week 0
   e. Studio hours per week 0
   f. Credits 3

   g. Course description: A core program course that focuses on leadership and management knowledge, skills, and practices that promote clinical quality, efficiency, and productivity. Methods to measure, monitor, and evaluate quality and productivity will be discussed. Please see attached course outline for additional details.
   h. Prerequisites (if any): Admission to the CLM Program or consent of instructor
   i. May be repeated to a maximum of N/A

4. To be cross-listed as:
   Prefix and Number
   Signature, Chairman, cross-listing department

5. Effective Date Fall 2005 (semester and year)

6. Course to be offered X Fall Spring ☐ Summer

7. Will the course be offered each year? X Yes ☐ No
   (Explain if not annually)

8. Why is this course needed?
   This course is part of the core curriculum for a BHS in Clinical Leadership and Management. It will focus on quality and productivity management, measurement, and evaluation as it pertains to clinical departments.

9. a. By whom will the course be taught? Thomas C. Robinson, PhD, Professor
   b. Are facilities for teaching the course now available? X Yes ☐ No
      If not, what plans have been made for providing them?

10. What enrollment may be reasonably anticipated? 20

11. Will this course serve students in the Department primarily? X Yes ☐ No

   Will it be of service to a significant number of students outside the Department? X Yes ☐ No
   If so, explain. It may serve as upper level division elective

   Will the course serve as a University Studies Program course? ☐ Yes X No
   If yes, under what Area?

12. Check the category most applicable to this course
   X traditional; offered in corresponding departments elsewhere;
   ☐ relatively new, now being widely established
   ☐ not yet to be found in many (or any) other universities
13. Is this course applicable to the requirements for at least one degree or certificate at the University of Kentucky?  
   \[ X \text{ Yes} \quad \square \text{ No} \]

14. Is this course part of a proposed new program? If yes, which?  
   This course is part of a program revision – revising the BHS in Health Services Management to a BHS in Clinical Leadership and Management  
   \[ X \text{ Yes} \quad \square \text{ No} \]

15. Will adding this course change the degree requirements in one or more programs?*  
   If yes, explain the change(s) below  
   \[ \square \text{ Yes} \quad X \text{ No} \]

16. Attach a list of the major teaching objectives of the proposed course and outline and/or reference list to be used.

17. If the course is a 100-200 level course, please submit evidence (e.g., correspondence) that the Community College System has been consulted.  
   \[ \square \text{ Check here if 100-200.} \]

18. If the course is 400G or 500 level, include syllabi or course statement showing differentiation for undergraduate and graduate students in assignments, grading criteria, and grading scales.  
   \[ X \text{ Check here if 400G-500.} \]

19. Within the Department, who should be contacted for further information about the proposed course?  
   Name: Elizabeth D Schulman, PhD  
   Phone Extension: 323-1100, x80565

*NOTE: Approval of this course will constitute approval of the program change unless other program modifications are proposed.

**Signatures of Approval:**

________________________________________________________________________  
Department Chair  
Date
________________________________________________________________________  
Dean of the College  
Date
________________________________________________________________________  
Date of Notice to the Faculty
________________________________________________________________________  
*Undergraduate Council  
Date
________________________________________________________________________  
*University Studies  
Date
________________________________________________________________________  
*Graduate Council  
Date
________________________________________________________________________  
*Academic Council for the Medical Center  
Date
________________________________________________________________________  
*Senate Council (Chair)  
Date of Notice to University Senate

*If applicable, as provided by the Rules of the University Senate

________________________________________________________________________  
ACTION OTHER THAN APPROVAL

Rev 3/04
COURSE OVERVIEW: This course focuses on the knowledge, skills, and practices that promote clinical quality, efficiency, and productivity. Methods to measure, monitor, and evaluate quality and productivity will be discussed.

COURSE OBJECTIVES: Upon completion of this course, students should be able to:
1. Explain various clinical assessment strategies,
2. Develop and implement effective and appropriate assessment strategies within their workplace,
3. Explain performance management and how to improve employee contributions to quality and productivity,
4. Develop and implement effective and appropriate performance management strategies within their workplace,
5. Explain process management and the utilization of various charts to analyze process variation,
6. Explain quality assurance and improvement and various techniques for continuous quality improvement,
7. Explain program and system evaluation, benchmarking, measures of success, and outcome measurement.
8. Develop and implement an effective and appropriate system evaluation and a quality assurance and improvement program within their workplace,
9. Explain corporate responsibility, ethics, and customer satisfaction,
10. Develop and Implement an effective and appropriate customer satisfaction program within the workplace.

COURSE TOPICS - OUTLINE
1. Introduction, Course Overview, and Course Expectations
2. Clinical Assessment
   A. Systems approach
   B. Data collection and analysis
3. Performance management
   A. Employee input and empowerment
   B. Creating a quality culture
   C. Quality improvement teams
4. Process management
   A. Using run and control charts to analyze process variation
   B. Monitoring results
   C. Auditing
      i. critical success factors
5. Quality Assurance and Improvement
   A. Demming
   B. TQM
   C. CQI
   D. Sigma Six
6. Evaluation
   A. Benchmarking
   B. Measures of success
   C. Outcomes
7. Compliance and corporate responsibility
8. Patient/Customer Satisfaction
APPLICATION FOR NEW COURSE

1. Submitted by College of HEALTH SCIENCE Date 7/29/2004
   Department/Division offering course HEALTH SCIENCES EDUCATION AND RESEARCH

2. Proposed designation and Bulletin description of this course
   a. Prefix and Number CLM 505
   b. Title* Epidemiology And Biostatistics
      *NOTE: If the title is longer than 24 characters (including spaces), write
      A sensible title (not exceeding 24 characters) for use on transcripts Epi and Biostats
   c. Lecture/Discussion hours per week 3
   d. Laboratory hours per week 0
   e. Studio hours per week 0
   f. Credits 3
   g. Course description: This course will provide a foundation in the principles and methods of the epidemiological investigation of disease with special emphasis on the distribution and dynamic behavior of disease in a population. Etiologic factors, modes of transmission and pathogenesis will be examined. Topics to be covered include epidemics and the spread of infectious disease, epidemiological aspects of non-infectious disease; rates of morbidity and mortality’ sensitivity, specificity, and predictive values’ strategies used in epidemiological studies to include measures of disease effect, validity, reliability; sampling methods and computer-based biostatistical analysis that emphasize the generalized linear mode and forms of SEM
   h. Prerequisites (if any): Admission to the CLM Program or consent of instructor
   i. May be repeated to a maximum of N/A

4. To be cross-listed as: Prefix and Number Signature, Chairman, cross-listing department

5. Effective Date SPRING 2005 (semester and year)

6. Course to be offered ☐ Fall ☑ Spring ☐ Summer

7. Will the course be offered each year? ☑ Yes ☐ No
   (Explain if not annually)

8. Why is this course needed?
   This course is part of the core curriculum for a BHS in Clinical Leadership and Management. A foundation in epidemiology, as it pertains to clinical sciences, is part of a general core background that will aid the students in their clinical work experiences.

9. a. By whom will the course be taught? Elizabeth D Schulman, Phd, Associate Professor
   b. Are facilities for teaching the course now available? ☑ Yes ☐ No
      If not, what plans have been made for providing them?

10. What enrollment may be reasonably anticipated? 20

11. Will this course serve students in the Department primarily? ☑ Yes ☐ No
    Will it be of service to a significant number of students outside the Department? ☑ Yes ☐ No
    If so, explain. It may serve as an upper division health care elective.
    Will the course serve as a University Studies Program course? ☑ Yes ☐ No
    If yes, under what Area?

12. Check the category most applicable to this course
    ☑ traditional; offered in corresponding departments elsewhere;
    ☐ relatively new, now being widely established
    ☐ not yet to be found in many (or any) other universities
13. Is this course applicable to the requirements for at least one degree or certificate at the University of Kentucky?  
   X Yes □ No

14. Is this course part of a proposed new program? If yes, which?  
   This course is part of a program revision – revising the BHS in Health Services Management to a BHS in Clinical Leadership and Management  
   X Yes □ No

15. Will adding this course change the degree requirements in one or more programs?*  
   If yes, explain the change(s) below  
   □ Yes X No

16. Attach a list of the major teaching objectives of the proposed course and outline and/or reference list to be used.

17. If the course is a 100-200 level course, please submit evidence (e.g., correspondence) that the Community College System has been consulted.   □ Check here if 100-200.

18. If the course is 400G or 500 level, include syllabi or course statement showing differentiation for undergraduate and graduate students in assignments, grading criteria, and grading scales.  X Check here if 400G-500.

19. Within the Department, who should be contacted for further information about the proposed course?  
   Name  Elizabeth D Schulman, PhD □ Phone Extension  3-1100, x80565

*NOTE: Approval of this course will constitute approval of the program change unless other program modifications are proposed.
# APPLICATION FOR NEW COURSE

## Signatures of Approval:

<table>
<thead>
<tr>
<th>Role</th>
<th>Date</th>
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<tr>
<td>Department Chair</td>
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*If applicable, as provided by the Rules of the University Senate*

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## ACTION OTHER THAN APPROVAL

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Rev 3/04
Major Objectives
Upon completion of this course, the student will be able to:

• Through examinations and class discussion, demonstrate comprehension of the principles and methods of the epidemiological investigation
• Explain the dynamics behind the spread of infectious and non-infectious disease
• Describe the concepts of morbidity and mortality rates, sensitivity, specificity and predictive values
• Demonstrate comprehension of concepts and strategies used in epidemiological studies including measures of disease effect, cohort analysis, validity and reliability, sampling methods, analysis of longitudinal and case-control studies, bias, interaction and adjustment.
• Describe randomized comparative studies and quantitative design parameters (e.g. sample size and power)
• Evaluate the design and analysis of cue studies
• Create graphical and tubular displays of research information
• Use computer programs to analyze data from laboratory, clinical, observational and experimental clinical studies
• Design a randomized comparative study of other epidemiological study, using appropriate quantitative design, parameters and statistical analytical techniques and evaluate that design and analysis

Outline
I Disease in a Population
   A. Primary Cause
   B. Contributing Factors
II Etiologic Factors, Modes of Transmission and Spread of Infectious Disease
   A. Infectious Agents
   B. Agent-Host Interaction Contributing Factors Immunizations
   C. Human Behavior
   D. Environmental Factors Patterns of Disease Occurrence
III Vital Statistics
   A. Morbidity and mortality Rates
   B. Fertility Rates
   C. Death Rates
   D. Sensitivity
   E. Specificity
   F. Prevalence
   G. Predictive Values
   H. Other Measures of Disease Effect
IV Epidemiological Studies
   A. Validity
   B. Reliability
   C. Sampling Methods
   D. Types of Studies

V Statistical Analysis
   A. Descriptive Statistics Probability
   B. Inferential Statistics
   C. Estimation
   D. Hypothesis Testing

VI Multivariate Statistics
   A. The General Linear Model Statistical Modeling
   B. Non-Parametric Measures

VII Using Computers in Biostatistical Analyses
   A. Retrospective (Case-Control) Studies
   B. Prospective (Cohort) Studies
   C. Randomized Clinical Trials
   D. Survival Analysis

Expectations for Undergraduates
1. Assigned readings
2. 2 exams
3. One scholarly article critique – detailing the study design and the potential pitfalls associated with that study design, the principle findings, and a critical analysis of the author(s) findings and their implications
4. A written descriptive study and oral presentation of a current health problem – including the disease distribution in the population, causes, treatment, preventive strategies, major issues (data sources required)

Expectations for Graduates
1. Assigned readings
2. 2 exams
3. TWO scholarly article critiques – detailing the study design and the potential pitfalls associated with that study design, the principle findings, and a critical analysis of the author(s) findings and their implications
4. A written descriptive study and oral presentation of a current health problem – including its distribution in the population, causes, treatment, preventive strategies, major implications (data sources required)
5. A written analysis and oral presentation of a student prepared statistical analysis of epidemiologic data (using a computerized statistical package) – including hypothesis, justification of study design used to test hypothesis, exposure, outcome, implications