June 3, 2014

Dr. Sandra K. Woodley  
President  
The University of Louisiana System  
1201 North Third Street  
Baton Rouge, LA 70802  

Re: B.S. in Health Care Management

Dear Dr. Woodley,

I am requesting approval for a B.S. in Health Care Management degree program. The B.S. in Health Care Management focuses on the professional preparation of students to develop, plan, and manage health care systems. Additionally, the program prepares students for entry into graduate and/or professional schools. This degree will build upon existing programs in the College of Business and will provide a highly marketable degree that is needed and desired by health care professionals and systems in the region.

Thank you for your consideration.

Sincerely,

[Signature]

Peter J. Fos, Ph.D., M.P.H.  
President
**LOUISIANA BOARD OF REGENTS**

**REQUEST FOR AUTHORITY TO OFFER A NEW PROGRAM**

*SUBMIT 1 PRINTED COPY AND 1 ELECTRONIC VERSION (EMAIL or DISK)*

<table>
<thead>
<tr>
<th>Name of Institution Submitting Proposal</th>
<th>University of New Orleans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Degree to be Awarded Upon Completion</td>
<td>BS in Health Care Management</td>
</tr>
<tr>
<td>Recommended 2010 CIP Taxonomy</td>
<td>51.0701</td>
</tr>
<tr>
<td>Date to be Initiated</td>
<td>Spring 2015</td>
</tr>
<tr>
<td>Name of Department or Academic Subdivision Responsible for the Program</td>
<td>College of Business Administration</td>
</tr>
<tr>
<td>Name, Rank, and Title of Individual Primarily Responsible for Administering the Program</td>
<td>Dr. John A. Williams, Dean of College of Business Administration</td>
</tr>
<tr>
<td>Date Approved by Governing Board</td>
<td>__________________________</td>
</tr>
<tr>
<td>Date Received by Louisiana Board of Regents</td>
<td>__________________________</td>
</tr>
<tr>
<td>Academic Affairs Committee Review</td>
<td>__________________________</td>
</tr>
<tr>
<td>Board Action (Nature of Action)*</td>
<td>__________________________</td>
</tr>
<tr>
<td>Date of Board Action</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

* Prior to final action by the Board of Regents, no institution may initiate or publicize a new program.
Proposed Degree offered:

Bachelor of Science (B.S.) in Health Care Management (CIP Code 51.0701).

This proposal for a B.S. in Health Care Management focuses on the professional preparation of students to develop, plan, and manage health care operations and services within health care facilities and across health care systems. Additionally, the program prepares students for entry into graduate and/or professional schools. The health care industry is one of the largest in our country and an important economic driver for southeastern Louisiana. This degree will build upon existing programs in the College of Business and will provide a highly marketable degree that is much needed, and greatly desired, by health care professionals and systems in the region.

The objectives of the program are to 1) provide a diverse and academically sound health management program which equips students with knowledge, research skills, and an awareness of the current practices in the field of health care administration, 2) prepare students for entry-level administration positions in various types of health care facilities, organizations and agencies such as hospitals, public health agencies, long-term care facilities, medical group practices, health maintenance organizations and clinics, 3) prepare students for admission to graduate and professional schools, and 4) provide a highly qualified workforce for the health care industry in the state and nation.

The program will also be designed for current health care facility workers who are interested in career advancement. Students develop management skills and knowledge of complex issues facing health care systems. The curriculum provides the student with a broad background in health services administration, accounting, marketing, finance and economics as well as leadership.

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1 N.B. Health/Health Care Administration/Management. (CPI 51.0701)
The program (as part of the AACSB accredited College) contains the same business core of courses that are included in all College of Business Administration majors. Health care providers have voiced their opinion that this will provide a solid base of business skills that are extremely vital for the success of future management in their institutions and advancement to upper level positions. These courses will also be essential for students as they expand these skill sets in the course requirements at the 3000 and 4000 level for their major. This heightened level of business coursework separates UNO’s proposed program from other programs within the UL System that focus on health information systems or a nursing related focus by directly addressing the managerial skill sets that health care providers in the New Orleans metropolitan area are requesting. In addition, the program contains some courses from UNO’s hotel, restaurant and tourism department which differentiate the program. Hospitals do provide hotel and restaurant services in addition to their clinical services and BSHCM majors will benefit from this unique opportunity at UNO. There is much concern by industry experts that the developing health care corridor of New Orleans will have state-of-the-art facilities but lack the skilled workforce necessary for success.

Table 1. Term by Term Curriculum
### BSHCM REQUIRED COURSES:

- **ACCT 2130**  
  Managerial Accounting – Prereq: ACCT 2100  
- **ECON 4250**  
  Health Care Economics – Prereq: ECON 1203  
- **FIN 4350**  
  Health Care Finance – Prereq: FIN 3300 and ACCT 2131

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<table>
<thead>
<tr>
<th>Course Prefix &amp; Number</th>
<th>Credit Hours</th>
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<td>ENGL 1157</td>
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<td>MATH 1115 or 1125</td>
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<td>MATH 2785 or 2314</td>
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<tr>
<td>ARTS</td>
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<td>BIOS</td>
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<tr>
<td>Social Sciences</td>
<td>3</td>
<td>BA 2780</td>
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<tr>
<td>Humanities</td>
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<td>ECON 1203</td>
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<td>HCM 1000</td>
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#### Second Year of Enrollment

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<td>ACCT 2130</td>
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<tr>
<td>ECON 1204</td>
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<td>Literature</td>
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<td>BIOS</td>
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<td>MANG 2790</td>
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<td>Humanities</td>
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<td>MANG 3401</td>
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<tr>
<td>QMBE 2786</td>
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<td>HCM 2004</td>
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<td>QMBE 2787</td>
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#### Third Year of Enrollment

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<tr>
<td>MKT 3501</td>
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<td>HCM 3704</td>
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<tr>
<td>MANG 3402</td>
<td>3</td>
<td>MKT 3536</td>
<td>3</td>
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<tr>
<td>FIN 3300</td>
<td>3</td>
<td>ECON 4250</td>
<td>3</td>
</tr>
<tr>
<td>BA 3011</td>
<td>3</td>
<td>HRT 2020</td>
<td>3</td>
</tr>
<tr>
<td>Other Science (EES, CHEM, PHYS)</td>
<td>3</td>
<td>Elective</td>
<td>3</td>
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<tr>
<td><strong>Total Hours</strong></td>
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<td><strong>Total Hours</strong></td>
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#### Fourth Year of Enrollment

<table>
<thead>
<tr>
<th>Course Prefix &amp; Number</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>HCM 4001</td>
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<td>HCM 4003</td>
<td>3</td>
</tr>
<tr>
<td>HCM 4002</td>
<td>3</td>
<td>Approved Elective</td>
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</tr>
<tr>
<td>HRT 3140</td>
<td>3</td>
<td>HCM 4094</td>
<td>3</td>
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<tr>
<td>FIN 4350</td>
<td>3</td>
<td>MANG 4480</td>
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<td><strong>Total Hours</strong></td>
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<td>Course Title</td>
<td>Prerequisites</td>
<td></td>
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<tr>
<td>-------------</td>
<td>--------------------------------------------------</td>
<td>--------------------------------------------</td>
<td></td>
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<tr>
<td>BA 3011</td>
<td>Health Law and Ethics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MKT 4536</td>
<td>Health Care Marketing – Prereq: MKT 3501</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HRT 2020</td>
<td>Hotel Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HRT 3140</td>
<td>Cost Control of Hospitality Operations – Prereq:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCM 1000</td>
<td>Health Care Facility Seminar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCM 2004</td>
<td>Medical Terminology</td>
<td></td>
<td></td>
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<tr>
<td>HCM 3704</td>
<td>Introduction to Health Information Management –</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prereq: MANG 2780 and 3402</td>
<td></td>
<td></td>
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<tr>
<td>HCM 4001</td>
<td>Quality Management in Health Care – Prereq: HCM 3704</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCM 4002</td>
<td>Non-Acute Care Management – Prereq: MANG 3402</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCM 4003</td>
<td>Managed Care – Prereq: MANG 3402</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCM 4094</td>
<td>Internship in Health Care Management – Prereq: Senior Standing</td>
<td></td>
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**APPROVED ELECTIVES:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANG 3467</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>MANG 4470</td>
<td>Employment Law for Managers</td>
</tr>
<tr>
<td>MANG 4750</td>
<td>Designing Intelligent Organizations</td>
</tr>
<tr>
<td>MKT 3515</td>
<td>Personal Selling</td>
</tr>
<tr>
<td>MKT 4535</td>
<td>Services Marketing</td>
</tr>
<tr>
<td>EDHS 4111</td>
<td>Epidemiology</td>
</tr>
<tr>
<td>MKT 3540</td>
<td>Promotion Management</td>
</tr>
<tr>
<td>EDHS 4202</td>
<td>Community Health Promotion</td>
</tr>
<tr>
<td>EDHS 4302</td>
<td>Planning and Evaluating Health Promotion Programs</td>
</tr>
</tbody>
</table>

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c. Describe how the program will be offered Preferred Proposed, eg, traditionally, online, via interactive video, hybrid, etc.. Discuss possibilities for a cooperative program, cross-enrollment options, or other manners of sharing / Extending resources and access.

The program will provide for flexible scheduling, including evening courses in order to appeal to full-time traditional students and part-time professionals in the area who have limited time, budgets, or both. The College of Business Administration currently offers B.S. degrees in Accounting, Business Administration, Finance, Hotel, Restaurant and Tourism, Management, Marketing. The BSHCM students will benefit from courses and faculty from these disciplines. The UNO College of Business Administration is open to cooperative partnerships with other universities that may be interested; however at this time, the proposed degree is a stand-alone program.

d. Furnish documentation of the approval of the proposed program by the institution’s Governing Board.
The Board of Supervisors of the University of Louisiana System approved the Letter of Intent on February 17, 2014.

2. Need

a. Describe how the proposed program fits within the institution’s existing role, scope and mission.

The proposed degree is aligned with university priorities as stated in the mission and scope statements that advocate a commitment to quality undergraduate education and to meet statewide economic development needs and workforce development initiatives. Further, the University’s Strategic Plan calls for the growth of selected programs that have been identified as addressing specific workforce demand needs. The program will also complement numerous other departments in the college, including Accounting, Economics and Finance, Marketing, Management and Hotel, Restaurant and Tourism. In addition, there will be a significant benefit to the UNO Student Health Services, as the department will rely on health care management interns to serve as marketing and quality management support professionals.

b. Has the proposed program, or a similar one, been offered at the institution previously? (If yes, give reasons for the termination of the earlier program.)

No.
c. List similar programs offered at other institutions (public and private) in Louisiana. If a graduate program is requested, indicate similar programs in neighboring states.

Table 2 Similar Programs in Louisiana by CIP 510701

<table>
<thead>
<tr>
<th>Institution</th>
<th>City</th>
<th>Degree</th>
<th>Subject</th>
<th>College or School</th>
<th>Enroll</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dillard University</td>
<td>New Orleans</td>
<td>BS</td>
<td>Health Systems Management</td>
<td>School of Public Health</td>
<td>20</td>
<td>90%</td>
</tr>
<tr>
<td>Our Lady of the Lake College</td>
<td>Baton Rouge</td>
<td>BS</td>
<td>Health Service Administration</td>
<td>School of Business and Leadership</td>
<td>35</td>
<td>75%</td>
</tr>
<tr>
<td>University of Louisiana at Lafayette</td>
<td>Lafayette</td>
<td>BS</td>
<td>Health Services Administration</td>
<td>College of Nursing and Allied Health Professions</td>
<td>40</td>
<td>New program – no graduates (on-line)</td>
</tr>
</tbody>
</table>

d. If similar programs exist in Louisiana, why is an additional program needed? Indicate manpower needs, including interest on the part of industry, academia, governmental agencies, or other institutions.

The University of New Orleans as an urban research university mandates that it serve the city and surrounding region, public and private employers, and the community at large. New Orleans is experiencing a growing medical corridor known officially as the Bio District New Orleans, a state enabled economic development district that was created by the State of Louisiana in 2005 for the purpose of developing a biosciences industry in New Orleans that will provide research and development, health care delivery, and stable, high-paying jobs. The 1500-acre district spans the downtown and mid-city neighborhoods of New Orleans.

There is a need for health care education that provides skills in critical thinking, working in teams, and delivering culturally competent care (the ability to understand and engage the needs of a diverse population of patients, health care employees, and community members.


In 2007, the U.S. spent $2.26 trillion on health care, or $7,439 per person, up from $2.1 trillion, or $7,026 per capita, the previous year ["National Health Expenditures, Forecast summary and selected tables", Office of the Actuary in the Centers for Medicare & Medicaid Services, 2008].
Spending in 2006 represented 16% of GDP, an increase of 6.7% over 2004 spending. Growth in spending is projected to average 6.7% annually over the period 2007 through 2017. In 2009, the United States federal, state and local governments, corporations and individuals, together spent $2.5 trillion, $8,047 per person, on health care. This amount represented 17.3% of the GDP, up from 16.2% in 2008 [Jones, Brent (2010-02-04). "Medical expenses have ‘very steep rate of growth”. USA Today. http://www.usatoday.com/news/health/2010-02-04-health-care-costs_N.htm].

The building of the University Medical Center (UMC) in New Orleans and a $2 billion investment in the UMC and Veteran’s Administration (VA) hospitals will create over three thousands new jobs. The economic impact is estimated to be 22,000 new jobs in the city of New Orleans over the next 8-10 years. The UMC will be the anchor of the State’s economy built on the foundation of a more educated workforce.

According to the U.S. Department of Labor, Bureau of Labor Statistics stated the following: “Employment of medical and health services managers is expected to grow 16 percent from year 2006 to 2016 which is faster than the average for all occupations. The health care industry will continue to expand and diversify, requiring managers to help ensure smooth business operations.”

In the public sector, the anticipated rapid turnover in the state agency health workforce due to the impending retirement of the relatively large number of professionals who entered the field three to four decades ago is also pertinent. According to a 2004 survey of state health departments, an average of 24% of state health employed are eligible for retirement, and as much as 40% to 45% of current federal employees are eligible for retirement. The need for trained health administration workers in state agencies is at crisis levels today. Much has been discussed about the shortage of many healthcare professionals (e.g., nurses), but the focus now needs to be spread to the public health workforce. The statistics are very enlightening: a) the average age of a state agency health worker is 47 years, b) in the next 3 years 50% of all current state agency health workers will be eligible for retirement [Association of State and Territorial Health Officials. State Public Health Employee Workforce Shortage Report: A Civil Service Recruitment and Retention Crisis. Arlington, VA, 2004], c) the total number of state agency health workers in the United States in 2000 equaled 448,000 (this is down from 500,000 in 1980) [Rosenstock L, et al. Confronting the public health workforce crisis: ASPH statement on public health workforce. Public Health Reports, May-June 2008, (23):395-398], d) the projected number of state agency health workers what will be needed in 2020 is 738,000, which is an increase of 250,000, e) the ratio of state agency health workers to the US population in 2000 was 158 per 100,000 – the projected needed ratio in 2020 is 220 per 100,000,7 and f) Eleven percent of state agency health positions are currently vacant, and four out of five current workers have not had formal training for their specific job functions [U.S. Centers for Disease Control and Prevention. Public Health Infrastructure: A Status Report. Atlanta: U.S. Centers for Disease Control and Prevention, March 2001. <http://www.uic.edu/sph/prepare/courses/ph410/resources/phinfrstructure.pdf. Accessed January 20, 2009].

In the private sector, about 3.5 million new jobs are projected in health services (that's about 16 percent of all new jobs total) within the next ten years. This is higher than any other industry. Hospitals constitute just 2 percent of healthcare operations, yet they employ more than 40 percent of healthcare workers. The majority of other jobs are in the practices of individual
healthcare practitioners or small groups of practitioners. Additionally, healthcare jobs are expected to increase faster than the population during that same time, as the older population increases and improved technology advances life expectancies.

The causes of shortages of health care workers are not solely domestic or local in nature. A shortage in one country may be exacerbated by health worker shortages in another country. The world is facing a major shortage of health workers. The World Health Organization (WHO) estimates there is an immediate global need for an additional 4.3 million health workers in 57 countries with critical shortages. There are several drivers of increased demand for health workers and they include population growth, increased purchasing power for health services, increased life expectancy, rise of chronic disease, spread of HIV, and health workers’ skills in demand in diverse settings. This extreme increase in demand has not been met with a corresponding increase in supply (World Health Report, 2006).

In the United States, the prominence of the health professional is seen in the increasing size and number of hospitals. The need to compensate for shortages in relation to one cadre of health care worker may escalate the demand for other types of health care workers (World Health Report, 2006).

In New Orleans the new Veterans Administration hospital is planning to open sometime in 2014. This 200-bed hospital will be part of the Veterans Administration Medical Center, which also consists of outpatient clinics and testing facilities.

Several health care providers have spoken with the College of Business Administration at UNO to ask that we consider having a Bachelor of Science in Health Care Management in addition to the current Master of Science in Health Care Management. Those institutions include Ochsner, West Jefferson, and East Jefferson. They express the need for newly educated graduates as well as providing education to their current employees who are seeking health care degrees in order to advance their careers and provide expanded skills and expertise at their institutions. Ochsner has related to UNO that it currently has over 100 employees that they would like to see achieve the Bachelor of Science in Health Care Management.

Most of the healthcare workers of tomorrow are in the health care workplace today. They represent untapped potential to deliver better care and fill high-skilled professional positions. Many health care providers are not equipped to give incumbent workers the educational skills and support they need beyond orientation and brief in-service training. The educational system for healthcare is not sufficiently worker friendly in terms of instructional methods. Regulations imposed by professional and academic accrediting bodies in healthcare limit innovative ways of delivering instruction and granting credit at the workplace. Higher skilled positions in health care almost always require postsecondary credentials (www.JFF.org, 2012).

e. If a graduate program is requested, indicate:

Not Applicable
f. If this program is approved, will its approval result in the termination or phasing out of existing programs? That is, could this program be considered a replacement program?

No, the proposed program is new.

g. Describe how the proposed program will further the mission of the institution and support initiatives identified in the Board of Regents' Master Plan for Public Postsecondary Education in Louisiana: 2011.

The program is aligned with the “Master Plan for Public Postsecondary Education In Louisiana: 2011” OBJECTIVE 1-6 | INCREASE THE RATE AND NUMBER OF STUDENTS EARNING A POSTSECONDARY CREDENTIALS). The narrative accompanying this objective indicates that “there is a large unmet need for adult postsecondary education efforts that target . . . . . adults with a college degree who need additional credentials, coursework, or skills for career advancement.”

It is also aligned with Objective 1-7| Develop a skilled workforce to support an expanding economy. While there is much emphasis in other parts of the Plan on converting high school graduates to college graduates and attracting those adults who have had little or no prior postsecondary education, the narrative supporting this objective makes it clear that “building and sustaining a 21st century economy for Louisiana requires continuing workforce development at all levels, from adult basic education to advanced graduate and professional training.”

3. Students

a. Project the enrollment and estimate the number of graduates expected for the proposed program for the first five years by level of student and with a justification for the projections.

Throughout the time that we have had the Masters in Health Care Management, there have been numerous inquiries about an undergraduate program in Health Care Management. In addition to the ongoing requests for such a program, there has been much interest created by the ongoing construction for healthcare facilities in the Greater New Orleans area and the potential for excellent jobs in the industry. Salaries for health care management professionals in New Orleans have increased. In 2011 health care management professionals earned an average annual yearly salary of $91,870. Four years earlier in 2006, health care professionals in New Orleans made an average salary of $64,900 per year. This growth is faster than the salary trend for all careers in New Orleans (Educationnews.org).

The College of Business Administration is the largest in the State. The proposed Bachelor of Science program in Health Care Management will attract students interested in careers in business administration who are seeking a management specialty at the undergraduate level. Students recognize the need to be prepared for careers that are in the demand in the
The provision of a skilled workforce is one of the hallmarks of this proposed program. It is anticipated that this program will attract those students who would typically pursue a bachelor’s degree in business administration, but would identify a need for a specialization at the undergraduate level. In the first year this may negatively affect the number of students pursuing the bachelor’s in business administration, but it is expected that retention will increase across the College. In subsequent years it is expected that the total number of undergraduate students in business administration will increase.

The establishment of this program addresses the University of New Orleans’ mandate to support the communities that it serves. As the Heartbeat of the Crescent City, the University of New Orleans continues to address the needs of the community in its academic offerings, as well as research and outreach activities.

Estimated student enrollment for the first five years is:

<table>
<thead>
<tr>
<th>Year</th>
<th>New Enrollment</th>
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<td>40</td>
<td>25</td>
<td>5</td>
<td>60</td>
</tr>
</tbody>
</table>

*some students will transfer into the program from the bachelor’s in business administration

Several regional health systems have expressed interest in extending health care management educational opportunities to current employees, and many mid career professionals may find the availability of an undergraduate health care management degree at UNO appealing. The recent signing of an articulation agreement between the University of New Orleans and Nunez Community College will allow Nunez students to transfer into programs in the College of Business Administration at UNO. Nunez students will now be able to transfer between 40 and 43 credit hours of general education courses and between 15 and 18 credit hours of other required courses, depending on the selected degree program. UNO agrees to accept these associate degree credits into its bachelor’s degree programs.

Demographic data virtually assure the growth of UNO, and there is no doubt that the College of Business Administration will continue to produce professionals with intentions to practice in the region and potentially pursue graduate studies.

b. Indicate the source of students – from existing programs or students who might not otherwise be attracted to the institution.

c. What preparation will be necessary for students to enter the program?
The students applying to this program will follow the guidelines for admission as all other bachelor degree programs at the University of New Orleans.

Freshman Admissions Requirements:

Students who graduate from state-approved high schools must complete an academic core curriculum and require no remedial coursework.
Test score and GPA requirements:

Minimum score of 19 Math in the ACT (460 SAT) and
Minimum score of 18 English in the ACT (450 SAT)

And

ACT composite score of 23 or greater (SAT 1060) or
High school core GPA of 2.5 or greater.
Students with less than 2.0 will not be admitted

*Out-of-State and Home School Applicants who do not meet the academic core curriculum must satisfy requirements minimum ACT scores (listed above) or have a composite score of 26 or greater (SAT I Math + Critical Reading combined score of 1170 or greater), and require no remediation.

Nunez Community College students will now be able to transfer between 40 and 43 credit hours of general education courses and between 15 and 18 credit hours of other required courses, depending on the selected degree program. UNO agrees to accept these associate degree credits into its bachelor's degree programs.

Delgado Community College (DCC) and the University of New Orleans (UNO) through a Memorandum of Agreement established The Privateer Bound program. This program is a new student recruitment and retention initiative to provide post-secondary educational opportunities for students not yet eligible for admission to UNO. This program will allow the students to successfully complete the program and meet UNO's transfer admission requirements within an academic year. The classes for this program are held on the University of New Orleans campus in the College of Education & Human Development. At the inception of the program, Fall 2013, seventy-two (72) students enrolled and at the completion of Spring/Summer 2014, thirty (30) students are on track to transfer to the University of New Orleans. Over two-hundred (200) students have been invited to join the Privateer Bound program this upcoming semester.

2 + 2 Program – Delgado Community College students with an Associate of Applied Science degree will be admitted as juniors in Interdisciplinary Studies (IDS) at the University of New Orleans provided they meet the University of New Orleans’ admission requirements. The total number of credit hours required to complete the IDS degree at UNO is 120 hours and students can transfer up to 60 semester hours for degree credit from Delgado to UNO. This is a 2 + 2 program in which students transferring from Delgado will earn a bachelor's degree in IDS from the University of New Orleans after successfully completing at least 60 additional semester hours meeting all UNO and Interdisciplinary Studies degree requirements.
2 + 2 Program – The College of Business Administration of the University of New Orleans (UNO) and the Business and Technology Division of Delgado Community college (Delgado) have signed an agreement that establishes a 2 + 2 program. This program allows students that complete the courses prescribed in Delgado’s Business Administration Associate Degree to transfer and leads to a Bachelor of Science Degree from the College of Business Administration at UNO. The total number of credit hours required to complete a bachelor’s degree from UNO is 120 semester hours and students can transfer up to 60 semester hours for degree credit from Delgado to UNO. This is a 2 + 2 program in which Delgado students will earn a bachelor’s degree from the University of New Orleans after successfully completing at least 60 additional semester hours in a prescribed major at UNO and meeting all UNO degree requirements.

d. Provide enrollment data for closely related programs currently offered at the institution. If the proposed program is an expansion of an existing program, give the past four years’ enrollments in existing programs by level, and number of degrees granted.

This is a new unique undergraduate program but is closely related to our highly successful MS program in Health Care Management.

The College of Business Administration offers a BS management degree. When reviewing degree options in the healthcare field, a degree in healthcare management might sound similar on the surface to one in business management. Although they may have similarities, the two are indeed very different programs. The most obvious difference between healthcare management and business management is the emphasis. The former focuses on the healthcare field, while the latter focuses on general business. A healthcare management degree prepares individuals to manage others in a healthcare setting. Healthcare managers are in leadership roles in hospitals, physician group practices, nursing homes, home health agencies, state health departments, private foundations, federal programs and national associations. Simply possessing management skills aren’t enough, as nearly any healthcare position would require a great deal of specialized training. [2]

Healthcare management programs also tend to place the emphasis on the management of people, while business management can be more varied. Generally speaking, a business management degree teaches individuals about all aspects of management – economics, accounting, finance, management and technology courses are all part of the curriculum. The goal is to prepare students for a number of different fields. This is of course more diversified than healthcare management, but it doesn’t give the same attention to detail that a healthcare management program can. The basic curriculum for a healthcare management degree addresses three principal areas: (1) study of Management theory, concepts, and skills; (2) study of the healthcare industry; and, (3) demonstration of integration of course material through application of management concepts to the healthcare industry. [3]

A degree in healthcare management gives more knowledge about healthcare policy. It’s possible to complete an entire business management program without ever touching on even the basics of the healthcare field. In short, healthcare management simply gives more direct preparation for working in the field. Healthcare is the largest industry in the U.S., and the second largest employer, with more than 11 million jobs. Virtually all new private sector jobs over the past 5 years came from healthcare; and the sector continues to grow.
faster than most other segments [4]. Graduates of healthcare management programs can find opportunities in areas ranging from small rural communities to large metropolitan and international regions. Business management takes a more general approach to preparing individuals for their careers, as it can lead to a number of different fields but with less preparedness.

[3] AUPHA, Future Students

e. If a graduate program is requested, indicate sources of financial support for students.

Not applicable

4. Faculty

a. List the present faculty members who will be most directly involved in the proposed program. Indicate for each faculty member: name; date of appointment; present rank; degrees (by field) and the institutions granting them; present credits, contact hours, and student credit hours produced; and other assignments.

Table 4. Bachelor of Science in Health Care Management – Principal Faculty

<table>
<thead>
<tr>
<th>Name</th>
<th>Date of Appointment</th>
<th>Rank</th>
<th>Degrees</th>
<th>Present Credits</th>
<th>Other Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>W. J. Lane</td>
<td>1986</td>
<td>Associate Professor and</td>
<td>PhD University of Californian, San Diego</td>
<td>Chairman of the Board, Slidell Memorial Hospital</td>
<td>Director, MSHCM and Chair, Economics and Finance</td>
</tr>
<tr>
<td>Elyria Kemp</td>
<td>2012</td>
<td>Assistant Professor</td>
<td>PhD University of Arkansas MBA University of New Orleans</td>
<td></td>
<td>Research on social marketing and consumer welfare</td>
</tr>
<tr>
<td>Steven Crow</td>
<td>1989</td>
<td>Professor</td>
<td>PhD University of North Texas</td>
<td></td>
<td>Research on Human Resource Management and</td>
</tr>
<tr>
<td>Name</td>
<td>Year</td>
<td>Position</td>
<td>Education/Title</td>
<td>Organization/Field</td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>-------</td>
<td>---------------------------</td>
<td>-----------------------------------</td>
<td>---------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Erich Brockman</td>
<td>1998</td>
<td>Associate Professor</td>
<td>PhD Florida State University</td>
<td>Research on strategic management</td>
<td></td>
</tr>
<tr>
<td>James Diaz</td>
<td>1998</td>
<td>Adjunct Professor from LSU</td>
<td>MD MHA Dr.PH Tulane University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christopher Thomas</td>
<td>2005</td>
<td>Adjunct Professor</td>
<td>LLM University of Pennsylvania</td>
<td>Practiced Law since 1984 and Health Care Law since 1992</td>
<td></td>
</tr>
<tr>
<td>Michael McLachlan</td>
<td>2013</td>
<td>Adjunct Professor</td>
<td>MBA</td>
<td>Head of Health Care Section of LaPorte Accounting Firm</td>
<td></td>
</tr>
<tr>
<td>Paul Salles</td>
<td>2009</td>
<td>Adjunct Professor</td>
<td>MBA University of New Orleans</td>
<td>President, Lousiana Hospital Association</td>
<td></td>
</tr>
<tr>
<td>Peter Fos</td>
<td>2013</td>
<td>Professor</td>
<td>DDS LSU MPH, PhD Tulane</td>
<td>Research in Health Systems Planning</td>
<td></td>
</tr>
<tr>
<td>Carlen McLin</td>
<td>2013</td>
<td>Associate Professor</td>
<td>MPH, Dr.PH Tulane</td>
<td>Research in Public Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Executive Assistant to the President</td>
<td></td>
</tr>
</tbody>
</table>

See faculty bios in the Appendix.

b. Calculate the present student-faculty ratio in the subject matter field or department in which the proposed program will be offered. The basis for this calculation should be full-time equivalent students and faculty and should be computed based on all students taught rather than the student majors or other related groupings.

The University student-faculty ratio is 21:1.

c. Project the number of new faculty members needed to initiate the proposed program for each of the first five years. If the proposed program will be absorbed in whole or part by present faculty, explain how this will be done.
The addition of a Bachelor of Science in Health Care Management degree program will complement the Master of Science in Health Care Management at UNO. Current graduate health care management degree program faculty will contribute to curriculum design and instruction of the BSHCM program.

This new program will require within two years two new faculty lines. It is also expected to require one advisor for student in this program and to set up and run the internship program. Additional instruction support will be provided by new adjunct faculty to cover some specific courses and others to free up current full-time faculty to teach in this program.

d. Explain if recruiting new faculty members will require an unusual outlay of funds or unique techniques. For example, will a special chair of instruction be required to attract a nationally recognized person?

There will be no unusual expenses for recruiting.

e. Describe involvement of faculty, present and projected, in research, extension and other activities and the relationship of these activities to the teaching load.

The College of Business Administration faculty who teach in the MS program in Health Care Management are currently involved in research projects in their areas of specialty. They receive normal research releases and others have some release for administrative purposes. Research in the health care management field will be greatly expanded by the proposed new faculty with specializations in this field. Faculty will continue to expand their research efforts as they expand their professional network with the New Orleans health care sector.

f. If a graduate program is requested, indicate:

Not applicable.

5. Library and Other Special Resources

a. Are present library holdings in related fields adequate to initiate the proposed program?

The Earl K. Long Library's holdings in the area of health care management and related subject areas are adequate to support a B.S. program, since collections are already provided to support the graduate program in Health Care Management. Print and electronic...
collections in the fields of Accounting, Economics, Finance, Hotel, Restaurant & Tourism, Management, and Marketing will all be relevant for the curriculum. The Library’s web page at http://library.uno.edu provides 24/7 access to collections and services for students and faculty wherever they are.

As an example of specific holdings, the Library currently owns approximately 150 books (both electronic and print) that contain either the subject heading “health care management” or “health services administration.” In addition to over 800 journals (print and electronic) in the area of business, the Library also provides access to over 50 journals (electronic and print) that fall under the specific headings of health care management or health services administration. These subscriptions include the Academy of Health Care Management Journal, the Cambridge Quarterly of Healthcare Ethics, Health Care Management Science, Healthcare Financial Management, Health Services Research, Hospital Law, the Journal of Health Administration Education, and the Journal of Health and Human Services Administration. Useful content can also be found in the federal document depository collection. Students and faculty have access to multiple research databases in this field (such as American Hospital Directory, Business Source Complete, CCH Accounting Research Manager, Conference Board, Human Resources Abstracts, LexisNexis Academic-Business, Mergent Online, and Standard & Poor’s NetAdvantage) which provide citations, full-text journals, directory information, statistics, financial data, and other relevant content.

Materials not owned by the UNO Library can easily be requested by students and faculty through the Interlibrary Loan Service and these will be delivered (electronically for journal articles) to them.

The Library also supports students and faculty with technology resources and study spaces in a facility that is open to users on average over 80 hours per week, with extended hours during examination periods for the spring, summer, and fall semesters. The Library provides research assistance in person, on the phone, via email, via chat, and via social media all hours that the Library is open.

<table>
<thead>
<tr>
<th>b. Will the library holdings need to be expanded and improved to meet program needs of the program in the first five years? If so, what types will be needed – books, periodicals, reference books, primary source materials, etc.?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library holdings do not need to be expanded and improved to meet program needs of the BSHCM in the first five years.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>c. Do other institutions have library resources being used or available to faculty and students for the proposed program?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current resources used by existing students on campus and through existing relationships with other institutions are adequate to support the program.</td>
</tr>
</tbody>
</table>

| d. Indicate or estimate total expenditure for the last two completed fiscal years in library acquisitions for the subject matter fields or departments in which the proposed program will be offered, or which are related to it. |
For the 2014 fiscal year, the Library spent approximately $80,768 on journals in business subject areas and approximately $3,525 on books for the College of Business Administration. Those amounts do not include expenditures for large federated research databases (such as Academic Search Complete and Social Science Citation Index) which contain full-text journals and other content for business areas, as well as e-book packages which also contain business subjects.

**e. Project library expenditures needed for the first five years of the proposed program.**

No additional library expenditures are needed.

**f. What additional special resources, other than library holdings, will be needed?**

No additional special resources will be needed.

**g. If a graduate program is requested, indicate:**

Not applicable.

### 6. Facilities and Equipment

**a. Describe existing facilities (classrooms, laboratories, offices, etc.) available for the proposed program.**

The bachelors program will be delivered in the traditional classroom environment. The College of Business Administration is housed in Kirschman Hall, a state-of-the-art $16.9 Million structure occupying 138,210 square feet on a 300 acre tract of land. The facility, dedicated in July, 2005, includes instructional and laboratory facilities to maximize the student’s educational experience at UNO.

**b. Describe present utilization of these facilities where facilities are assigned to the department.**

All teaching and research facilities in Kirschman Hall are managed by the College of Business Administration and are fully utilized to meet the teaching and learning needs of students and faculty in Health Care Management.

**c. Indicate the need for new facilities, such as special buildings, laboratories, minor construction, remodeling, and fixed equipment. If special facilities and equipment will be needed, estimate cost and indicate proposed sources for financing.**
No new facilities are needed. Existing facilities are adequate for supporting this program.

7. Administration

a. In what department, division, school, college, or other designation will the proposed program be administered? Explain if the program is interdisciplinary and/or inter-departmental.

The Bachelor of Science in Health Care Management will be administered through the Management Department in the College of Business Administration as an interdisciplinary program. The Program Director will report to the Chair of the Management Department.

b. Indicate if the proposed program will affect the present administrative structure of the institution.

The proposed program will not affect the present administrative structure of the institution.

c. Describe any special departmental strengths and/or weaknesses and how the proposed program will affect them.

The Department of Management has built strengths in Health Care Management through its role in our MS in Health Care Management program. We teach required MS courses in Health Care Operations, Strategic Issues in Health Care Management, Organizational Behavior in Health Care Settings, Health Care Human Resource Management and the Legal Environment of Health Care Management.

Our faculty has built relationships with Health Care organizations in the New Orleans community. We have collaborated with Health Care professionals on research. We have provided classes at Health Care locations and we have had Health Care professionals speak in our classes on campus. We have provided interns and graduates to work in Health Care organizations that, in turn, have provided work experience for our interns and employment for our graduates. We have strong partnerships with Health Care organizations in the New Orleans community which will be major strengths supporting our BS program in Health Care Management.

8. Accreditation

a. Is the program eligible to be accredited? If so, give the name(s) of the accrediting agency(ies), requirements for accreditation, and how the criteria will be achieved.
The Bachelor of Science in Health Care Management program is eligible for accreditation by The Association to Advance Collegiate Schools of Business (AACSB) whose mission is to “advance quality management education worldwide through accreditation, thought leadership, and value-added services.” The UNO College of Business is AACSB accredited and will pursue the inclusion of the proposed program in the College’s programmatic accreditation.

b. Delineate the initial costs of accreditation and subsequent annual cost.

The College of Business Administration is AACSB accredited and will pursue the inclusion of the proposed program as part of its annual accreditation fee of $8,700.

c. If a doctoral program is requested, describe the use of consultants in developing the proposed program and include a copy of their report as an appendix to the proposal. The use of consultants to assist in the development of such proposal is highly recommended, if not imperative.

Not applicable.

9. Related Fields

a. Indicate subject matter fields at the institution which are related to, or will support, the proposed program.

A variety of subject matter fields at UNO are related to, or may support, the proposed Bachelor of Science in Health Care Management (e.g. accounting, marketing, business administration, health promotion, psychology, health economics, public administration, hotel management, and communications).

b. Evaluate the supporting fields and indicate if they need improvement. If so, indicate the extent of improvement needed and cost.

The supporting fields do not need improvement. Existing staff and resources are adequate to meet the needs of the bachelors program.

10. Costs

a. Estimate costs of the proposed program for the first four years. Indicate any amounts to be absorbed out of current sources of revenue and needs for additional appropriations (if any). Indicate if federal or other sources of funds are available. Are there prospects for increased income from students recruited specifically to this program who otherwise would not have enrolled?
Establishment of this new program will be relatively inexpensive because of the large pool of possible adjunct and part-time faculty in the Greater New Orleans area who are currently working in the health care industry. Initially, there will a small cost for marketing of the program (expected not to exceed $15,000; this is a one-time cost). It is anticipated that four adjunct faculty will be used each year (at a cost of $13,600). This new program will require within two years two new faculty lines ($130,000 for the new faculty line in the first year and $130,000 for an additional new faculty line in the second year). It is also expected to require one advisor ($45,000 annually).

<table>
<thead>
<tr>
<th>Table 5</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs (estimates)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time faculty</td>
<td>$130,000</td>
<td>$260,000</td>
<td>$260,000</td>
<td>$260,000</td>
<td>$260,000</td>
</tr>
<tr>
<td>Adjunct faculty</td>
<td>$13,600</td>
<td>$13,600</td>
<td>$13,600</td>
<td>$13,600</td>
<td>$13,600</td>
</tr>
<tr>
<td>Advisor</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>$15,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Costs (not including overhead)</td>
<td>$203,600</td>
<td>$318,600</td>
<td>$318,600</td>
<td>$318,600</td>
<td>$318,600</td>
</tr>
<tr>
<td>Total with overhead</td>
<td>$281,722</td>
<td>$453,922</td>
<td>$453,922</td>
<td>$453,922</td>
<td>$453,922</td>
</tr>
<tr>
<td>Revenues (estimates)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition+</td>
<td>$150,000</td>
<td>$275,000</td>
<td>$415,000</td>
<td>$530,000</td>
<td>$620,000</td>
</tr>
<tr>
<td>Formula Funding</td>
<td>$52,000</td>
<td>$95,040</td>
<td>$143,424</td>
<td>$183,168</td>
<td>$214,272</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$202,000</td>
<td>$370,040</td>
<td>$558,424</td>
<td>$713,168</td>
<td>$834,272</td>
</tr>
</tbody>
</table>
+ achieving LA Grad Act performances targets is anticipated with associated increases in tuition

The first year costs are for the new full-time faculty (it is anticipated that one or more current faculty will also teach in the new program), adjunct faculty, advisor, and one-time program marketing costs (total of $203,600). For Years 2-5 the costs are $318,600 per year. Current university indirect cost (F&A) rate indicates that facilities and administrative costs will total 44% of direct costs.

Estimated revenue is based on conservative enrollment numbers (30 students the first year, 40 students the second year, 50 for the third year, and 60 for year four and year five. The formula funding amounts assume each student completes 12 hours each semester (no weighting factor was used to determine the estimates for formula funding). Using these conservative enrollment numbers the program will be self-sustaining in Year 1 and throughout the next five years. Given the support from the health care industry in Greater New Orleans, financial support is expected for faculty and student support. It is not possible to estimate the level of support at this time.

b. Indicate departmental costs:

i. Show departmental operating expenditures for the last two completed fiscal years for departments involved in or related to the proposed program.

Departmental Expenditures for Management Department by Year

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>2013-2014 (Actual)</th>
<th>2015-2015 (Projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$1.2M</td>
<td>$1.33M</td>
</tr>
<tr>
<td>Travel</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Operating Services</td>
<td>$3,718</td>
<td>$3,718</td>
</tr>
<tr>
<td>Supplies</td>
<td>$10,423</td>
<td>$10,423</td>
</tr>
<tr>
<td>Professional Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Total</td>
<td>$1.216M</td>
<td>$1.346M</td>
</tr>
</tbody>
</table>

ii. How will the proposed program affect the allocation of these funds?

The proposed BSHCM degree in will require an additional budget in order to fund the new personnel items. With the pent-up demand and the expected new demand after the program begins, it is expected that in the first year that the enrollment in this program will be such that the program is self-sustaining.
c. Indicate if additional funds for research will be needed to support the proposed program.

No additional funds for research are anticipated for supporting this program.

d. Provide estimates of additional cost on the attached form.

Not applicable

Attachment: BSHCM Faculty Bios
APPENDIX – Faculty Curriculum Vitae

Page  Faculty Member
2    W. J. Lane
7    Elyria Kemp
15   Steven Crow
28   Erich Brochman
41   James Diaz
49   Christopher Johnston
50   Michael McLachlan
54   Paul Salles
55   Peter Fos
93   Carlen McLin
VITAE

NAME: W. J. (Dub) Lane, Jr.

BORN: October 28, 1951; El Paso, Texas, USA

ADDRESS: HOME
106 Avon Ct. Department of Economics and Finance
Slidell, LA 70461 University of New Orleans
(504) 649-3773 New Orleans, LA 70148
wlane@uno.edu (504) 280-7145

OFFICE

EDUCATION:
Ph.D. University of California, San Diego, 1978; Economics
B.A. Point Loma College, 1974; Mathematics

EXPERIENCE:
Chair, Department of Economics and Finance, UNO, 1999-Present
Director, M.S. Program in Health Care Management, UNO, 2003-present
Adjunct Professor, LSU School of Public Health, 2005-2008
Associate Chair, Department of Economics and Finance, UNO, 1995-99
Graduate Coordinator, University of New Orleans, 1988-94
Associate Professor, University of New Orleans, 1986-Present
Assistant Professor, Texas A&M University, 1979-1986
Visiting Assistant Professor, Virginia Polytechnic Institute and State
University, 1978-1979
Associate Instructor, UCSD, 1978
Lecturer, Point Loma College, 1976-1977

PUBLICATIONS:
"A Theory of Oligopolistic Competition", with M. L. Greenhut, The
Manchester School of Economic and Social Studies, Vol. 57 (September, 1989)
248-61.

"Compulsory Trademark Licensing", The Southern Economic Journal,
Vol. 54
(January, 1988) 643-55.

"The Futility of Antitrust Attacks on Tie-In Sales: An Economic and
173-213; with

Quality, Uncertainty, Search and Advertising", American Economic
Review, Vol. 73
OTHER:


GRANTS AND CONTRACTS:

Co-Principal Investigator for Community Banking Research Project with Kabir Hassan. 2014 funded by Gulf Coast Bank

Principal Investigator for Cost per Unit of Service Assessment for HIV/AIDS Patients in the New Orleans Metropolitan Area (1998) with the City of New Orleans Office of Health Policy.

Consultant to LSU Medical School Study on the Provision of Services to HIV/AIDS Patients in the New Orleans Metropolitan Area (1997) with the City of New Orleans Office of Health Policy.


Expert Witness for Osborne, McComiskey & Richardson-Harp *Sierra Club, et al.*
vs. Louisiana Department of Wildlife and Fisheries, et al. (1988) regarding the impact on the price of shell of a prohibition of shell dredging in Lake Pontchartrain.


REFEREEING: National Science Foundation
Southern Economic Journal
Journal of Marketing Science
Review of Business and Economic Research
Quarterly Review of Business and Economics
Journal of Industrial Economics

MAJOR FIELDS OF INTEREST:
Health Care Economics
Industrial Organization/Regulation
Microeconomic Theory

AWARDS AND FELLOWSHIPS:

Graduated Summa Cum Laude, Point Loma College, 1974
Regents Fellowship, UCSD, 1974-1975

COMMUNITY INVOLVEMENT:

Board of Commisioners, Slidell Memorial Hospital, 2006-present
    Treasurer 2010-2012
    Chair 2013-2014
Member, Slidell Economic Development Alliance, 2011-
Member, Slidell Economic Development Plan Task Force, 2009-2010
Moderator, Citizens for a Better New Orleans meeting, October, 2009
Regular Commentator, Garland Robinette Show, WWL Radio
Commentator, WWLTV, Fox8 News, KTV in Kenner, WDSU
Board Member, Slidell Memorial Hospital Foundation, 2006-2008
Chair, Slidell Memorial Hospital Advisory Board, 2005
Co-President UNO Finance and Economics Advisory Council 2000-
present.
Choir President, Adult Sunday School Teacher at Grace Memorial Baptist Church, 1986-present
Officer, Northshore High School Band Boosters, 1995-1998
Assistant Cub Scout Leader, 1990-92

FACULTY DEVELOPMENT ACTIVITIES:

Attend Louisiana Department of Insurance Health Insurance
2014

Attend Louisiana Hospital Association Conference, 2006-
Attend Seminar on Rebuilding New Orleans Healthcare sector,
2006

Emory University Law and Economics Center/Legal Institute for
Economists;
Atlanta, Georgia; Summer, 1981.
ELYRIA KEMP, PhD
Bank One Endowed Professorship in Minority & Emerging Business
College of Business Administration
University of New Orleans
2000 Lakeshore Drive
New Orleans, LA 70148
504.280.6483

Background

Education

University of Arkansas, Fayetteville, PhD • 2008
University of New Orleans, MBA • 2003
Bradley University, BS • 1995

Experience

Assistant Professor of Marketing • College of Business Administration
University of New Orleans • 2012 to present

Assistant Professor of Marketing • McCoy College of Business Administration
Texas State University • 2008 - 2012

Marketing Instructor • Sam M. Walton College of Business Administration
University of Arkansas • 2004 - 2008

Marketing Instructor • Division of Business
Dillard University • 2003 - 2004

Scholarly and Creative Productivity

Publications

Refereed/Invited Publications


Turri, Anna, Karen Smith, Elyria Kemp (2013), (lead article) “Developing Affective Brand Commitment through Social Media,” Journal of Electronic Commerce Research, 14 (13), 201-214


**Refereed proceedings**


Kemp, Elyria and Steven W. Kopp (2009), "Reducing Resistance to Planning for End of Life: A Social Marketing Approach," In Elizabeth Moore, Janis K. Pappalardo and William


**Items Accepted for Publication But Not Yet Published**


**Participation at Professional Meetings**


**Awards, Lectureships, or Prizes**

Bank One Endowed Professorship in Minority & Emerging Business (2013-2018 appointment)
University of New Orleans Creative Endeavor Opportunity Grant (2013)
“Professor of the Year” in the Executive Masters of Science Health Care Management Program (2013)
McCoy College Nominee for Texas State Presidential Award for Excellence in Scholarly Activities (2010)
McCoy College of Business Research Grant (2009 & 2010)
AMA Sheth Doctoral Foundation Consortium Fellow (2007)
Northwest Arkansas Dr. Martin Luther King Jr. Graduate Scholarship (2007)
AMA Valuing Diversity Ph.D. Scholarship (2006 - 2007)

**Major Areas of Creative or Research Interest**

- Social Marketing and Public Policy: Consumer protection and regulation of marketing activities
- Affect and Emotions: The role of affect and emotions in the consumption process
- Hedonic Consumption: Consumption activities and products from which consumers derive pleasure

**Academic Service**

Editorial Review Board for *Marketing Education Review* (Case Section)
Reviewer for *Journal of Public Policy & Marketing*
Reviewer for *Journal of Consumer Behaviour*
Reviewer for *International Journal of Logistics Management*
University of New Orleans Service Learning Committee (Liaison for College of Business)
Co-Advisor for American Marketing Association Student Chapter
**Professor Stephen M. Crow**  
University of New Orleans  
October 25, 2009

**Education**

University of North Texas, PhD Management (HRM), 1989.  
University of North Texas, MS Labor and Industrial Relations, 1984.  
Louisiana State University, BS General Studies, 1968.

**Experience - Academic**

University of New Orleans  
  Professor of Management, Fall 1989 to Present.  
  Endowed Chair in Higher Education and Health Initiatives, Fall 2001 to Present.  
  Seraphia D. Leyda University Teaching Fellow, Fall 1999 to Present.  

LSU Health Science Center, School of Public Health  
  Adjunct Professor, Fall 1997 to Present.

Tulane Medical School  

University of Texas Arlington  
  Instructor, Fall 1988, Spring 1989.

**Experience - Other**

Employed as a human resource manager and professional in a variety of positions and industries, 1968 to 1988.

**Recent Scholarly Work (2005-2009)**


SCHOLARLY AND CREATIVE PRODUCTIVITY (From 1990 to 2004)

Book Chapters


Journal Articles


**Refereed Proceedings**


Crow, S.M., Fok, L.Y., and Hartman, S.J. (1995). "Priorities of hiring discrimination: Who is at greatest risk - women, blacks, or homosexuals?” August 1995 "Best Papers" of the proceedings of the 1995 Academy of Management Meeting, 443-447. This paper was judged to be one of the top three papers submitted to the Women in Management Division of the Academy of Management Conference and was given strong consideration for the Dorothy Harlow Award.


Other Publications


Items Accepted for Publication but Not Yet Published

Three contingent workers articles tentatively accepted by The Health Care Manager.

Major Areas of Creative or Research Interest - Management and administration of healthcare organizations and issues, human resource management, conflict resolution.

Other Professional Accomplishments – Until recently, I provided considerable healthcare management advice in my capacity as a board member with Florida Parishes Human Services Authority.

Manuscripts Under Submission

None.

Manuscripts in Progress

Sexual harassment update, particularly with respect to downsizing and layoffs in a recessionary period of the economy.

Crow, Hartman, McLendon, Henson, Mahesh. Survey of nurses with respect to Herzberg model as an analytical tool for nurse satisfaction. Survey complete, data analysis is in process, front part of manuscript written.

Crow, Hartman, McLendon, Henson, Mahesh. Survey of nurses with respect to value of realistic job previews as a way to reduce turnover. Survey complete, working on data analysis.

Crow, Hartman, McLendon, Henson, Mahesh. Survey of nurses with respect to general comments about the good, bad, and ugly of nursing. Survey complete.

Crow, Hartman, McLendon, Henson, Mahesh. Survey of faculty nurses with respect to Herzberg model as an analytical tool for nurse satisfaction. Survey complete.

Crow, Hartman, McLendon, Henson, Mahesh. Survey of faculty nurses with respect to the value of realistic job previews as a way to reduce turnover. Survey complete.

Crow, Hartman, McLendon, Henson, Mahesh. Survey of faculty nurses with respect to general comments about the good, bad, and ugly of nursing. Survey complete.


Crow, Hartman, McLendon, Henson, Mahesh. Survey of healthcare executives with respect to the value of realistic job previews in the retention of nurses. Survey complete.
Crow, Hartman, McLendon, Henson, Mahesh. Survey of healthcare executives with respect to general comments about the good, bad, and ugly of nursing. Survey complete.

Crow, Hartman, McLendon, Henson, Mahesh. Compare and contrast the perceptions of healthcare executives, nurses, and faculty nurses with respect to Herzberg model as an analytical tool for nurse satisfaction. Have to wait for the completion of the projects above.

Crow, Hartman, McLendon, Henson, Mahesh. Compare and contrast the perceptions of healthcare executives, nurses, and faculty nurses with respect to the value of realistic job previews in the retention of nurses. Have to wait for the completion of the projects above.

Crow, Hartman, McLendon, Henson, Mahesh. Compare and contrast the perceptions of healthcare executives, nurses, and faculty nurses with respect to general comments about the good, bad, and ugly of nursing. Have to wait for the completion of the projects above.

Program Design and Development

I was one of the prime movers for establishing an MS and an Executive MS in Healthcare Management. I was a significant player in the development, adoption, and launch of the Executive MBA programs in New Orleans and Jamaica. For the past several years these programs have generated substantial revenue and added considerable value to the University. I also designed and implemented graduate and undergraduate concentrations in healthcare management and human resource management that gave graduates a head start in their careers. In addition, I have volunteered to teach HRM in public settings for CUPA.

Special Recognition for Teaching

I have consistently received recognition from the University, College of Business, Department of Management, and students for my teaching skills.

Academic Service

Graduate Council, Athletic Committee, Faculty Senate, Grievance Committee, Search Committee, and other miscellaneous department, college, and university committees.

Off Campus Contributions

Since starting my career with UNO in 1989, I have made myself available numerous times to provide pro-bono consulting and speaking engagements. I’ve lost count of how many times I have communicated with UNO graduates about career and work related issues. My obligation to students does not end with semesters and graduation.

Other Service

For several years I made myself available to teach non-credit courses through UNO’s Metropolitan College. I did this not for the meager wages but to demonstrate that I was a team player for all things UNO. In addition, I taught at the Jefferson Center to support the mission of the University. Also, I came to the aid of LSUHSC this summer to teach an HRM course that could not have otherwise been taught.
BACKGROUND

EDUCATION.


Master of Business Administration, 1993; The Florida State University, Tallahassee, Florida;

Bachelor of Science, Math, 1979; The University of Albuquerque, Albuquerque, New Mexico;

Bachelor of Science, Electrical Engineering, 1978; The University of New Mexico, Albuquerque, New Mexico.

EXPERIENCE.

The University of New Orleans—Lakefront, New Orleans, LA USA. Associate Professor, August 2005-present; Assistant Professor, August 1998-2005. Conducted Executive MBA, Executive Health Care Management, Graduate and Undergraduate classes in Principles, Policy and International Management. Extension courses taught in: San Juan, Puerto Rico: Executive Education Program; Innsbruck, Austria: Summer School Program; Kingston, Jamaica: Executive Education Program; On-line courses through Blackboard (www.blackboard.com).


The University of Lethbridge, Alberta, Canada. Assistant Professor (visiting). Summer 1997. Taught undergraduate classes in Research Methods and Managerial Skills.

The Florida State University, Tallahassee, FL USA. Lecturer, research assistant, and student; College of Business, Ph.D. program in Strategic Management. August 1994 to 1997.

Buckeye Florida LP (formerly Procter and Gamble Cellulose), Perry, Florida, August 1987 to August 1994. Held various positions managing organizational change, personnel development, and total quality. Practical line experience in project, operations, and personnel management.


SCHOLARLY AND CREATIVE PRODUCTIVITY
PUBLICATIONS:

Refereed/Invited Publications

Book Chapters/Cases.

Journal articles.
Brockmann, E. N., and Hoffman, J. J. Successor choice, top management team tenure, and surviving bankruptcy. Proceedings of the 1999 Southern Management Association Meeting. Received Best Paper in Policy Track for the 1999 Southern Management Association meeting.


Other Publications


ITEMS ACCEPTED/SUBMITTED FOR PUBLICATIONS BUT NOT YET PUBLISHED.


PRESENTATIONS AT PROFESSIONAL MEETINGS (referred proceedings)


OTHER SCHOLARLY OR CREATIVE ACTIVITIES

Service in role of discussant or reviewer.
Business Association of Latin American Studies (BALAS), 2008; reviewer.
Academy of Management, Honolulu, HI, August, 2005. Support and consulting for Local Arrangements Committee.
Southwest Management Association, Houston, TX, March 10-13, 1999; Chair, Symposium on Teaching in Other Countries.
Southern Management Association, New Orleans, LA, November 5-7, 1998; discussant.
Southwest Management Association, Dallas, TX, March 3-7, 1998; Presented paper (Do the manager’s responsibilities end with death?) and invited panel presentation to Doctoral Consortium on teaching internationally.
Academy of Management, Boston, MA, August 8-13, 1997; reviewer. Co-presented paper (A three country study on the motivators and inhibitors of innovation championing).
Southern Management Association, New Orleans, LA, November 6-9, 1996; Presented paper (Strategic Decision Making: The influence of experience and tacit knowledge); reviewer.
Academy of Business Administration, Miami, FL, April 1996; reviewer.
Academy of Management, Cincinnati, OH, August 12-14, 1996; reviewer. Presented paper (Strategic Planning Teams: The influence of mental imagery and the collective mind).
Northeast Decision Sciences Institute, St. Croix, VI, April 17-19, 1996 Annual Meeting, reviewer.
Southwest Management Association, San Antonio, TX, March 6-9, 1996; participant in doctoral consortium, reviewer and discussant. Presented paper (Strategic Decision Making: An integration of tacit knowledge, speed, and the collective mind).
Reviewer for The Journal of the Academy of Business Administration, 1996.
Southern Management Association, Orlando, FL, Nov 8-11, 1995; participant doctoral consortium; reviewer.

Contributions to juried or refereed publications
(e.g., editorships, associate editorships, referee)

Southern Management Association, New Orleans, LA, November 7-11, 2001; Session Chair, reviewer and discussant.
Southwestern Academy of Management, March 1-3, 2001; reviewer and session chair.
Ad hoc reviewer for Journal of Management, 2000-present.
Southern Management Association, Orlando, FL, November 7-11, 2000; reviewer and discussant.
Southwest Management Association, Houston, TX, March 10-13, 1999; Chair, Symposium on Teaching in Other Countries.
Southern Management Association, New Orleans, LA, November 5-7, 1998; discussant.
Southwest Management Association, Dallas, TX, March 3-7, 1998; Presented paper (Do the manager's responsibilities end with death?) and invited panel presentation to Doctoral Consortium on teaching internationally.
Academy of Management, Boston, MA, August 8-13, 1997; reviewer. Co-presented paper (A three-country study on the motivators and inhibitors of innovation championing).
Southern Management Association, New Orleans, LA, November 6-9, 1996; Presented paper (Strategic Decision Making: The influence of experience and tacit knowledge); reviewer.
Academy of Business Administration, Miami, FL, April 1996; reviewer.
Academy of Management, Cincinnati, OH, August 12-14, 1996; reviewer. Presented paper (Strategic Planning Teams: The influence of mental imagery and the collective mind).
Northeast Decision Sciences Institute, St. Croix, VI, April 17-19, 1996 Annual Meeting, reviewer.
Southwest Management Association, San Antonio, TX, March 6-9, 1996; participant in doctoral consortium, reviewer and discussant. Presented paper (Strategic Decision Making: An integration of tacit knowledge, speed, and the collective mind).
Reviewer for The Journal of the Academy of Business Administration, 1996.
Southern Management Association, Orlando, FL, Nov 8-11, 1995; participant doctoral consortium; reviewer.

PROFESSIONAL SOCIETY MEMBERSHIP.
Member American College of Healthcare Executives.
Member Strategic Management Society
Member United States Association for Small Business and Entrepreneurship
Member of the Beta Gamma Sigma National Honor Society for Business Schools.
Member of the National Academy of Management.
Member of the Southern Management Association.
Member of the Southwest Academy of Management.

**AWARDS, LECTURESHIPS, OR PRIZES**

**MAJOR AREAS OF CREATIVE OR RESEARCH INTEREST.**
Research: Business Strategy; Bankruptcy, particularly governance effects on recovery; Top management team decision making and its effectiveness; strategy and performance in the healthcare industry.

**OTHER PROFESSIONAL ACCOMPLISHMENTS**

**MANUSCRIPTS UNDER SUBMISSION/CONSIDERATION**
Brockmann, E. N. Entrepreneur’s balance of formal business planning and use of tacit knowledge as it relates to organizational survival past infancy.
Brockmann, E. N. Outsourcing: Déjà vu all over again?

**ACADEMIC SERVICE/UNIVERSITY SERVICE**
Judge, Small Business Consulting and Business Planning classes. 2008-Present
Beta Gamma Sigma Faculty Advisor/President. 2004-Present.
Library Journals Selection committee. Interim Chair 2003-2005, member 2002-present
Graduate Programs Committee, 2002-Present.
Recruiting Committee, Chair, 2007-08
Chair, Indoctration and Recruitment Committee, 2001-2004.
Local Arrangements Co-Chair for Academy of Management Annual Meeting, Atlanta August 2006.
Coordinated w/ LSU’s College of Business for registering displaced students following Katina. Fall 2005
Chaired and conducted induction ceremony for the Beta Gamma Sigma Business Honor Society.
Arranged and emceed the annual awards ceremony for 17 inductees and 23 guests. Inducted a total of 50 new members. Spring 2005
SACS certification committee, member. 2004-2005
Local Arrangements Chair for Academy of Management Annual Meeting, New Orleans August 2004.
Chaired and conducted induction ceremony for the Beta Gamma Sigma Business Honor Society. Arranged and emceed the annual awards ceremony for 25 inductees and 50 guests. Inducted a total of 55 new members. Spring 2004
Facilitated COBA Strategic Planning retreat. March 2004
Chaired ad hoc Strategic Planning writing committee for COBA, March-July 2004
Chaired and conducted induction ceremony for the Beta Gamma Sigma Business Honor Society. Arranged and emceed the annual awards ceremony for 15 inductees and 25 guests. Inducted a total of 54 new members. Spring 2003
Host for Academy of Management Board of Governors Meeting in New Orleans, December 2003.
Consultant for the Academy of Management Meeting in Seattle, WA Local Arrangements Committee, August 2003.
Chaired and conducted induction ceremony for the Beta Gamma Sigma Business Honor Society. Arranged and emceed the annual awards ceremony for 23 inductees and 35 guests. Inducted a total of 65 new members. Spring 2002
Consultancy services for Slidell Memorial Hospital strategic planning initiative; July-August 2003.
Host for Academy of Management Board of Governors Meeting in New Orleans, March 2003.
Consultant for the Academy of Management Local Arrangements Committee Meeting in Seattle, WA December 2002.
Served as member of Faculty Senate, Fall 1999 to 2002.
Chair, Faculty Committee ‘A’, 1999-2002
Served as member of AACSB certification committee on intellectual contribution, Fall 1999 to 2001.
Grant reviewer for the Fund for the Improvement of Postsecondary Education (FIPSE), New Orleans, LA. May 31-June 3, 2000.
Served as member of Faculty Senate; Chair of Standing Committee. Fall 1999-2001.
Served as member of AACSB certification committee on intellectual contribution. Fall 1999-Spring 2000.

OTHER: IMPROVEMENTS TO TEACHING ABILITY
Participant in workshop on how to better use University assets to aid New Orleans entrepreneurs on recovery following Hurricane Katrina. Summer 2006.
Participant in workshop on how to better integrate research and practice, Denver Academy of Management meeting 2002.
Participant in workshop for Interaction effects in regression, Denver Academy of Management meeting 2002.

PROFESSIONAL APPLICATIONS/CONSULTING
Jefferson Parish Business Growth and Development Committee. Consulting services and member.
University of New Orleans COBA Strategic Planning. Consulted on the development of the COBA’s strategic plan to be consistent w/the recently issued University strategic plan. 2008
Transportation Management Company of Southeast Louisiana (TMSEL) and New Orleans Regional Transit Authority (RTA). TMSEL is the management organization for the RTA of New Orleans responsible for all the busses, street cars, and disabled transportation in New Orleans, LA.
Slidell Memorial Hospital. Full service hospital, Slidell, LA. Consulted on development of a strategic plan following their decision not to be acquired by Tenet Hospital Systems. Summer 2003
**National Outdoor Advertising.** Predominant provider of billboards and all other types of outdoor advertising in Jamaica. Facilitated development of a strategic plan and trained the top management team in conducting follow-on evaluations and updates. Largest advertising agency in Jamaica and a textbook example of a family business that has outgrown its “family” status. The process included evaluation of the various businesses currently owned and a competitive strategy for each. We then evaluated the potential for acquiring other businesses to fit into the current portfolio. 2000-2001

**National Dart Association.** National coordinating organization for the competitive dart industry. Provided consulting services which included a needs assessment of the membership and strategic alignment of the organization's headquarters. Conducted primary research through the administration of questionnaires to the organization’s membership. Provided detailed statistical analyses and evaluation to the organization's Board of Directors. Provided input in the strategic planning process so that the headquarters could best meet the members' needs. Summer 2000

**Adams & Reese.** Legal organization in New Orleans, LA. Coordinated sessions to align staff functions into the Partnership expectations. Helped the office staff to understand how they fit into the larger, strategic, picture of the Partnership. Worked through job descriptions and interoperability of different functions to maximize efficiency. Summer 1999.
CURRICULUM VITAE

James Henry Diaz, M.D., M.H.A., M.P.H.&T.M., Dr. P.H.

Professional Title: James H. Diaz, M.D., Dr.P.H.

Professor of Public Health and Preventive Medicine (Occupational and Environmental Medicine, Preventive Medicine, Health Care Management and Policy)

Professor of Anesthesiology (Practice Limited to Adult and Pediatric Pain Management)

Section Head, Preventive Medicine,
Louisiana State University School of Medicine-New Orleans

Program Director, Graduate Program in Public Health
School of Graduate Studies-Louisiana State University Health Sciences Center

Adjunct Professor of Business Administration (Health Care Management)
College of Business Administration, Department of Management,
University of New Orleans

jdiaz@lsuhsc.edu

ADDRESS:

HOME
313 Friedrics Avenue
Metairie, LA 70005
(504) 835-0920

OFFICE
Department of Public Health and Preventive Medicine, Preventive Medicine Section
Louisiana State University School of Medicine
1600 Canal Street, Suite 800
New Orleans, LA 70112
(504) 599-1396 Academic Office
(504) 568-6905 FAX

PERSONAL DATA:

Citizenship: USA
Place of Birth: New Orleans, Louisiana, USA
Marital Status: Married, Deborah Ann Wright-Diaz, BA, CPA, Accountant
3 Children: James H. Diaz, Jr., BA, Commercial Real Estate Broker; Laura E. Diaz-Scheffler, BS, MSPH, Environmental Risk Analyst/Regulatory Toxicologist, Margaret L. Diaz, BBA (Finance), Insurance Underwriter
CERTIFICATIONS AND LICENSURES:

Medical Board Certifications and Appointment to COLLEGES AND BOARDS:

American College of Occupational and Environmental Medicine
Fellow of the American College of Occupational and Environmental Medicine
(F.A.C.O.E.M.), March 31, 2001

American College of Preventive Medicine
Fellow of the American College of Preventive Medicine (F.A.C.P.M.), October 11, 2000

Certification as a Specialist in Occupational Medicine, The American Board of Preventive Medicine, Board-Certified, January 15, 2000

Certification of Subspecialty Qualifications in Pain Management, The American Board of Anesthesiology, Board-Certified, October 26, 1998

Certified Medical Review Officer, Medical Review Officer Certification Council, Certified Medical Review Officer (MRO), The Medical Review Officers' Certification Council, MROCC-Certified, April 27, 1998

American Board of Independent Medical Examiners, Board-Certified Independent Medical Examiner, ABIME-Certified, February 9, 1998 (C.I.M.E.)

American Board of Preventive Medicine, Diplomate of the American Board of Preventive Medicine (D.A.B.P.M.), Board-Certified, Public Health and General Preventive Medicine (GPM), January 19, 1998

American Board of Anesthesiology
Senior Board Examiner, American Board of Anesthesiology, 1994 - 1996

American College of Health Care Executives
Nominee, March 13, 1991

American College of Critical Care Medicine
Fellow of the College of Critical Care Medicine, June 5, 1989 (F.C.C.M.)

American College of Chest Physicians
Fellow of the American College of Chest Physicians, May 10, 1988 (F.C.C.P.)

American Board of Anesthesiology
Associate Board Examiner, American Board of Anesthesiology, 1986 - 1994

Certification of Subspecialty Qualifications, Critical Care Medicine,
Board-Certified Subspecialist in Critical Care Medicine, American Board of Anesthesiology, November 14, 1986

American College of Anesthesiologists
Fellow of the American College of Anesthesiologists, January, 1982 (F.A.C.A.)

American Academy of Pediatrics
Fellow of the American Academy of Pediatrics, October 30, 1981 (F.A.A.P.)

American Board of Anesthesiology
Curriculum Vitae
James H. Diaz, M.D., Dr.P.H.

Board-Certified, Diplomate of the American Board of Anesthesiology, April 3, 1981
(D.A.B.A.)

Active State Medical Licenses:

Colorado State License #20144 – 1976-Present
Louisiana State License #13125 – 1975-Present

National Medical Licensing Examination:

The Federal Licensing Exam in Medicine, FLEX - 1975

Current American Heart Association Certifications in Advanced Cardiopulmonary Resuscitation

American Heart Association, ACLS Provider, (through 2004)
American Heart Association, ACLS Instructor, (through 2004)

EDUCATION:

Master of Public Health and Tropical Medicine
Master of Public Health; Master of Tropical Medicine (MPH&TM), May 19, 2001
Tulane University School of Public Health and Tropical Medicine
Department of Tropical Medicine
Program GPA: 3.9/4.0
Program Director: Donald J. Krogstad, M.D., FACP
Delta Omega Public Health Honor Society, Lifetime Member, May 17, 2001

The Diploma Course in Clinical Tropical Medicine and Traveler's Health
Tulane University School of Public Health and Tropical Medicine
Department of Tropical Medicine
Fall Semester, 1998 (15 credit hours)
Graduate Diploma in Tropical Medicine and Traveler's Health, December 18, 1998
Course GPA: 4.0/4.0
Diploma Program Director: Richard A. Oberhelman, M.D., FAAP

Doctoral Research in Health Services Management
Doctoral (Dr.P.H.) Candidate in Public Health, 1992-1995
Tulane University School of Public Health and Tropical Medicine
Department of Health Systems Management
Doctoral GPA: 3.9/4.0

Dissertation: The Development of a Cost-Quality-Outcome Comparison Model of Acute Hospital and Subacute Non-Hospital Care of Ventilator-Dependent Elderly
Defense of Prospectus Accepted: 12/31/94
Defense of Dissertation Accepted: 5/31/95
Doctorate (Dr.P.H.) Conferred: 12/15/95
Administrative Residency in Preventive Medicine/Practicum Year Served 01/01/95-12/31/95. Completed: 12/31/95
Public Health and Public Health Administration
Tulane University
School of Public Health and Tropical Medicine
Administrative Resident, Medical Administration Service, Veterans Administration
Medical Center-New Orleans, Preceptor-Harry Pigman, M.D., Deputy Chief of Staff,
January-October, 1995
Doctor of Public Health in Health Systems Management,
Master of Health Administration,
All Passes/No Class Ranking

Medical School
Tulane University
School of Medicine
New Orleans, Louisiana 70112
Doctor of Medicine
Class Ranking: Top 20%

Graduate School
Tulane University
Graduate School of Biological Sciences
Graduate Research in Plant Pathology (Fungal Diseases, Plant, and Medical Mycology)
Graduate Director: Professor Arthur S. Weldon, Ph.D.

Colleges
Tulane University
College of Arts and Sciences
New Orleans, Louisiana 70115
Bachelor of Science (Biology), Major (Biology), Minor (Chemistry)
Dean's List, 1969-1971
Beta Beta Beta Biological Honor Society (1969-1971)

The University of the South at Sewanee, Tennessee
Sewanee, Tennessee 37375
Kappa Alpha Order, Alpha Alpha Chapter
1967-1969
General L. Kemper Williams, AFROTC Unit, 1967-1969
Field of Study: Biology
Chair: H. Malcolm Owen, Ph.D.
Premed Advisor: Harry C. Yeatman, Ph.D.

High School
The Sewanee Military Academy (SMA)
Sewanee, Tennessee 37375
Graduate, 1967
General William C. Gorgas Precision Drill Team (Gorgas Guard), 1966-1967

Postgraduate Courses
Graduate Summer Session in Epidemiology
Department of Epidemiology
Curriculum Vitae
James H. Diaz, M.D., Dr.P.H.
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School of Public Health
University of Michigan
Certificate of Completion, July 25, 1997
Course Director: David Schottenfeld, M.D.

Continuous Quality Improvement Leadership Training Course
Department of Veterans Affairs
Veterans Administration Medical Center-New Orleans
Certificate of Completion, March 24, 1995
Course Director: Deputy Chief Harry Fugman, M.D.

Group Practice Manager's Institute
The Aresty Institute of Executive Education
The Wharton School
University of Pennsylvania
Philadelphia, Pennsylvania
Certificate of Completion, January 31, 1991
Course Director: Professor William Kissick, M.D., Dr.P.H.

Postgraduate Medical Education

Fellowships

Visiting Fellow in Hepatic Transplant Anesthesia and Intensive Care
June, 1987
University of Pittsburgh
Pittsburgh, Pennsylvania

Visiting Fellow in Hepatic Transplant Anesthesia and Intensive Care
June, 1987
Mayo Clinic
Rochester, Minnesota

The Senior Registrar in Paediatric Anaesthetics and Intensive Care
June 1 – September 30, 1985
The Hospital for Sick Children
Great Ormond Street
London NW1
Program Director, Paediatric Anaesthesia/Paediatric Pain Management: Professor David J. Hatch, MB, BS, FFARCS, FRCA
Program Director, Paediatric Critical Care: Professor Edward Sumner, MA, BM, BCh, FFARCS, FRCA
Program Director, Paediatric Surgery: Professor Lewis Spitz, Surgeon-in-Chief MB, ChB, PhD, FRCS

The Fellow in Pediatric Anesthesia, Critical Care Medicine, and Chronic Pain Management, 1979-80
The Children's Hospital of the University of Colorado
Denver, Colorado 80218
Program Directors:
Pediatric Anesthesia/Pediatric Pain Management - Charles H. Lockhart, M.D., FACA, FAAP
Pediatric Critical Care Medicine - James I. Gilman, M.D., MPH, FACA, FAAP
Pediatric Emergency Air Transport Services - Robert S. Dobrin, M.D., FAAP
Residencies

Resident in General Preventive Medicine and Public Health, Practicum Year, January 1-
December 31, 1995
Tulane University School of Medicine and Tulane University School of Public
Health and Tropical Medicine
Department of Community Medicine
Residency Program in Preventive Medicine
1430 Tulane Avenue
New Orleans, LA 70112
Program Directors and Preceptors:
Tulane Medical Center-Marie Antoinette Krousel-Wood, M.D.,
M.S.P.H., FACPM (Program Director-Clinical Epidemiology and
Preventive Medicine)
Veterans Administration Medical Center-Harry Pigman, M.D.,
(Preceptor-Health Administration and Health Policy)
Ochsner Clinic and Ochsner Clinic Foundation Hospital-Douglas
Swift, M.D., M.S.P.H., FACOEM (Preceptor-Clinical Occupational
and Environmental Medicine)

Senior Resident (PGY IV) in Anesthesiology, 1978-79

Resident (PGY III) in Anesthesiology, 1977-78

Resident (PGY II) in Obstetrics and Gynecology, 1976-77

University of Colorado Health Sciences Center
4200 E. Ninth Avenue
Denver, Colorado 80262
University of Colorado Health Sciences Center Affiliated Hospitals
Colorado General Hospital: Anesthesiology and OB/Gyn
Denver General Hospital: Anesthesiology and OB/Gyn
Denver Veterans Administration Hospital: Anesthesiology
The Children's Hospital of Denver: Pediatric Anesthesiology,
Pediatric Critical Care Medicine, Pediatric Emergency Transport
Program Directors, University of Colorado Affiliated Institutions:
Obstetrics and Gynecology - E. Stewart Taylor, M.D., FACOG
Anesthesiology/Pain Management - J. A. Aldrete, M.D., M.S.,
FACA
Pediatric Anesthesiology/Pain Management - C. H. Lockhart,
M.D., FACA, FAAP
Pediatric Critical Care Medicine - James I. Gilman, M.D., M.P.H.,
ACA, FAAP
Pediatric Emergency Transport/Flight Care- Robert S. Dobrin,
M.D., FAAP

Internship

Intern in General Surgery, 1975-76
Ochsner Clinic and Ochsner Foundation Hospital
1514 Jefferson Highway
New Orleans, Louisiana 70121
Program Director: John L. Ochsner, M.D., FACS
FEDERAL and STATE GRANT-SPONSORED INVESTIGATIONS (as Principal Investigator):


2. Diaz JH: Subcontracting Principal Investigator: A Cost-Effectiveness Analysis for the Principal Investigation: An HIV/AIDS Cost per Unit of Service Assessment Study, New Orleans Eligible Metropolitan Area, City of New Orleans, Mayor's Office of Health Policy, Principal Investigator, Unit Cost Study – WJ Lane, Vice-Chair, Department of Economics and Finance, University of New Orleans, The Ryan White HIV/AIDS Care Act, Title I, Health Resources and Services Administration, U.S. Department of Health and Human Services, Completed, July, 1998 (Six months, $127,472)

3. Diaz JH: Principal Investigator: The Public Health Distance Education Initiative: Louisiana State University Medical Center-New Orleans (Lead Agency), Louisiana State University Veterinary School, Louisiana State University Medical Center-Shreveport, Northeast Louisiana State University School of Pharmacy, Northwestern State University School of Graduate Nursing, and University of New Orleans. State of Louisiana Board of Regents Distance Education Initiative Grants Program, Completed, October 1999. (Nine months, $71,835)


5. Diaz JH: Principal Investigator: Proportional Cancer Mortality Risks Among Healthcare Professionals Exposed to Workplace Carcinogens. LSU School of Medicine Research Enhancement Fund, Research Enhancement Bridge Grant, August 13, 2001, On-going, (1 year, $12,000)

6. Diaz JH: Co-Principal Investigator: Assessment and Remediation of the Public Health Impacts of Hurricanes and Major Flooding Events, The Tobacco Settlement Health Education Fund (HEF) of the Louisiana Board of Regents, May, 2000, On-going, 25% FTE. (5 years, $1,008,194)

TOTAL RESEARCH GRANT FUNDING SECURED TO DATE: $1,551,787

PROFESSIONAL APPOINTMENTS:

Attending Staff Physician, Fellowship Program in Medical Toxicology, 1998- Section of Emergency Medicine
LSU School of Medicine
New Orleans, Louisiana

Section Head, Preventive Medicine, 1997- Department of Public Health and Preventive Medicine
LSU School of Medicine
New Orleans, Louisiana

Attending Physician in Pain Medicine and Occupational Medicine, 1996-
Curriculum Vitae  
James H. Diaz, M.D., Dr.P.H.  
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Multidisciplinary Pain Mastery Center  
LSU School of Medicine  
Louisiana State University Medical Center  
New Orleans, Louisiana

Associate Medical Director for Rehabilitative Services, 1996-1998  
Villa Feliciana Chronic Disease and Rehabilitation Hospital,  
Jackson, Louisiana

Consultant in Public Health and Preventive Medicine, 1996-  
Daughters of Charity Community Health Partnerships  
New Orleans, Louisiana

Medical Director, Daughters of Charity Community Health Partnerships, 1996-1997  
New Orleans, Louisiana

Medical Director, LSU Medical TeleMedicine Program, 1995-1997  
LSU Medical TeleMedicine Studio  
University Hospital  
Medical Center of Louisiana  
New Orleans, Louisiana

Medical Director, Department of Respiratory Care, 1991-1995  
Ochsner Foundation Hospital  
New Orleans, Louisiana

Medical Director, Training Program in Respiratory Care, 1991-1995  
School of Allied Health Sciences  
Division of Education  
Alton Ochsner Medical Foundation  
New Orleans, Louisiana

Medical Director, Medical and Surgical Intensive Care Unit, 1993-1994  
Ochsner Foundation Hospital  
New Orleans, Louisiana

Section Head, Pediatric Anesthesia, 1985-1995  
Ochsner Clinic and Ochsner Foundation Hospital  
New Orleans, Louisiana

Consulting Pediatric Anesthesiologist and Intensivist, 1984-2000  
Department of Anesthesiology  
Children’s Hospital  
New Orleans, Louisiana

Consulting Pediatric Anesthesiologist, 1984-1997  
Department of Anesthesiology  
East Jefferson General Hospital  
Metairie, Louisiana

Attending Flight Care Physician, 1985-1990  
Ochsner Flight Care Service, Ochsner Clinic, New Orleans, Louisiana

Co-Director, Medical and Surgical Intensive Care Unit, 1981-1993  
Ochsner Foundation Hospital  
New Orleans, Louisiana
Attending Staff Anesthesiologist, 1980-1995
Department of Anesthesiology
Ochsner Clinic and Ochsner Foundation Hospital
New Orleans, Louisiana

Pediatric Anesthesiologist and Intensivist, 1980-1995
Department of Pediatrics
Ochsner Clinic and Ochsner Foundation Hospital
New Orleans, Louisiana

Attending Anesthesiologist, 1980-1995
Department of Anesthesiology
Chabert-South Louisiana Medical Center
Houma, Louisiana

Consulting Anesthesiologist and Transport Physician, 1979-80
Pediatric Emergency Transport Services
Colorado Helicopter and Fixed Wing Aircraft Medical Evacuation
University of Colorado Health Sciences Center in Denver/Denver Children’s Hospital
City and County of Denver, Colorado

Attending Staff Anesthesiologist, 1979-80
Denver General Hospital
City and County of Denver, Colorado

EDITORIAL APPOINTMENTS:

Reviewer/Referee (Environmental/Travel Medicine), 1998-
American Journal of Tropical Medicine and Hygiene

Scientific Manuscript Reviewer (Pain Management/Public Health/Preventive Medicine), 1996-
Archives of Internal Medicine
Published by the American Medical Association

Associate Editor, (Public Health and Preventive Medicine; Occupational and Environmental Medicine; Regional Anesthesia and Pain Management, Economic Issues), 1994 –2002
Survey of Anesthesiology
Williams & Wilkins Publishers

Scientific Manuscript Reviewer, 1991-1996
Anesthesia and Analgesia
Journal of the International Anesthesia Research Society

Scientific Manuscript Reviewer, 1990-1996
Pediatrics
Journal of the American Academy of Pediatrics

Scientific Textbook Reviewer, 1987-1995
Anesthesia and Analgesia
Journal of the International Anesthesia Research Society

CME APPOINTMENTS:
Seminar Committee Chair and Member, Planning Committee, American Occupational Health Conference, 1998-1999

Member, CME Committee, LSUMC, 1996-1998

Course Director, Annual Aspen Anesthesia Update, Aspen, Colorado, 1987-1994

Course Director, Annual Mardi Gras Anesthesia Update in New Orleans, 1984-1990

ACADEMIC TEACHING APPOINTMENTS:

Adjunct Professor of Business Administration (Health Care Management), 1998-
College of Business Administration, Department of Management, Program in Health Care Administration, University of New Orleans, New Orleans, Louisiana

Clinical Professor of Emergency Medicine (Occupational and Environmental Toxicology), 1998-
Program in Medical Toxicology
Section of Emergency Medicine
School of Medicine, Louisiana State University Medical Center
New Orleans, Louisiana 70112

Clinical Professor of Family Medicine, 1997-
Department of Family Medicine
School of Medicine, Louisiana State University Medical Center
New Orleans, Louisiana 70112

Interim Department Chair, 1996-1998
Department of Public Health and Preventive Medicine
School of Medicine, Louisiana State University Medical Center
New Orleans, Louisiana 70112

Professor of Public Health and Preventive Medicine (Tenured), 1997-
Department of Public Health and Preventive Medicine
School of Medicine, Louisiana State University Medical Center
New Orleans, Louisiana 70112

Clinical Professor of Public Health and Preventive Medicine (Non-Tenured), 1995-1997
Department of Health Systems Research and Public Health
School of Medicine, Louisiana State University Medical Center
New Orleans, Louisiana 70112

Professor of Anesthesiology, 1996-
School of Medicine, Louisiana State University Medical Center
New Orleans, Louisiana 70112

Professor of Anesthesiology (Clinical), 1992-
Department of Anesthesiology
Tulane University School of Medicine
New Orleans, Louisiana 70112
Departmental Chairman: Alan W. Grogono, M.D.

Associate Professor of Anesthesiology (Clinical), 1985-1992
Department of Anesthesiology
Tulane University School of Medicine
New Orleans, Louisiana 70112
Assistant Professor of Anesthesiology (Clinical), 1982-1986
Department of Anesthesiology
Tulane University School of Medicine
New Orleans, Louisiana 70112
Departmental Chairman: Alan W. Grogono, M.D.

Lecturer in Clinical Pharmacology, 1982-1986
Department of Pharmacology
Louisiana State University School of Medicine
New Orleans, Louisiana 70112
Departmental Chairman: LeRoy Morgan, M.D., Ph.D.

AWARDS:

Physician’s Recognition Award, Louisiana State Medical Society, 2001-2004, August 9, 2001
Physician’s Recognition Award, American Medical Association, 2001-2004
Delta Omega National Public Health Honor Society, Lifetime Membership, May 17, 2001
The Best Doctors in America, 2000, Nationwide Survey by Woodward/White, Inc.
Certificate of Appreciation, Department of Biometry and Genetics, LSU Medical Center-New Orleans, March 26, 1999
Who’s Who in America, 1998-2000
Physician’s Recognition Award, American Medical Association, 1998-1999
Physician’s Recognition Award, American Medical Association, 1995-1998
The Best Doctors in America*, Southeast Region, 1996-1997
Physician’s Recognition Award, American Medical Association, 1992-1995
Certificate of Appreciation, Society of Critical Care Medicine, December 31, 1991
Certificate of Appreciation, Ochsner School of Allied Health Sciences, May 29, 1990
Certificate of Appreciation, American Academy of Pediatrics, April 28, 1990
Physician’s Recognition Award, American Medical Association, 1989-92
Physician’s Recognition Award, American Medical Association, 1986-89
1985 Professional Recognition Award, Association of Surgical Technologists, Inc.
Physician’s Recognition Award, American Medical Association, 1983-86
Physician’s Recognition Award, American Medical Association, 1980-83
Who’s Who in the South and Southwest, 1982-83
Hurst B. Hatch, M.D., Memorial Award, Outstanding Teacher of the Year 1981-82,
Alton Ochsner Medical Foundation and Ochsner Clinic, New Orleans, Louisiana 70121

ELECTED OFFICES:

Chair, Postgraduate Seminars, American Occupational Health Conference, New Orleans, 1999
Medical Director, Louisiana Society for Respiratory Care, 1992-1993
Member, Board of Directors, Tulane Alumni Association, 1992-1994
Alternate District Director, District IX, Alabama, Louisiana, and Mississippi,
Member, Board of Directors, Society for Pediatric Anesthesia, 1988-1990
Chairman, Section on Anesthesiology, American Academy of Pediatrics, 1988-1990
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President, Louisiana Society of Anesthesiologists, 1987-1989
Vice-President and Treasurer, Section on Anesthesiology, American Academy of Pediatrics, 1986-1988
Louisiana Delegate, House of Delegates, American Society of Anesthesiologists, 1984-1990
Program Chairman, Section on Anesthesiology, American Academy of Pediatrics, 1984-86
Secretary, Section on Anesthesiology, American Academy of Pediatrics, 1984-86
Secretary-Treasurer, Louisiana Society of Anesthesiologists, 1984-88
President, New Orleans Anesthesia Society, 1985-87
Secretary, New Orleans Anesthesia Society, 1982-85
Conference Chairman, 1978-79
Seventeenth Annual Western Anesthesia Residents' Research Conference
University of Colorado Medical Center, Dillon, Colorado, March 30-April 1, 1979

PROFESSIONAL SOCIETIES (YEAR ELECTED):

Association of Teachers of Preventive Medicine (1993)
American Society of Tropical Medicine and Hygiene (1996)
American Association for World Health (1996)
American Medical Informatics Association (1996)
American College of Preventive Medicine (1996)
Association for Health Services Research (1995)
American College of Occupational and Environmental Medicine (1995)
American Public Health Association (1993)
American Association for Respiratory Care (1991)
American College of Physician Executives (1990-1992)
American College of Health Care Executives (1989-1992)
College of Chest Physicians (1988)
Society for Pediatric Anesthesia (1986)
American Society of Critical Care Anesthesiologists (1986)
Association of Paediatric Anaesthetists of Great Britain and Ireland (1985)
Who's Who in the South and Southwest (1982-83)
Society of Critical Care Medicine (1980)
Society of Cardiovascular Anesthesiologists (1980)
Denver Medical Society (1979-1980)
Colorado State Medical Society (1979-1980)
Southern Medical Association (1978)
International Anesthesia Research Society (1977)
American Society of Anesthesiologists (1977)
Tulane Medical Alumni Association (1975)
Orleans Parish Medical Society (1975)
Louisiana State Medical Society (1975)
American Medical Association (1975)
Student American Medical Association (1971-1975)
Mr. Johnston completed law school at the Universite’ de Geneve, in Geneva, Switzerland, where he obtained his basic Swiss law degree, a license en droit, in 1982. The following year, Mr. Johnston obtained a Masters of Letters and Law degree (LL.M.) from the University of Pennsylvania in Philadelphia. In 1984, Mr. Johnston moved to New Orleans where he successfully passed the Louisiana Bar examination and commenced work as an associate for the law firm of Camp, Carmouche, Barsh, Gray, Hoffman & Gill concentrating primarily in the area of commercial litigation and insurance defense work. In 1987, Mr. Johnston joined the law firm of McGlinchey, Stafford, Mintz, Cellini and Lang where he remained through 1992 again focusing in the areas of commercial litigation.

In 1992, Mr. Johnston commenced his career as a health care regulatory attorney when he joined the law firm of Sullivan & Stolier becoming a director in the firm shortly thereafter. At Sullivan, Stolier, he worked primarily in the area of health care provider contracting, fraud and abuse, provider licensing revocation or decertification appeals, Medicare overpayments and regulatory corporate compliance issues. In addition, Mr. Johnston assisted providers with responding to medical review and cost report audits, as well as federal and state agency fraud unit investigations and qui tam allegations. Mr. Johnston has assisted numerous health care providers with acquisitions and mergers including assisting the clients with all consequent Medicare provider enrollment issues.

In 2005 following the devastation caused by Hurricane Katrina, Mr. Johnston left Sullivan & Stolier to establish his own practice in Baton Rouge at the Johnston Law Firm, LLC. As a sole practitioner, Mr. Johnston continued to offer health care regulatory and transactional advice to his varied clientele.

In January 2011, Mr. Johnston merged his firm with the Gachassin Law Firm in Lafayette, Louisiana, becoming a partner in the healthcare corporate and regulatory law section.

Mr. Johnston is a certified American Health Lawyers Association Alternative Dispute Resolution Arbitrator and Mediator. He is rated AV by the Martindale and Huddle Directory.

He is fluent in Italian and French and has a working knowledge of German. Mr. Johnston is married and has two grown children.
EXECUTIVE SUMMARY

Certified Public Accountant with extensive experience in financial reporting, financial analysis, financial audit, and Medicare/Medicaid third-party reimbursement services. Demonstrated expertise in GAAP accounting, financial statement reporting and analysis. Proficient in the management of accounting and reimbursement functions with proven ability to successfully analyze the financial complexities of healthcare organizations.

CORE COMPETENCIES

• Public and Not-For-Profit Accounting • GAAP Reporting • Financial Statement Audit – Specializing in Revenue, Accounts Receivable and Third Party Accounting • Financial Due Diligence Analysis • Financial Modeling • Medicare and Medicaid Third-Party Reimbursement • Team Leadership and Mentoring • Public Speaking and Presentations

EMPLOYMENT HISTORY

LaPorte CPAs and Business Advisors February 1, 2011 - present

A regional public accounting firm providing audit, tax and advisory services.

DIRECTOR, HEALTHCARE ADVISORY SERVICES

Lead LaPorte’s healthcare advisory practice with a primary focus on the development of existing client relations and building new client relationships. Our services include hospital and physician business strategy, Medicare and Medicaid third-party accounting, revenue cycle assessment and consulting, cost report preparation and review, Medicare and Medicaid compliance review, assistance with the development of hospital/physician integrated joint ventures, and financial statement audit assistance.

KPMG LLP, Dallas, TX January 1, 2004 – January 31, 2011

A global public accounting firm providing audit, tax and advisory services that employs approximately 140,000 professionals across 146 countries.

DIRECTOR, HEALTHCARE ADVISORY SERVICES

Lead healthcare advisory teams providing due diligence transaction support for the acquisition of assets for both private equity and strategic buyers. Conduct financial due diligence investigations of target companies. Advise client companies on acquisition strategy and perform financial analysis with focus on reporting and consolidation methodology; revenue recognition and revenue cycle; intercompany accounts and related party transactions; volume and profitability/contribution by service; accounts receivable and third party reimbursement; accrued liabilities and accounts payable; historical cash flows and working capital; self insurance (professional, health, etc.); benefits and debt. Coordinate and manage multi-specialty teams that include tax, information technology and clinical compliance.
Key Accomplishments:

- Perform due diligence for high profile clients in the healthcare industries on publicly traded, privately owned and not-for-profit entities with net revenues of $10 million to in excess of $600 million.
- Engagement targets include large health systems and academic medical centers with consolidated operations that typically include acute care hospitals, rehabilitation and psychiatric programs, large physician groups and clinics, healthplan, and joint ventures; hospitals (acute, long term acute, skilled nursing, rehab and specialty); and ancillary service providers (home health, hospice, physical therapy and DME). Engagement targets typically have multiple sites many of which operate in multiple states.
- Lead and manage engagement teams with three to fifteen employees that may include directors, managers, specialist, and staff. As engagement size and experience level of staff may vary, management style typically is both delegation and hands-on.

SENIOR MANAGER, HEALTHCARE AUDIT AND ADVISORY SERVICES 1998 – 2001
Lead healthcare audit and advisory teams providing accounting, strategy, and Medicare/Medicaid third party reimbursement services. Performed financial statement audits, agreed upon procedures, and advised clients on revenue reporting, accounts receivable valuation, managed care contracting, and Medicare/Medicaid reimbursement.

Key Accomplishments:

- Performed financial statement audit services and agreed upon procedures for large not-for-profit hospitals, health systems and home health agencies.
- Developed and implemented multiple revenue, account receivable valuation, and Medicare/Medicaid settlement models for large health systems and academic medical centers.
- Performed TPA (Third-Party Administrator) audits and managed care contract reviews.
- Reviewed and prepared Medicare and Medicaid cost reports.

Positions held:

- Senior Manager January-December, 2001
- Manager January-December, 1999-2000
- Supervising Senior January – December, 1998

Ernst & Young, Houston, TX 2002 – 2003
A big four global public accounting firm providing audit, tax and advisory services.

MANAGER, HEALTHCARE ADVISORY SERVICES

Utilized extensive healthcare accounting and third-party reimbursement experience to assist clients with interim management positions including Director of Finance and Director of Reimbursement for two separate hospital systems. Performed reviews of Medicare cost reports and corporate compliance programs.

Key Accomplishments:

- Managed and provided oversight of month-end close process, budget, forecasting and financial analysis of hospital with net revenues greater than $100 million.
- Analyzed revenue and volume trends, provided oversight for estimating and recording of month-end contractual and bad debt allowance, and third-party due to/from settlement estimates.
- Managed the preparation and filing of annual Medicare and Medicaid cost reports.
- Assisted clients with the pre-filing review of Medicare and Medicaid cost reports; hospital
corporate integrity agreements; and preparation and submission of self-disclosure letters and supporting documentation.

CHARTER BEHAVIORAL HEALTHCARE, Atlanta, GA 1994 – 1997

A public national behavioral healthcare organization providing inpatient and outpatient psychiatric services with greater than 100 hospitals located throughout the United States.

MANAGER, FINANCIAL AND REIMBURSEMENT SERVICES

Successfully managed the financial and reimbursement services of fifteen hospitals within assigned region. Responsibilities included estimating and recording month-end Medicare and Medicaid cost based settlements; preparation and review of Medicare and Medicaid cost reports; management of hospital cost report audits and appeal process. Advised regional hospital CEOs and CFOs on reimbursement changes and financial impact of changes.

Key Accomplishments:

• Performed third-party accounting for all regional hospitals including estimating and recording month and year-end settlements and settlement reserves.
• Prepared and reviewed cost based Medicare and Medicaid cost reports.
• Provided oversight of cost report audits; performed extensive research to successfully appeal unfavorable cost report audit adjustments.

Positions held:

• Manager September – December, 1995-1997
• Specialist October – September, 1994-1995
• Intern July – September, 1994

OTHER RELEVANT EXPERIENCE

Delgado, New Orleans 1999 - 2000 Adjunct professor – Accounting One and Accounting Two
Medic PRN, New Orleans 1988 – 1994 Sales Manager Healthcare DME equipment sales and lease

PROFESSIONAL CERTIFICATION

CPA- Certified Public Accountant – Georgia and Louisiana

EDUCATION

MERCER UNIVERSITY – MBA, Master of Business Administration in Finance
LOYOLA UNIVERSITY – BBA, Bachelor Business Administration in Finance

PROFESSIONAL AFFILIATIONS

American Institute of Certified Public Accountants
Healthcare Financial Management Association
Louisiana Society of CPAs
Paul serves as the Executive Vice President of the Louisiana Hospital Association and CEO of the Metropolitan Hospital Council of New Orleans. Paul joined the LHA in July 2003 as the Vice President of Healthcare Reimbursement Policy.

Paul has more than 23 years of experience in integrated system finance, analysis, operations and strategic business planning. Prior to joining the Association, he worked for PricewaterhouseCoopers and Deloitte and Touche. He also served as the Director of Hospital Finance for Ochsner Foundation Hospital in New Orleans.

Paul holds a Master of Business Administration in Finance from the University of New Orleans and a Bachelor of Business Administration in Finance from Belhaven College in Jackson, MS. He also serves on the Board of Trustees of The Blood Center of Greater New Orleans, as an adjunct professor at Louisiana State University and the University of New Orleans.
Dr. Peter J. Fos currently holds the position of President at The University of New Orleans. As President he is responsible for a $105M annual budget, two campuses, five degree granting colleges, the Earl K. Long Library, the 10,000 seat Nat Kiefer Lakefront Arena, 1,100 employees, and 10,000 students. Additionally, he is responsible for the NPR affiliate WWNO-FM. He also holds a Professor position in the Department of Educational Leadership, Counseling, and Foundations in the College of Education and Human Development.

He began his position at The University of New Orleans in January 2012 after serving as Professor and Program Director of Health Policy and Systems Management at Louisiana State University Health Sciences Center in New Orleans, School of Public Health (LSUHSC-NO SPH) from April 2011 to January 2012. At LSUHSC-NO SPH he had the responsibility for the academic aspects of the program, including curriculum development and assessment, and student and faculty professional development.

He previous served as Provost and Executive Vice President at The University of Texas at Tyler from June 2008 until April 2011. As Provost, he had the responsibility for undergraduate and graduate programs, sponsored research, assessment and institutional effectiveness, academic success program, international education, the honors program, and the University Registrar. In addition, he oversaw five academic colleges, which included the Colleges of Arts and Sciences, Business and Technology, Education and Psychology, Engineering and Computer Sciences, and Nursing and Health Sciences, the Graduate School, the Robert R. Muntz Library, and the Palestine and Longview campuses. Dr. Fos held the Sam A. Lindsey Endowed Chair at The University of Texas at Tyler. This endowed chair is awarded to a recognized scholar in an academic discipline that is of strategic importance to the University. The holder of the chair is a scholar noted for research, teaching, and service.

He began his work at The University of University of Texas at Tyler after serving as Dean of the College of Health at The University of Southern Mississippi for four years. At The University of Southern Mississippi, Dr. Fos had the responsibility for undergraduate and graduate programs for 3,000 students in seven departments and schools. Dr. Fos currently holds, or has held, Adjunct Full Professor appointments at Tulane University School of Public Health and Tropical Medicine, and University of Alabama-Birmingham School of Health Related Professions. He is currently a Visiting
Scholar at the Medical University of South Carolina. Dr. Fos has held faculty positions at the UNLV School of Dental Medicine, where he served as Chair of the Department of Clinical Sciences, and Tulane University School of Health Sciences Center, School of Public Health and Tropical Medicine. Dr. Fos spent 17 years at Tulane University in the Department of Health Systems Management, and served as Assistant Dean for Undergraduate Relations.

Prior to working at The University of Southern Mississippi, Dr. Fos held the position of Chief Science Officer at the Mississippi State Department of Health from January 2003 through June of 2004. As Chief Science Officer, Dr. Fos served as Senior Deputy to the State Health Officer and oversaw the Offices of Science and Evaluation and Health Decision Science. The Mississippi State Department of Health has a $280M annual budget, employs 2,300 people, and operates over 100 health clinics and WIC direct food distribution centers throughout the State of Mississippi.

Dr. Fos has received numerous honors and awards since beginning his academic career. In addition, Dr. Fos has published over 50 peer-reviewed papers, technical reports, white papers and book chapters in the areas of health care decision analysis, environmental health, data mining, neural networks, health services research, and managerial epidemiology. He is the principal author of the best selling textbook, published by Jossey-Bass, a John Wiley Imprint, titled “Designing Health Care for Populations: Applied Epidemiology in Health Care Administration.” In addition, he is principal author of “Managerial Epidemiology for Health Care Organizations, 2nd Edition,” also published by Jossey-Bass. The rights to this book have been acquired by King Saud University in the Kingdom of Saudi Arabia for translation into Arabic. He is the author of the recently released book titled “Epidemiology Foundations: the Basic Science of Public Health.” This book was published by Jossey-Bass in December of 2010. He has presented over 50 papers and abstracts at international, national, regional and local conferences.

He has received over $6.5M in external grants and contracts. His research interests and consulting experience include: health system planning and evaluation, managerial epidemiology, decision sciences, health status, health disparities, health-related quality of life, patient satisfaction, access to health care, applied artificial intelligence, negotiation, clinical effectiveness, statistical process control, data mining and outcomes research.

PERSONAL

Married to Lori Lege Fos
Children – Tammy (30 years of age)
Timothy (26 years of age)

EDUCATION

University of New Orleans, 1972, Bachelor of Arts, Biological Sciences

Louisiana State University Health Sciences Center, 1976, Doctor of Dental Surgery, School of Dentistry

Tulane University Health Sciences Center, 1985, Master of Public Health, Health Systems Management, School of Public Health and Tropical Medicine
Tulane University, 1989, Doctor of Philosophy, Health Care Decision Analysis, Graduate School

Dissertation: “The Formal Analysis of Preferences and Value Trade-offs of Health Care Negotiators”

PROFESSIONAL BACKGROUND

CURRENT POSITIONS

January 2012-Present  
President  
The University of New Orleans  
New Orleans, Louisiana

Duties and Responsibilities: The President is the institutional executive officer and is responsible for all aspects of the University, including budget, personnel, academic programming, student affairs programming, grants and contracts, alumni affairs, business and community affairs, and legislative (state and federal) relations. Additionally responsible for fund raising, endowments, public safety, residence halls, and accreditation issues. Specifically, responsible for a $105M annual budget, two campuses, five degree granting colleges, the Earl K. Long Library, the 10,000 seat Nat Kiefer Lakefront Arena, 1,100 employees, and 10,000 students.

Accomplishments and Key Impacts: Implemented a reorganization of the administrative leadership, including creating the Vice President for Student Affairs and Enrollment Management position and the Office of Assessment and Institutional Effectiveness. Established the Privateer Enrollment Center, which is a one-stop shop for all student enrollment services. Established an incentive program to reward principal investigators of sponsored research. Established the Privateer Bound program for Delgado Community College students to seamlessly transfer to the University of New Orleans. Established the Software Engineering Apprenticeship Program (SWEAP) with GE Capital Technology Center and the Louisiana Department of Economic Development. Led the development of the university’s strategic plan, UNO 2020.

July 2013-Present  
Professor (with tenure)  
Department of Educational Leadership, Counseling, and Foundations  
College of Education and Human Development  
University of New Orleans  
New Orleans, Louisiana

Duties and Responsibilities: Teach courses in educational leadership, as needed. Advise and mentor students and faculty.

PREVIOUS POSITIONS

April 2011-January 2012  
Professor (with tenure)
Health Policy and Systems Management
Louisiana State University Health Sciences Center
School of Public Health
New Orleans, Louisiana

Duties and Responsibilities: Taught courses in health administration, decision sciences, health care negotiation, and economic evaluation. Conducted research in the area of health services research. Participate in service activities within the School, Health Sciences Center, University, and community. Advised and mentored students. Mentored junior faculty.

Accomplishments and Key Impacts: Designed and taught an introduction to public health course for Ph.D. studies.

April 2011-January 2012

Program Director
Health Policy and Systems Management
Louisiana State University Health Sciences Center
School of Public Health
New Orleans, Louisiana

Duties and Responsibilities: Coordinate all academic aspects of the Health Policy and Systems Management program. Provided leadership to the students, faculty, and staff of program. Mentored junior faculty. Represented the program on school committees and initiatives. Participated in preparation of self-study materials and site visit from the Council on Education of Public Health (CEPH).

Accomplishments and Key Impacts: Established a chapter of the Association of University Programs in Heath Administration.

June 2008-April 2011

Provost and Executive Vice President
University of Texas at Tyler
Tyler, Texas

Duties and Responsibilities: Provided leadership to the students, faculty, and staff of The University of Texas at Tyler, which consists of the Colleges of Arts and Sciences, Business and Technology, Education and Psychology, Engineering and Computer Science, Nursing and Health Sciences, and the Graduate School. Additionally, provided leadership to the honors program, the academic success program, the Robert R. Muntz Library, the Office of the University Registrar, the Office of Institutional Effectiveness and Assessment, the Longview University Center, and the Palestine campus. Coordinated academic activities, alumni affairs, research, and community outreach activities of the University. Coordinated academic programming, undergraduate and graduate. Managed a $60M budget, which included $14M of external grant funding. As the chief academic officer, Dr. Fos reported directly to the President and was responsible for guiding the university's efforts in academic programming, faculty development, and research. This included oversight and management of the recruitment, selection, evaluation, compensation, promotion, termination, and assignments of faculty and other academic personnel. Additionally, Dr. Fos recommended allocation of resources to the academic units and support
departments, and oversaw assessment of student academic achievement and institutional effectiveness for the purpose of program improvement. He also served as liaison with the offices of The University of Texas System and the Texas Higher Education Coordinating Board concerning academic issues.

**Accomplishments and Key Impacts:** a) lead the effort for the Southern Association of Colleges and Schools, Commission on Colleges, (SACS-COC) successful review for a substantive level change from Level IV to Level V, b) adoption of the Quality Enhancement Plan (QEP) called “Global Awareness Through Education,” which will internationalize the university curriculum, c) COC-SACS reaffirmation with no recommendations, including acceptance of the Quality Enhancement Plan d) establishment of the Office of Academic Success, which provides academic advising, supplemental instruction, as well as academic success counseling and programming for at-risk students, d) establishment of an honors programs, e) establishment of the Center for Research and Economic Development, f) establishment of the Office of Institutional Effectiveness and Assessment.

**June 2008-April 2011 Professor (with tenure)**

College of Nursing and Health Sciences  
Department of Health and Kinesiology  
The University of Texas at Tyler  
Tyler, Texas

**Duties and Responsibilities:** Taught courses, as needed, in business and healthcare administration, and epidemiology. Advised and mentored students as needed.

**September 2009-February 2011 Sam A. Lindsey Endowed Chair**

The University of Texas at Tyler  
Tyler, Texas

**Duties and Responsibilities:** This endowed chair is awarded to a recognized scholar in an academic discipline that is of strategic importance to the University. The holder of the chair is a scholar noted for research, teaching, and service. The endowment benefits the chair holder’s responsibilities in teaching, research, and teaching.

**July 2004-June 2008 Dean, College of Health**

The University of Southern Mississippi  
Hattiesburg, Mississippi

**Duties and Responsibilities:** Provided leadership to the students, faculty, and staff of the College of Health, which consists of the School of Nursing, School of Social Work, School of Human Performance and Recreation, Department of Medical Technology, Department of Community Health, Department of Speech and Hearing Sciences, Department of Nutrition and Food Systems, Applied Research Division of the National Food Services Management Institute and the Center for Research, Evaluation, Assessment and Training Services. Coordinated academic activities, alumni affairs, research, and community outreach activities of the College. Coordinated academic programs including: community health sciences, nutrition, dietetics, social work, nursing, medical technology, coaching education, exercise science, kinesiotherapy, physical education, recreation, therapeutic recreation, exercise science,
athletic training, sports management, interscholastic athletic administration, sport and high performance materials, speech pathology, audiology, and education of the deaf. Lead the College through accreditation self-studies and site visits, including the Commission on Colleges, Southern Association of Colleges and Schools (COC-SACS), NCATE, and discipline-specific accrediting bodies. Provided leadership in long-range planning, budgeting, fund raising, and other activities that foster outstanding teaching, research, and service within the College. Participated in faculty and student development for approximately 3,000 students and 335 full-time and part-time faculty and staff. Managed a $25.5M annual budget, which includes $17M of external grant funding and contributions.

Accomplishments and Key Impacts: a) development of new programs at the bachelor’s, master’s, and doctoral levels in Sport and High Performance Materials, Community Health Sciences, and Recreation and Leisure Studies; b) $14M from the external grants and contracts during the 2006-07 academic year, an increase of over 300% from the 2003-04 academic year; c) $16M from external grants and contracts during the 2007-08 academic year, an increase of 400% from the 2003-04 academic year, d) $2.1M from gifts and contributions during the 2006-07 academic year, an increase of 600% from the 2003-04 academic year; e) award of four U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA) grants to the School of Nursing equaling $3.2 (this is more than the cumulative grant awards to the School of Nursing since its inception, in 1978), with funding beginning in the 2006-07 academic year; f) establishment of the National Center for Spectator Sport Safety and Security which is funded by $5.2M of funding from the U.S. Department of Homeland Security and the Mississippi Office of Homeland Security; g) establishment of the Center for Research, Evaluation, Assessment, and Training Services which serves as a research center for the College of Health, the University, and the communities served by the University; h) establishment of the Dean’s Council, which is a group of alumni and other individuals who serve as advisors to the Dean, and assist the College in its efforts to achieve all strategic objectives; i) College of Health’s first National Institutes of Health grant for $1.5M, for a 3 year period beginning July 2008, j) establishment of a veterinary public health emphasis in the Council of Education for Public Health accredited Master of Public Health program in collaboration with the College of Veterinary Medicine at Mississippi State University; establishment of the Executive Master of Public Health program in Health Services Administration; k) selection by the Commissioner of the Mississippi Institutions of Higher Learning to serve as Chair of the Campus and Community Center Search Advisory Committee for the 9th President of The University of Southern Mississippi.

July 2004-June 2008  Professor (with tenure)
College of Health
Department of Community Health Sciences
The University of Southern Mississippi
Hattiesburg, Mississippi

Duties and Responsibilities: Taught courses in community health, health administration, decision sciences, health care negotiation, managerial epidemiology, and economic evaluation in the CEPH accreditation Master of Public Health program. Conducted research in health services research, including social epidemiology. Participated in service activities within the College, Department, University, and community. Advised and mentor junior faculty. Advise and mentor students as needed. Participated in preparation of accreditation self-study materials and site visits by accrediting bodies.
Accomplishments and Key Impacts: a) Principal Investigator of a $900,000 subcontract with the Mississippi Area Health Education Center, which is funded by the U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA) to establish the Southern Mississippi Area Health Education Center, b) development of an Executive Master of Public Health degree program in health services administration which began in August 2006 and is designed for experienced individuals working in healthcare.

March 2002-December 2002 Professor (with tenure) and Chair of Clinical Sciences, University of Nevada Las Vegas School of Dental Medicine Las Vegas, Nevada

Duties and Responsibilities: Directed a department of 15 faculty and staff in a startup School of Dental Medicine (inaugural class began August 2002). Participated in preparation of the American Dental Association’s Commission on Dental School Accreditation self-study materials and during site visit of the successful accreditation effort. Recruited and hired additional faculty in preparation for subsequent classes (75 students per year – 300 total students expected by Fall 2006). Developed, implemented, monitored, and managed departmental budgets. Developed and implemented curricula in the areas of Integrated Biosciences, Professional Studies, and Clinical Studies. Mentored faculty and coordinated faculty development. Developed and implemented School of Dental Medicine research plan and coordinated research activities. Taught classes in biostatistics, epidemiology, public health, and health care administration. Advised and mentored students. Worked with the School of Dental Medicine Dean, School of Dental Medicine department Chairs, University of Nevada Las Vegas Dean of the Graduate College, University of Nevada Las Vegas Senior Vice Provost, and University of Nevada Las Vegas Provost in establishing the School of Dental Medicine as an integral unit of the University.

Accomplishments and Key Impacts: a) development of the professional studies curriculum at the School of Dentistry at UNLV, which is intended to prepare healthcare professionals who are also clinicians.

July 2000-June 2004 Center Faculty Member Center for Health and Social Systems for the Elderly Tulane University Health Sciences Center School of Public Health and Tropical Medicine New Orleans, Louisiana

Duties and Responsibilities: Taught courses and conducted research in health care and social systems for the elderly in the United States and the World. Participated in international exchange programs in Russia, People’s Republic of China, Costa Rica, and Mexico.

Accomplishments and Key Impacts: a) assisted in establishment of international internships in France, People’s Republic of China, Taiwan, Russia, Honduras, and Mexico; b) initiated faculty appointments for international scholars.

August 1989-July 2005 Clinical Professor Xavier University of Louisiana College of Pharmacy
New Orleans, Louisiana

Duties and Responsibilities: Worked with faculty and staff in development of curricula and student research opportunities.

July 2000-March 2002  Assistant Dean for Undergraduate Relations
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
New Orleans, Louisiana

Duties and Responsibilities: Coordinated undergraduate relations with Tulane University, Dillard University, Loyola University of Louisiana, Our Lady of Holy Cross College, and Johns Hopkins University (these activities, in part, have lead to an undergraduate degree program in public health at Tulane University). Developed formal relationships with undergraduate programs at other universities. Served on the Dean’s Cabinet and Executive Committee. Assisted in developing the School’s strategic plan and institutional policy. Assisted in the School’s accreditation review by the Commission on Colleges, Southern Association of Colleges and Schools (SACS) and Council on Education for Public Health (CEPH). Assisted in development of decentralized budgeting model for the School of Public Health and Tropical Medicine.

Accomplishments and Key Impacts: a) establishment of 3-2 curricular models to engage undergraduates in careers in the health professions; b) initiation of the Dillard/Tulane 3-2 program in public health.

November 1999-June 2000 Special Assistant to the Dean for Undergraduate Relations
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
New Orleans, Louisiana

Duties and Responsibilities: Assisted the Dean in establishing formal relationships with undergraduate programs to engage undergraduates in careers in health professions.

November 1999-July 2000  Director
Institute for Health Services Research
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
New Orleans, Louisiana

Duties and Responsibilities: Directed the activities of the Institute, including supporting health services researchers by providing seed funding, searching for funding opportunities, and assisting grant proposal submission and grant award management.

Accomplishments and Key Impacts: a) initiated an internal grant program for health services research.

July 1998-March 2002  Master of Public Health Program Director
Tulane University Health Sciences Center
Duties and Responsibilities: Directed programmatic activities, including recruiting and admitting students, curricula development and management, student and faculty evaluation, developing and managing of programmatic budgets, student affairs, and career counseling. Participated in Southern Association of Colleges and Schools (SACS) and Council on Education for Public Health (CEPH) accreditation, and self-studies and site visits.

Accomplishments and Key Impacts: a) establishment of a 45-credit hour Master of Public Health curriculum.

July 1996-March 2002 Associate Professor (with tenure)
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
Department of Health Systems Management
New Orleans, Louisiana

Duties and Responsibilities: Taught courses in health administration, decision sciences, health care negotiation, managerial epidemiology, and economic evaluation. Conducted research in health services research. Participated in service activities within the School, Health Sciences Center, University, and community. Advised and mentored junior faculty. Advised and mentored students. Participated in preparation of self-study materials and site visit from the Commission on Accreditation of Health Management Education (CAHME).

Accomplishments and Key Impacts: a) served as Chair of the General Faculty in the School of Public Health and Tropical Medicine; b) served as a Senator in the Tulane University Senate; c) directed doctoral programs in the School of Public Health and Tropical Medicine.

July 1990-June 1996 Assistant Professor
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
Department of Health Systems Management
New Orleans, Louisiana

Duties and Responsibilities: Taught courses in health administration, decision sciences, health care negotiation, managerial epidemiology, and economic evaluation. Developed a research portfolio in health services research. Participated in service activities within the School, Health Sciences Center, University, and community. Advised and mentored students. Participated in preparation of self-study materials and site visit from the Commission on Accreditation of Health Management Education (CAHME).

May 1987-July 1988 Director of Executive Education Programs (Founding Director)
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
Department of Health Systems Management
New Orleans, Louisiana
Duties and Responsibilities: Directed programmatic activities, including recruiting and admitting students, curricula development and management, student and faculty evaluation, hiring faculty and staff, developing and managing of programmatic budgets, student affairs, and career counseling. These are the first executive education programs at Tulane University Health Sciences Center.

Accomplishments and Key Impacts: Developed and implemented the first executive education programs at Tulane University Health Sciences Center (these programs continue today).

ADJUNCT FACULTY POSITIONS

February 2002-Present
Adjunct Professor
University of Alabama Birmingham
School of Health Related Professions
Department of Health Administration
Birmingham, Alabama

Duties and Responsibilities: Teach courses, as needed, in health care for populations, managerial epidemiology, and health care administration. Participate in preparation of self-study materials and site visit from the Commission on Accreditation of Health Management Education (CAHME).

July 2003-Present
Visiting Scholar
Medical University of South Carolina
College of Health Professions
Department of Health Sciences and Research, Division of Healthcare Leadership
Charleston, South Carolina

Duties and Responsibilities: Teach doctoral program courses, as needed, in health care for populations, managerial epidemiology, and health care administration. Advise and mentor students as needed.

March 2002-September 2008
Adjunct Professor
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
Department of Health Systems Management
New Orleans, Louisiana

Duties and Responsibilities: Taught courses, as needed, in master’s and doctoral programs (residential, executive, and distance) in health care for populations, managerial epidemiology, decision analysis, health services research, and health care administration. Developed curricula in residential, executive, and distance programs. Assisted in preparation of accreditation materials and site visits from Commission on Accreditation of Health Management Education (CAHME). Advised and mentor students as needed.

July 2003-June 2008
Adjunct Professor
University of Mississippi Medical Center
School of Medicine
Department of Medicine
Jackson, Mississippi

Duties and Responsibilities: Assisted in grant development and teaching of residents and medical students.

July 1986-July 1990   Adjunct Assistant Professor
Tulane University Health Sciences Center
School of Public Health and Tropical Medicine
Department of Health Systems Management
New Orleans, Louisiana

Duties and Responsibilities: Taught courses in health administration, decision sciences, health care negotiation, managerial epidemiology, and economic evaluation. Advised and mentored students.

NON-ACADEMIC POSITIONS

January 2003-June 2004 Chief Science Office
Mississippi State Department of Health
Jackson, Mississippi

Duties and Responsibilities: Senior Deputy to the State Health Officer, and coordinated scientific endeavors at the Mississippi State Department of Health. These scientific endeavors included grant development and evaluation. The Mississippi State Department of Health annually receives grants and contracts from federal agencies and foundations in excess of $170 million. Directed supervision of over 200 employees and assisted the State Health Officer in managing a $280M annual budget, 2,300 people, and the operation of over 100 health clinics and WIC direct food distribution centers throughout the State of Mississippi. In addition to management, Chief Science Officer responsibilities included: a) shaping and directing the science policies and planning of the Mississippi State Department of Health, b) providing leadership and direction in the development, implementation, improvement and utilization of Mississippi State Department of Health capabilities in applied public health science and research, c) providing institutional leadership and guidance on scientific integrity and quality of the Mississippi State Department of Health’s research and programs, d) working with program directors to translate science outcomes into public health policy and practice, e) working with other agencies and the academic community to enhance collaboration with other agencies and institutions. Management responsibilities from January to September 2003 included the Office of Health Informatics (Vital Records, Public Health Statistics, Patient Information Management System, and Technology Infrastructure Support), and the Office of Science and Evaluation. From September 2003 through June 2004, managerial responsibilities included the Office of Science and Evaluation and the Office of Health Decision Science. Other duties and responsibilities included: Director of the Institutional Review Board, Director of the Editorial Board, Liaison to Academic Partners, and Liaison to the Scientific Community.

Accomplishments and Key Impacts: a) establishment of the Office of Science and Evaluation; b) initiation of continuous quality improvement methods, including six-sigma analysis; c) introduction of decision analytic techniques to decision making.
PROFESSIONAL CLINICAL EXPERIENCE

July 1976- July 1986  Private Practice of dentistry
Licensure in Louisiana (by examination)

Duties and Responsibilities: Maintained a general dentistry practice in the metropolitan New Orleans area.

March 1977- July 1986 City of New Orleans - Bureau of Health
Part-time pediatric dentistry

Duties and Responsibilities: Treated medically indigent children at community health clinics in the City of New Orleans.

TEACHING EXPERIENCE

COURSES TAUGHT

Louisiana State University Health Sciences Center, New Orleans
School of Public Health

PUBH 6500 Essentials of Public Health

The University of Southern Mississippi, College of Health

CHS 601  Introduction to Community Health Practice
CHS 622  Epidemiology
CHS 622  Managerial Epidemiology

Tulane University Health Sciences Center
School of Public Health and Tropical Medicine

BIOS 605  Methods of Research and Evaluation
EMHA 624  Data and Decision Analysis III: Epidemiology
EMHA 674  Executive Decision Making
EMHA 733  Negotiation for Health Care
EMMM 601 Managerial Epidemiology
EMMM 701 Applied Managerial Epidemiology
EMMM 702 Applied Epidemiologic Analysis for Physician Managers
EPID 601  Principles of Epidemiology
EPID 602  Managerial Epidemiology
ESCD 701 Health Care for Populations
ESCD 734  Decision Analysis and Advanced Utility Theory
HSMG 602 Public Health Applications for Health Care Managers
HSMG 603 Principles of Management
HSMG 674 Decision Models
HSMG 633 Health Care Negotiation
HSMG 718 Cases Studies in Health Systems Management
HSMG 773 Expert Systems for Health Care
HSMG 774 Models of Benefit and Effectiveness in Health Services Research
HSMG 733 Negotiation Analysis

Louisiana State University Health Sciences Center
School of Dentistry

Professional Development II

University of Alabama at Birmingham
School of Health Related Professions

HA 615 Human Health and Disease

University of St. Thomas
Graduate School of Business

MGPM 519 Community Health

University of Nevada Las Vegas
School of Dental Medicine

DEN 7100  Biostatistics in Oral Health Sciences
DEN 7105  Epidemiology in Oral Health Sciences
DEN 7158  Health Care Practice: Risk, Consent & Outcomes
DEN 7509  Patient Compliance Integration Seminar
DEN 7510  Health Systems Integration Seminar

Medical University of South Carolina
College of Health Professions

HAP 802  Global and Community Health

University of Wisconsin, Madison
School of Medicine

Epidemiology
STUDENT ADVISING

Louisiana State University Health Sciences Center, New Orleans
School of Public Health

Master’s Students  July 2011-Present  11 students

Tulane University Health Sciences Center
School of Public Health and Tropical Medicine

Master’s Students  July 1986-March 2002  300 students
Doctoral Students  July 1986-Present  45 students
Doctoral Committees (Ph.D., Dr.P.H., Sc.D.)  Member: 31
Chair: 14

University of Nevada Las Vegas
School of Dental Medicine

Dentistry Students  March 2002-December 2002  38 students

SCHOLARLY PRODUCTIVITY

BOOKS


   This book reveals how the science of epidemiology (the study of the causes, distribution, and control of disease in a population) can be implemented to lead all health care organizations. This book serves as an essential resource to understand the linkages between clinical medicine and management of health care services.


   This book provides a thorough and comprehensive understanding of the application of epidemiologic principles to the delivery of health care services and the management of health care organizations. The principles presented in this book are essential for the transition of health administration to an evidence-based practice. This book demonstrates how health care executives can incorporate the practice of epidemiology into management functions.

This book provides a thorough and comprehensive understanding of the application of epidemiologic principles to the delivery of health care services and the management of health care organizations. The principles presented in this book are essential for the transition of health administration to an evidence-based practice. This book demonstrates how health care executives can incorporate the practice of epidemiology into management functions.


This book provides an introduction to epidemiology and its role as the basic science of public health. The target audience is undergraduates and high-achieving high school students who are having their first exposure to epidemiology and public health as disciplines. This book presents basic epidemiologic principles and demonstrates the importance of integration of these principles into the science of public health.

**BOOK CHAPTERS**


**PEER-REVIEWED PUBLICATIONS**


TECHNICAL REPORTS AND WHITE PAPERS


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**PEER-REVIEWED ABSTRACTS/PAPER PRESENTATIONS**


8. “Primary Health Care Stakeholders’ Preferences: A Decision Analytic Approach to Setting Priorities Among Louisiana Health Professional Shortage Areas.” Health Services Research 11th Annual Meeting, June 1994 (with M. Zúniga)


22. “Data mining a diabetic data warehouse: younger age is a key predictor for bad HgbA1c values.” Society of Teachers of Family Medicine, April 2002 (with J. Breault and C. Goodall).


INTERNATIONAL, NATIONAL, REGIONAL INVITED PRESENTATIONS


20. “Predicting Sports-related Dental Traumatic Injuries,” Department of Pediatric Dentistry and Developmental Sciences, School of Dental Medicine, University of Pittsburgh, February 2001.

22. “Social epidemiology: impact on disparities,” 2nd Annual Conference on Eliminating Health Disparities in Mississippi, Institute of Epidemiology and Health Services Research, Jackson State University, Jackson, Mississippi, October 2003.


27. Guest Panelist, 2nd Annual Mississippi Area Health Education Symposium, August 2006.


MAJOR FUNDED RESEARCH PROJECTS


4. Project Director. Development of a computer arcade game to teach teenagers consequences of sexual decision making, Jewish Endowment Foundation, $10,000, May 1986-July 1987


6. Project Director. Design and development of a computer aid for the acquisition of medical practices by management entities, American Medical International (AMI), $5,000, October 1986-July 1987


8. Co-investigator. Develop health care delivery system planning for HIV-infected people in Louisiana, Health Resources and Services Administration (HRSA), $16,000, October 1989-October 1990
9. **Principal Investigator.** Development of profiles of public health services and health indicators for the State of Louisiana, Louisiana Department of Health and Hospitals, Office of Public Health (OPH), $37,600, July 1991-June 1992

10. **Principal Investigator.** Development of Primary Care Access Plan Report for the State of Louisiana, Department of Health and Hospitals, (DHH), $25,000, February 1992-March 1993


13. **Co-investigator.** Assessment of the Purizer process with respect to treatment/disinfection of water, wastewater, and combined sewer overflows, Purzier Corporation, $169,000, October 2000 to September 2001.

14. **Co-Principal Investigator.** Development of a comprehensive database and conducting a needs assessment for the blind and visually impaired community in New Orleans and the surrounding parishes, Baptist Community Ministries, $100,000, October 2000 to September 2001


17. **Principal Investigator,** “The Southern Mississippi Area Health Education Center.” Mississippi Area Health Education Centers (AHEC), United States Department of Health and Human Services, Health Resources and Services Administration (HRSA), $900,000. October 2006 to June 2008.


19. **Co-investigator,** “Public Health Finance: Providing knowledge through research and practice to strengthen the public health system. “A national project to build on previous foundation funded efforts to increase the production, dissemination, and translation of findings on public health finance to strengthen the public health system. Robert Wood Johnson Foundation, $639,000, March 2007 to January 2010.

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES

American Public Health Association 1982-Present

Academy for Sports Dentistry 1998-2006

   Member, Board of Directors, 2001-2005

American Society of Dentistry for Children 1973-2000

   Member, Executive Council, 1984-1987
   Trustee, Board of Trustees, 1990-1996
   Secretary-Treasurer, 1992-1993
   Vice-President, 1993-1994
   President-Elect, 1994-1995
   President, 1995-1996
   Interim Executive Director, 1996-1998
   Executive Director, 1998-2000

American Dental Association – 1972-Present

Mississippi Public Health Association – 2002-2005

National Advisory Board, Center for Spectator Sport Security Management – May 2007-Present

Society for Medical Decision Making – 1987-2006

Delta Omega Public Health Honorary Society, Eta Chapter (Tulane University) 1991-2002

   Member, Nominating Committee, July 1991- March 2002
   Secretary, 1995
   Vice-President, 1996
   President, 1997

Delta Omega Public Health Honorary Society (LSU) April 2011-Present

Association of University Programs in Healthcare Administration 1989-2002; 2011-Present
American Association of State Colleges and Universities, January 2012-Present

Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC)

**Reviewer**, 2012-Present

**Member**, Peer Review Advisory Board (three year term), 2013-Present

**COMMUNITY/INDUSTRY ACTIVITIES**

**Member**, Headmaster's Council, Holy Cross High School, New Orleans, Louisiana (1990-1999)

**Member**, Local Committee, United States Olympic Track and Field Trials, New Orleans, Louisiana (1992)


**Member**, Mayor Marc Morial’s Transition Team, New Orleans, Louisiana (1994)

**Member**, Huntridge Teen Clinic, Las Vegas, Nevada (2002)

**Member**, Mississippi Department of Health Preventive Block Grant Advisory Committee (2003-2008)

**Member**, Rotary International, Hattiesburg, Mississippi (2005-2008)

**Member**, Education Committee, Board of Directors, Holy Cross High School, New Orleans, Louisiana (2007-2008)

**Member**, Mississippi Tobacco Prevention Advisory Council (2006-2008)

**Member**, National Center for Spectator Sport Safety and Security Advisory Board, (2007-Present)

**Secretary**, National Center for Spectator Sport Safety and Security Advisory Board, (2008-Present)

**Member**, Tyler Texas P-16 Council Executive Board (June 2008-April 2011)

**Member**, Board of Directors, St. Luke’s Episcopal Health Charities (January 2010-April 2011)

**Member**, Greater New Orleans, Inc., (January 2012-Present)

**Member**, Business Council of New Orleans and the River Region (January 2012-Present)

**Trustee**, The National World War II Museum Board of Trustees (January 2012-Present)

**Member**, the Louisiana Committee of 100 for Economic Development (April 2013-Present)

**Member**, Selection Committee for Sewerage and Water Board Members, City of New Orleans, as mandated by Louisiana State Stature (July 2013-Present)
GRANTS REVIEWER

Grants and Contracts, Veterans Administration

Grants and Contracts, Association of Schools of Public Health

EDITORIAL BOARDS

AD-Hoc Editorial Board, Journal of Health and Human Service Administration

AD HOC JOURNAL REVIEWER

The American Journal of Managed Care

Annals of Epidemiology

Hospital and Health Administration Research

Inquiry

Interfaces

Jossey-Bass Publishers, a John Wiley & Sons Imprint

Journal of Asthma & Allergy Educators

Journal of General Dentistry

Journal of Healthcare Administration Education

Journal of Health Care Finance

Journal of Health and Human Service Administration

Journal of Health Care Management

Journal of Public Health Management and Practice

Medical Decision Making

Quality of Life Research
HONORS AND AWARDS

Fellow, American Society of Dentistry for Children, 1985

Member, Delta Omega Public Health Honor Society, 1991-Present

Excellence in Teaching Award, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, 1990-1991

Best Faculty Member Award, Executive Master of Health Administration Program, April 1993

Teaching Scholar Award, Tulane University Health Sciences Center, 2000

Society of Teaching Scholars, Tulane University Health Sciences Center, 2000

Presidential Certificate for Teaching Excellence for Senior Faculty Teaching Award in a Graduate or Professional Education Program, Tulane University, 2000

Distinguished Service Award, American Society of Dentistry for Children, 2000

Presidential Certificate for Dissertation Director Award in a Graduate or Professional Education Program, Tulane University, 2001

Outstanding Administrator Award, The University of Southern Mississippi, 2007.

Phi Kappa Phi, The University of New Orleans, 2012

Golden Key International Honor Society, The University of New Orleans, 2013

UNIVERSITY, SCHOOL, AND DEPARTMENTAL COMMITTEES

TULANE UNIVERSITY

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Ad Hoc Committee on Computing, July 1987-July 1993

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Curriculum Committee, July 1991-June 1992

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Faculty Search Committee, July 1990-June 1991

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Grievance Committee, July 1990-June 1995
Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Student Affairs and Advising, July 1991-June 1992

Director, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Doctoral Studies, July 1991-June 1996

Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Grievance Committee, July 1992-June 1993

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Doctoral Program Committee, July 1992- March 2002

Member, Tulane University Senate Committee on Salary and Benefits, July 1992-June 1995
Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Committee on Information Systems and Technology, July 1993- March 2002

Member, Tulane University Health Sciences Center, Community Health Care Strategic Development Plan Task Force, April 1993-June 1995.

Vice-Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, General Faculty, July 1993-June 1994.

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Council on Education of Public Health Site Visit Steering Committee, July 1993-June 1995

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Executive Faculty, July 1993-June 1995

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Council on Education of Public Health Site Visit Subcommittee on By-Laws and Constitution, July 1993-June 1995

Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, General Faculty, July 1994-June 1995

Member, Tulane University Health Sciences Center Academic Planning Group, July 1994-September 1995

Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Doctoral Program Committee, July 1995-June 1996

Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Faculty Evaluation and Development Committee, July 1995-June 1996

President, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Honor Board, July 1995-June 1996

Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, General Faculty Nominating Committee, July 1995-June 1996
Member, Tulane University Health Sciences Center Strategic Planning Committee, January 1995-September 1995

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Epidemiology Chair Search Committee, School of Public Health and Tropical Medicine, July 1997-July 1999

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Epidemiology, Copes Endowed Chair Search Committee, School of Public Health and Tropical Medicine, July 1997-July 1999

Member, Tulane University Health Sciences Center, Chancellor’s Teaching Excellence Selection Committee, School of Public Health and Tropical Medicine, July 1997-June 1998

Member, Tulane University Health Sciences Center, Senior Vice-President’s Teaching Excellence Selection Committee, School of Public Health and Tropical Medicine, July 1998-March 2002

University Senator, Tulane University Faculty Senate, July 1998-June 2001

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Executive Faculty, July 2000-March 2002

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Dean’s Cabinet, July 2000-March 2002

Member, Tulane University, Committee on Educational Policy, July 2000-March 2002

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Faculty Governance Committee, July 2000-March 2002

Member, Tulane University, Murphy Institute of Political Economy Task Force, July 2000-March 2002

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Operations Committee, July 2000-March 2002

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Curriculum Committee, July 2000-March 2002

Chair, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Admissions Committee, January 2001-March 2002

Member, Tulane University, Undergraduate Education Council, July 2000-March 2002

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Personnel and Honors Committee, July 2000-March 2002

Member, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine Council on Education of Public Health Accreditation Self-Study Committee (representative from the Department of Health Systems Management), July 2001-March 2002
**Member**, Tulane University Health Sciences Center, School of Public Health and Tropical Medicine, Department of Health Systems Management Doctoral Committee, August 2001- March 2002

**UNIVERSITY OF NEVADA LAS VEGAS**

**Chair**, School of Dental Medicine Research Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Faculty Search Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Accreditation Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Dean’s Executive Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Academic Affairs Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Curriculum Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Tenure and Promotion Committee, March 2002- December 2002

**Member**, School of Dental Medicine Standards of Care Committee, March 2002 – December 2002

**Member**, School of Dental Medicine Chairs and Directors Committee, March 2002 – December 2002

**Member**, University of Nevada Las Vegas, Provost’s Search Committee for Proposal Development Specialist, March 2002 – December 2002

**THE UNIVERSITY OF SOUTHERN MISSISSIPPI**

**Member**, Executive Cabinet, July 2004-June 2008

**Member**, Graduate Faculty, July 2004- June 2008

**Member**, Academic Council, July 2004- June 2008

**Member**, Graduate Council, July 2004- June 2008

**Member**, Provost Council, July 2004- June 2008

**Member**, Council of Deans, July 2004- June 2008

**Academic Advisor**, Delta Mu Chapter, Pi Kappa Alpha Fraternity, July 2004-June 2007

**Member**, Provost Search Committee, August 2004-March 2005

**Member**, University Calendar Committee, August 2004- June 2008

**Member**, iTech IT Board of Directors, January 2005-July 2005

**Member**, iTech IT Advisory Council, January 2005- June 2008
Member, Distance Learning Committee, January 2005- June 2008

Member, National Advisory Committee, National Food Services Management Institute, January 2005- June 2008

Member, Intercollegiate Athletics Faculty Advisory Board, November 2005- June 2008

Member, Teaching Evaluation Committee, July 2005- June 2008

Chapter Advisor, Delta Mu Chapter, Pi Kappa Alpha Fraternity, January 2006-June 2007

Member, University Shared Governance Committee, July 2006- June 2008

Chair, Campus Search Advisory Committee, Mississippi Institutions of Higher Learning Search Committee for the 8th President of The University of Southern Mississippi, November 2006- April 2007

Chair, Dean Search Committee, College of Business, October 2007- June 2008

THE UNIVERSITY OF TEXAS AT TYLER

Chair, Council of Academic Deans, June 2008 – April 2011

Chair, Space Allocation Committee, June 2008 – April 2011

Member, President Executive Cabinet, June 2009 - April 2011

Member, President’s Cabinet, June 2008 – April 2011

Member, President’s Council, June 2008 - April 2011

Chair, Handbook of Operating Procedures Committee, June 2008 - April 2011

Member, University Council, June 2008 – April 2011

Member, Internal Audit Committee, June 2008 – April 2011

Member, SACS Reaffirmation Steering Committee, June 2008-2010

Member, Texas Council of Chief Academic Officers (TCCAO), June 2008-April 2011

Member, Association of Chief Academic Officers of the Southern States (ACAOSS), December 2009-April 2011

Chair, Academic Reorganization and Revitalization Task Force, February 2010-April 2011
LSU HEALTH SCIENCES CENTER

**Member**, School of Public Health, Administration Council, April 2011-Present

**Member**, School Public Health, CEPH Self-study Steering Committee, April 2011-Present

**Member**, School of Public Health, Strategic Planning Committee, April 2011-Present

**Chair**, School of Public Health, Health Policy and Systems Management Admissions Committee, April 2011-Present

THE UNIVERSITY OF NEW ORLEANS

**Member**, Presidents Council, The University of Louisiana System, January 2012-Present

**Chair**, the University Executive Cabinet, January 2012-Present

**Chair**, the University Cabinet, January 2012-Present

**Chair**, the University Council, January 2012-Present

**Chair**, SACSCOC Reaffirmation Steering Committee, May 2013-Present

**Member** (ex officio), Faculty Governance Committee, March 2014-Present
ACADEMIC CREDENTIALS

Instructor of Pharmacy, Xavier University of Louisiana College of Pharmacy, 1979-1983

Assistant to the Dean and Director of Tutorial Services, Xavier University of Louisiana College of Pharmacy, 1979-1982

Assistant Dean for Student Affairs, Xavier University of Louisiana College of Pharmacy, 1983-1984

Director of the Professional Experience Program, Xavier University of Louisiana College of Pharmacy, 1988-1990

Assistant Professor of Pharmacy Administration, Xavier University of Louisiana College of Pharmacy, 1983-December 1998

Associate Member of Graduate Faculty, Xavier University of Louisiana Graduate School, February 1989-December 1998

Discipline Coordinator and Charter Fellow, Louisiana State University Medical Center, Louisiana Geriatric Center, 1989 - 1994

Assistant Professor of Pharmacy, Clinical Pharmacist / Preceptor, Lafon Nursing Home of the Holy Family, 1990-1992

Coordinator of the Post-Baccalaureate Pharm.D. Program and Continuing Education, Xavier University of Louisiana College of Pharmacy, February 1992-June 1997

Manager, Pharmacy External Programs, Xavier University of Louisiana College of Pharmacy June 1997 - December 1998

Adjunct Assistant Professor in the Department of Health Systems Management, Tulane University School of Public Health and Tropical Medicine, January 1993-January 2011

Executive Director, Louisiana Pharmacy Technician Training Consortium December 1997 - December 1998

Coordinator, Public Health Department, Division of the Natural Sciences, Dillard University August 1999 - October 1999

Associate Professor, Division of Public Health, Division of the Natural Sciences, Dillard University, January 1999 – December 2010 (March 24, 2003 – Tenured)

Chairperson, Public Health Department, Division of the Natural Sciences, Dillard University October 1999 – June, 2010

Assistant Dean, Division of the Natural Sciences, Dillard University, August 2000- June, 2010
Chairperson & Associate Professor, School of Public Health, Dillard University, 
July 1, 2010 - December, 2010

Chief of Staff, Tuskegee University, Office of the President, January 3, 2011 – June 30, 2012
Associate Professor of Public Health (Tenured), Adjunct Associate Professor, MPH program, Tuskegee University

Executive Assistant to the President, The University of New Orleans, Office of the President, July 2, 2012 – present
Associate Professor of the Department of Educational Leadership, Counseling and Foundations, University of New Orleans (May 31, 2013 - Tenured)

EDUCATIONAL CREDENTIALS

Dr. P.H., Tulane University School of Public Health & Tropical Medicine, December 1988

M.P.H., Tulane University School of Public Health & Tropical Medicine, May 1979

B.S. in Pharmacy, Xavier University of Louisiana College of Pharmacy, May 1977

PROFESSIONAL HONORS

Alpha Kappa Mu Honor Society, Xavier University, 1974

Kappa Epsilon Award - For advising and showing concern and sisterhood for the members of Kappa Epsilon, 1981

Lawrence Ferring Award, Outstanding Teacher of the Year - showing professionalism and concern for students (voted by COP student body), 1981

Rho Chi Society - Pharmacy Honor Society, Initiated as an active member, 1984

Lawrence Ferring Faculty Award, for Professionalism and Student Concern, 1988-89

Women in Pharmacy Leadership, Lambda Kappa Sigma, Henderson, Nevada, May 1992


Delta Omega Honorary Society in Public Health - Tulane University School of Public Health and Tropical Medicine, 1994

Unicorn Award, Kappa Epsilon Fraternity for Women, for Alumnae Service to the Fraternity, July 1995

DU Lamp Award, Commitment To Excellence In Chairmanship To The DU-LAMP Advisory Council, April, 2002, 2003, 2004
Excellence In Service Award, Outstanding Service to the University & Community, Dillard University Faculty Awards Ceremony, April 2003

Excellence In Research Award, Outstanding Proposal for the Division of the Natural Sciences & Public Health, Dillard University Faculty Awards Ceremony, April 2003

Unsung Shero Award, Alpha Phi Alpha Women’s Appreciation Honors, Alpha Phi Alpha Fraternity, Inc. Gamma Phi Chapter, Tuskegee University, March 2012

PROFESSIONAL LICENSURE

State of Louisiana Board of Pharmacy - License #011064

Affiliations
Alpha Kappa Alpha Sorority
American Public Health Association
American Society of Hospital Pharmacists
Kappa Epsilon Fraternity for Women
Louisiana Society of Hospital Pharmacists
National Council on Aging
Rho Chi Pharmaceutical Honor Society
Upsilon Phi Delta Public Health Honor Society

TEACHING EXPERIENCE

Have taught in the division of Pharmacy Administration. Course included Public Health and Public Health Administration. Academic year 1988-90 taught as Assistant Professor of Pharmacy Practice. Spring semester 1989 developed and taught the first geriatric course (The Pharmacists’ Role in Providing Health Care to the Aged) in the College of Pharmacy. Fall 1990 developed the first geriatric clinical clerkship at Lafon Nursing Home of the Holy Family and was clinical preceptor at this facility.

Restructured the curriculum(s) in the area of Public Health. Restructuring of the curriculum was based on accreditation guidelines as set forth within each area of public health.

ACADEMIC ACTIVITIES - TEACHING RESPONSIBILITIES

Fall 1979  Instructor:  Public Health, Pharmaceutics Laboratory, Pharmacy Seminar  Xavier University of Louisiana, College of Pharmacy

Revision of Public Health course included:

• Update of lecture and instructional material as related to the profession of pharmacy;
• Addition of guest speakers in the area of Public Health;
• Addition of projects (topics devised according to current public health material); and
• Provide time for student oral presentation of assigned project(s).
• Updating of Pharmaceutics Laboratory instructional materials, lab assignments and
product mixtures.

Updating of Pharmacy Seminar included:

- Revision of topics as related to current standards of practice of Pharmacy;
- Devised standards for project assignment and oral presentation of project, and
- Addition of guest speakers from community, hospital and other types of pharmacies.

Spring 1980 - 1982  Appointed by Dean McKenna as Assistant to the Dean of Pharmacy and Director of the Pharmacy Tutorial Center

Maintained teaching position: Public Health Course

- Updated lecture material (annual basis) due to changes in the Public Health field
- Increased the number of guest speakers through community resources
- Revised project topics according to current materials and suggestions from student evaluations
- Provided more class discussion (after reading selected articles)
- Student evaluations - student commented on the assigned projects and discussion periods as being a learning experience additional to lectures (Fall 1981)

1983 - 1984  Rank changed to Assistant Professor; Remained Director of Tutorial Center, Spring 1983

1983 - 1984  Appointed as Assistant Dean for Student Affairs

Remained instructor of Public Health course, revision included:

- Annual update of lecture material,
- Revision of guest speakers,
- Revision of project topics and presentation of assigned projects
- addition of a book (Handbook of Community Medicine) which was at such a level, that the students did not have difficulty in comprehending the readings. Comments from student evaluations were taken into account when lecture and instructional material was revised.

Fall 1984 - Spring 1988
Educational Leave - Entered Tulane University School of Public Health & Tropical Medicine - doctoral program

Fall 1988 - 1990
Instructor: Pharmacy Practice Lecture, Laboratory (Fall & Summer Sessions)

Lecture course consisted of the following topics:
I have added to the course - two lectures/one lab on Compounding (Dermatological products), a visitation of Drug Enforcement agent, Total Parenteral Nutrition Specialist, and Speech Instructor for Communications.

The lecture consists of the theory portion of the above topics; whereby, the laboratory course is the practical portion. With the construction of the model pharmacy (in lab) the students are able to fill prescriptions. This assimilated pharmacy gives the student the opportunity to work (hands on experience) through every step of processing the prescription including counseling the patient (videotaping). I have also devised a preparatory sheet which prepares the student before actually using the computer to type the prescription label. The preparatory sheet asks for information to counsel the patient (the student gathers information from library sources).

Fall 1989 - 1990    Annual update of "Top 200" List of Drugs most prescribed

Fall 1989 - 1990    Incorporated new state laws into the processing of a prescription

Spring 1989    Developed and offered a geriatric course for pharmacy students; "The Pharmacists' Role in Providing Health Care to the Aged:

I have developed the course goals, objectives, topics to be offered, guest speakers and field trips. The field trips consisted of a visit to a nursing home facility, Spectrum pharmacy that provides pharmaceutical services to fourteen nursing homes in the New Orleans area, and a Senior Citizens Center.

I have also been working on the development of a set of modules for the course. I have a required textbook, "Pharmacy Practice and the Geriatric Patient." I have also met with the pharmacy librarian in deciding on journals in this area to serve as a resource for this course. The pharmacy students will be required to submit a special project and an oral presentation of the paper.

Spring 1990

I added guest lecturers - a Social Worker and Nutrition Specialist. Also, I increased the number of field trips. Field trips included visits to: Chateau de Notre Dame Nursing Home/Apts/Group Homes, Spectrum Pharmaceutical Services, Carrollton-Hollygrove Senior Center (funded by Marion Merrell Dow), and Methodist Hospital - Skilled Nursing Facility - Discharge Plan.

Research Course
Student delivered a final paper and oral presentation to the Geriatric Class

**Fall 1990** Establish a *Geriatric Clinical Clerkship* at Lafon Nursing Home of The Holy Family, 6900 Chef Menteur Highway

- attended initial meeting with administrator to explain the goals and objectives of the Professional Experience Program Clerkships
- introduced legal contract to administrator
- organized meeting of Chairman, Clinical Division, Administrator and Director of Nursing of Lafon
- attended meeting of administrator and head of each department at Lafon to explain the program and ask for assistance to be part of the orientation program for pharmacy students
- met with Medical Director - presently meeting with other physicians (Dermatologists, Podiatrist, Ophthalmologist)
- collected information (medical history, physical exam, diagnosis, medications, lab, etc.) from chart of each resident- (171 residents)
- attended Quality Assurance meeting(s), Pharmacy Committee meeting(s), and Drug Utilization Review Committee meeting(s)

Students were involved in all committee meetings, round with physicians and became familiar with all departments (physical therapy, speech therapy, social work, dietary, dentistry, etc.). The students were assigned to certain residents and had direct contact with resident(s).

**February 1992 - December 1998**

Appointed Coordinator of Post-Graduate Education in the College of Pharmacy

- Director of Continuing Education
- Director of Post-Baccalaureate Doctor of Pharmacy Program
- Director of Consultant Pharmacist Certificate Program

January 1999 – April 2010

Appointed Chairperson of Public Health Department in the Division of the Natural Sciences and Public Health (Dillard University)

- Initiation and Development of 3-2 Dillard\Tulane University program
- Restructuring of curriculum to meet accreditation guidelines within the areas of public health
- Development of syllabus for new courses
- Supervision of Public Health faculty

August 2000 – April 2010

Appointed Assistant Dean of the Division of the Natural Science
May 2010 – December 2010

Appointed Chair of the School of Public Health (Dillard University)

August 2000 – December 2010

Appointed Adjunct Associate Professor at Tulane University School of Public Health & Tropical Medicine in the Department of Health Systems Management

November 2005

Awarded Full Certification Undergraduate Membership in the Association of University Programs in Health Administration (Full accreditation of the Health Systems Management/Health Administration Program in the Public Health Department at Dillard University

COMMITTEE ASSIGNMENTS

College of Pharmacy

Academic Standing Committee - Chairperson (1982-84)
- calculated COP GPA of all students
- those students placed on probation were sent a letter informing of their status, prior to registration

Admissions (1982-84)
- calculated GPA of those XU student's to enter COP

Computer Committee - Chairperson (1982-84)
- computer terminals in Pharmacy department
- computer sessions - (Saturdays, 9am-4pm)
- computer seminar - May 1982
- computer course - Spring 1983


Pre-Health Committee (1982-84)

Advisor
- Professional Pan-Hellenic Student Council (1980-81)

- calculate GPA’s of those to enter Post-Baccalaureate Pharm.D. program
- prepare all materials for review
Continuing Education Committee, Chairperson - (1992 - 1998)
  • set-up program for pharmacists in state
  • recruit financial support for programs

  • prepare all candidates folders for review

Honors and Awards, Chairperson (1995 - 1998)
  • set up Honors and Awards Program for graduates
  • Poll faculty for candidates for Honors and Awards

Graduate Studies, Chairperson (1999 – 2010)
  • keep graduate information updated for students
  • inform students of various programs (graduate & summer internships)
  • construct informational bulletin board
  • invite graduate school recruiters to visit with various majors

**University**

Advising Committee (1981-83)
  • developed, as a committee, an advisor's manual
  • panel - Faculty Institute of Fall 1982; introduced contents of manual
  • Computer sub-committee

Fall 1988 - Fall 1998
  • Admissions Committee for COP-Chairperson (1990-91)
  • Admissions for Pharm.D. program-Chairperson (1992-98)
  • Steering Committee - accreditiation of COP (1988-89)
  • NABPLEX review - Chairperson (1990-91)
  • University Honors and Awards (1990)
  • Pharm.D. Student Research Committee - Chairperson (1989-91)
  • AdHoc committee - develop New Definition for Pharmacy Practice
  • PCLN Review Task AdHoc Committee
  • Committees for development of new curriculum modules
  • ACPE Steering Committee Site Team Visitation
  • University Wellness Week Committee, 1989

**Dillard University**

Spring 1999
  • Natural Science Graduating Seniors Honors & Awards Program Committee, Co-chairperson

Fall 2000 – December 2010
  • Student Grievance Committee (2000)
• LS-LAMP Campus Council, Chairperson (Fall 2000 – present)
• Representative and coordinator for the Division of Natural Sciences & Public
  Health Open House Program ( Spring 2000, Spring 2001)
• The Division of the Natural Sciences & Public Health Faculty Search
  Committee, Chairperson (Fall 2000 – present)
• University Early Registration Committee ( Fall 2000)
• University Catalog Committee (Fall 2000 -2001, Fall 2002)
• Honors Day Convocation 2001 Planning Committee
• Faculty Awards Committee (Spring 2000 – 2006)
• Faculty Career Advisory Committee (Fall 2000)
• Faculty Enhancement Committee (2001-2002)
• Task Force on Ventilation Hoods for Chemistry & Biology ( Spring 2001 –
  2005)
• Faculty & Trustee Liaison Committee (Academic yr 2000-2001 – re-elected for
• Division of the Natural Sciences & Public Health Graduate School Advisory
  Committee, Chairperson (Academic yr 2000-01, Co-chair 2001-02)
• Faculty Awards Committee, Co-Chair ( 2000- 2006)
• Division of the Natural Sciences & Public Health Search Committee,
  Chairperson
• Division of the Natural Sciences & Public Health Faculty Representative to
  meet Visiting Team of the Commission on Black Colleges/University Senate, The
  United Methodist Church (11/2/2000)
• Division of the Natural Sciences & Public Health Representative to campus
  visit of the University of Nebraska Graduate School, Dept. of Pharmacology
  (10/26/2000)
• HBCU Administrator Visit to University of Arkansas (1/18-20/01)
• Student Retention Task Force (Academic yr 2001-2002 – present)
• Administrator Visit to the University of Nebraska Medical School (8/5-
  6/2002)
• Member of the Center for Student Performance Council (Fall 2002)
• Member of Chairperson’s Council (2003- present)
• University Curriculum Committee ( 2003-04)
• Upsilon Phi Delta, Public Health Honor Society, Advisor (2005-present)
• Leadership Team for SACS Review (2009-2010)
• Faculty Senate, Vice President (2008-09)
• Faculty Senate, President (2009-10)
• Faculty Senate, Past President (2010-2011)

ADMINISTRATIVE EXPERIENCE
Directed and supervised recruitment, career planning and academic advising of all pre-pharmacy and pharmacy students. Coordinated the Retention Program for pre-pharmacy and pharmacy students. Compiled the Xavier University of Louisiana College of Pharmacy Student Handbook, prepared class schedules and published newsletters. Served as a special advisor to the Dean on all student related matters. Provided and maintained tutorial services. Coordinated HCOP Summer Program for students enrolling as a first year pharmacy student.

Directed and supervised the Consultant Pharmacist certificate Program. The Consultant Pharmacist Certificate Program is a year-long curricular-based continuing education certificate program for pharmacists whose practice focus is in monitoring drug therapy of elderly patients residing in long-term care facilities.

Implemented, coordinated and directed the pharmacy technician review program and training. Also assisted in the development of the Pharmacy Technician Manual.
Chairperson of the Public Health Department in the Division of the Natural Sciences, Dillard University. Compiled the Public Health Student Handbook and Public Health Internship Manual, prepare class schedule and revamped Public Health curriculum.

Named Commissioner of the Police Department at Tuskegee University. The Chief of Police reported to the Chief of Staff, Office of the President. Involved in decision making in the operations of the police department, approved budget, and worked to improve the outside funding for the department.

Curriculum Consultant to the University of New Orleans College of Business Administration B.S. program in Health Care Administration. Supervise the UNO Police Department, Lakefront Arena, Lindy Boggs Conference Center and Campus Booking.

GENERAL PHARMACY EXPERIENCE

Over ten years of experience in mostly out-patient - retail settings. Opened a pharmacy department in Jefferson Parish and services to be provided by the parish. Served as chief pharmacist in this area for approximately two years. Experience also includes several years in an in-patient setting and nursing home facility.

CONSULTANT ACTIVITIES

Range from student advising to health evaluator for Jefferson Parish Correctional Center (1978-82) and consultant to local nursing homes.

RESEARCH ACTIVITIES

Development of "Personal Health Services" project for the community of Glendale, Spring 1979

"Organization Assessment of Treme Community", Spring 1979

"A Plan to Establish A Sex Education Program For Middle and Junior High School Students to Decrease Teenage Pregnancies In The City of New Orleans", Spring 1979
Evaluation of Pharmacy Department of Jefferson Parish Correctional Center, April 1979

Survey of Geriatric Drug Usage in Metropolitan New Orleans, Fall 1978

Identification of Risk Factors That Influence Falls in Long Term Care Institution Populations, 1986-1988

Study in association with Dr. Foss - surveys sent to Professional Experience Program Preceptors to aid in developing "Top Hospital Drug List", September 1989

Crescent City Health Care Facility devised "Fall Study" for Institution; study conducted, April 1989

DILLARD
“Feasibility Study for the Impact of a Senior Citizen Community Health Education Center”, Dillard University, 2003-2004

“The Dillard’s Partners In Accessing the National Library of Medicine (PALNM)”, UNCFSP/NLM HBCU ACCESS Project, 2003-2004 (This project remains in progress)

“Post-Katrina Health Status Survey”, Survey health status of the Dillard University community as well as the health disparities within the New Orleans metropolitan area (2006-07)

Mortality Study collaboration with the City of New Orleans Health Department (2008-present)

Research Consortium which includes Louisiana State University Health Sciences, Xavier University of Louisiana, Pennington Research Center in Baton Rouge, Louisiana, and the Southeast Area Health Education Center (2009 – present)

“Prevalence of Overweight and Obesity on HBCU Campuses”, Survey development in progress with Dillard University Public Health Students (Spring 2010 – present) Work in Progress

RESEARCH RESPONSIBILITIES

Graduate Students

Martha Harris, Pharm.D. Candidate - "Nursing Students and AIDS: A Survey of Their Knowledge and Concerns", Xavier University College of Pharmacy Committee Chair, 1989 - 1994.

Mounyanga Mokungo, Dr. P.H. Candidate - "Predictions Success of Health Zones In Zaire: A Subjective Approach", Tulane University School of Public Health and Tropical Medicine, 1992 - 1993.

Miguel Angel Zuniga-Donaire, M.D., Dr. P.H. Candidate - "Primary Health Care Stakeholders’ Preferences: A Decision Analysis Approach To Setting Priorities Among

GRANT WRITING

Health Careers Opportunity Programs (1980-84)

Retention Section - retention of student in College of Pharmacy

This grant encompassed my salary & fringe benefits, stipends for tutors of Tutorial Center, travel expenses, equipment and supplies for faculty position, retention, and tutorial area.

-devolved as an intensive program for students from disadvantaged backgrounds who have been accepted as 1st year pharmacy students. It was intended to bridge the gap between pre-pharmacy and pharmacy programs. Guest lecturers and university supportive services were utilized in the program.

SDIP - Proposal to develop a Summer Program for entering first and second year pre-pharmacy students. Summer program would include math, reading and english skills, 1980-1984

Louisiana Geriatric Education Center Grant in conjunction with LSU Medical Center

- involved in pharmacy division of this grant
- funding - began responsibilities Oct. 1, 1989
  Year 1 - $4,000.00
  Year 2 - $4,000.00
  Year 3 - $4,000.00

Toxic Waste Substances
Writing proposal for grant along with two colleagues from COP and one from Tulane University School of Public Health

Medications and Falls in the Elderly, March 1990
submitted to National Institute of Health/National Institute On Aging, requested $254,977

Computerized Program - Predict Falls In Elderly Residing In Nursing Home submitted to The Robert Wood Johnson Foundation, requested $50,000.00

Educational Grant - Marion Merrill Dow Patient Counseling of
Elderly Carrollton-Hollygrove Senior Center $150.00 awarded, January 1990

Grant given in name of Professional Experience Program Squibb Company awarded $5,000.00, February 1990

Preceptor/Student Conference supported by Marion Merrill Dow Company $1,500.00 awarded, August 1990

Patient Counseling Of Elderly Hollygrove Geriatric Center Marion Merrell Dow Company $250.00 awarded, September 1990

Patient Counseling Of Elderly Audubon Geriatric Center Marion Merrell Dow Company $250.00 awarded, October 1990

LSU Geriatric Education Center, "Drug Therapy for the Elderly", $5,040.00 awarded, July 1991

OBRA 90' Regulations and Patient Counseling Techniques, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Astra/Merck Group Merck & Co., Inc. $7,800.00 awarded, February 1993

Men/Women Health After 40, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Wyeth-Ayerst Laboratories $4,500.00 awarded, April 1993

Therapeutic Update, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Astra/Merck Group Merck & Co., Inc. $1,000 awarded, September 1993

AIDS Update, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Abbott Labs, $1,000 awarded, November 1993

GI Disorders, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Astra/Merck Group Merck & Co., Inc. $1,500 awarded, and Marion Merrell Dow $750 awarded, February 1994

Cardiovascular Diseases/Hypertension, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Astra/Merck Group Merck & Co., Inc. $800 awarded, and Marion Merrell Dow $1,000 awarded, April 1994

Depression/Anxiety, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Merck Pharmaceutical Co., Inc. $1,500 awarded, and Astra Merck Group, Inc. $1,000 awarded, September 1994

OBRA '90 Update Regulation and Patient Counseling Techniques, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Pfizer Pharmaceutical Co. $4,000.00 awarded, February 1995
Cardiovascular Diseases / Nutrition and Vitamins, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Pfizer Pharmaceutical Co. $1,000.00 awarded, April 1995

Epilepsy: The Alternative Drug Treatment, Xavier University of Louisiana College of Pharmacy Continuing Education Program, Marion Merrell Dow $2,500 awarded, September 1995

Ophthalmic and OTC Products, Xavier University of Louisiana College of Pharmacy Continuing Education, CIBA Vision $3,500 awarded, November 1995

Cardiovascular Disease: Calcium Channel Blockers Controversy, Xavier University College of Pharmacy Continuing Education, Hoechst Marion Roussel $2,000 awarded, and Astra Merck $1000 awarded, February 1996

Therapeutics Update
Xavier University College of Pharmacy Continuing Education, Merck $1,500 awarded, September 1996

Preventive Medicine and Health
Xavier University of Louisiana College of Pharmacy Continuing Education Merck $6,000 awarded, September 1997

Center for Excellence
Xavier University of Louisiana College of Pharmacy 1996

Therapeutic Issues in the Management of Arthritis
Xavier University of Louisiana College of Pharmacy Continuing Education Searle $4,000 awarded, October 1997

Prevention and Treatment of Osteoporosis
Xavier University of Louisiana College of Pharmacy Continuing Education Eli Lilly & Company $4,000 awarded, October 1998

Cardiovascular Diseases and Type 2 Diabetes
Xavier University of Louisiana College of Pharmacy Continuing Education Parke-Davis $1,500 awarded, November 1998

Dillard University

“Enhancement of the Health Systems Management/Health Administration Program,” Louisiana Board of Regents, Principal Investigator, funded $57,600 (2001-2002) (Ranked #1 in the State of Louisiana)

“Enhancement of Preprofessional (Physical and Occupational Therapy) Instruction,” Louisiana Board of Regents, Co Principal Investigator, funded $57,800 (2001-2002)

“Feasibility Study for the Impact of a Senior Citizen Community Health Education Center”, Dillard University Faculty Awards, Principal Investigator, funded $4000 (2003-04)

“The Dillard’s Partners In Accessing the National Library of Medicine (PALNM)”, UNCFSP/NLM HBCU ACCESS Project, Principal Investigator, funded $20,000 (2003-04)

“Enhancement of Health Systems Management/Health Administration Program-Phase II”, Louisiana Board of Regents, Principal Investigator, funded $62,000 (2004-2005) (Ranked #2 in State of Louisiana)

“Health Instruction and Research Enhancement Project for Public Health and Nursing (HIRE)”, Louisiana Board of Regents, Principal Investigator, pending $45,590 (2004-2005)


“Supplemental Instruction in Health and Medical Sciences”, Louisiana Board of Regents, Co-Investigator, funded $52,850 (2004-2005)


“Gentilly Center for Health Disparities and Disease Prevention “, Department of Health and Human Services Public Health Service, Hearst, 2009, Co-Investigator, funded $309,000

“Health Care and Other Facilities”, HSRA-HCOF, 2010, Principal Investigator, funded $445,500

PUBLICATIONS


Theory In Health Promotion Programs, Chapter 3, co-author, in textbook Health Promotion Programs From Theory To Practice by Carl Fertman and Diane D. Allensworth, 2010.

LECTURES

  Lecture - "Computer Software Development of a Short Term Risk Factor Index"
  Tulane University School of Public Health & Tropical Medicine
  Health Systems Management Department
  Advanced Decision Models Course

September 1988
  Lecture - "The Bayesian Model"
  Tulane University School of Public Health & Tropical Medicine
  Health Systems Management Department
  Decision Model Course

October 1990
  Lecture - "Special Patient Population: Geriatrics Communication Skills in Pharmacy Practice"
  Xavier University College of Pharmacy
  Behavioral Pharmacy Course

May 1992
  Lecture - "Geriatric Drug Abuse"
  Drug Abuse Education Course, Xavier University College of Pharmacy

March 1993
  Lecture - "Geriatric Drug Misuse"
  Drug Abuse Education Course Xavier University College of Pharmacy

April 1994
  Lecture - "Geriatric Drug/Alcohol Misuse"
  Drug Abuse Education Course, Xavier University College of Pharmacy

PAPERS PRESENTED

"Prescribed vs. OTC", Audubon Elder Center, New Orleans, Louisiana, March 1990.

"Pharmacy Progressing in the 1990's" Keynote Address, Student National Pharmaceutical Association Region 2 and 4 Meeting, New Orleans, Louisiana, April 1990.
"Counseling Elders on OTC Products", Xavier University of Louisiana Continuing Education Program, Bayou Plaza Hotel, New Orleans, Louisiana, September 1990.


"Pharmacist-Patient Medication Counseling" Health Fair/United Medical Center, New Orleans, Louisiana, September 1991.

"Understanding the Elderly", Metropolitan Area Guild A Geriatric Workshop, Mercy Hospital, New Orleans, Louisiana, October 1991.


"Medicine in the Nursing Home", Citizens for Quality Nursing Home Care, Mercy Hospital, New Orleans, Louisiana, April 1992.


"Alcohol Use: Its Effect on Sexual Function of the Elderly"
Invited Presenter, American Public Health Association 121st Annual Meeting, Moscone Center, San Francisco, October 1993.

"Identify Abuse of the Elderly", Louisiana Department of Education, Bureau of Food and Nutrition Services - Child and Adult Care Food Program Spring Conference, New Orleans, Louisiana, April 1994.


"Medication Use In The Elderly" Houma Heart Center, Houma, Louisiana, November, 1994.
"Medication Use In The Elderly - Drug / Drug Interactions" Child and Adult Care Food Program Annual Spring Conference, Marriott Hotel, New Orleans, Louisiana, April 1995.


"Updates on Drug Therapy for the Elderly" The Bureau of Food and Nutrition Services Child and Adult Care Food Program Annual Spring Conference, Radisson Hotel, New Orleans, Louisiana, April 11, 1996.

“Medication Counseling” State of Louisiana Employee Health Fair, October 15, 1996.

“OTC Smoking Cessation” 4th Annual Conference of the National Tobacco Control and Smoking Cessation Campaign for African American Women, Pallas Hotel, New Orleans, Louisiana, November 16, 1996.


“Gaining Access To Health Care” LaChip Summit, Dillard University, New Orleans, Louisiana, March 22, 2002.


“Curriculum Enhancement: Educating Future Healthcare Professionals in Bioterrorism and


**PRESENTATIONS**

Patient Consultation Program  
3-4 hour workshop on Patient Counseling, Training  
workshop given for pharmacists Sponsored by  
Pfizer, Roerig Division

**Facilitator**


Metro Health - Indianapolis, Indiana, September 19, 1991

Metro Health - Indianapolis, Indiana, September 20, 1991

S.E. Consultants/Prucare - Jacksonville, Florida, September 23, 1991

Redwood Empire Pharmacy Association - Santa Rosa, California, October 26, 1991

Veterans Administration Medical Center - New Orleans, Louisiana, May 11-13, 1992

The Medicine Shoppe - New Orleans, Louisiana, May 23, 1992

Texas Pharmacy Association - Houston, Texas, June 20, 1992

Madison Pharmacy Association - Huntsville, Alabama, July 15, 1992

Big B Drugs - Birmingham, Alabama, September 14, 1992
Big B Drugs - Birmingham, Alabama, September 15, 1992
Big B Drugs - Madison, Alabama, September 17, 1992
Big B Drugs - Madison, Alabama, September 18, 1992
Big B Drugs - Mobile, Alabama, October 1, 1992
Big B Drugs - Mobile, Alabama, October 2, 1992
Veterans Administration Hospital/LSU - Shreveport, Louisiana, October 27, 1992
Stokes and Bynoe (am) - Bridgetown, Barbados, December 12, 1992
Stokes and Bynoe (pm) - Bridgetown, Barbados, December 12, 1992
Oklahoma University Medical Center - Oklahoma City, Oklahoma, January 14, 1993
K & B Drugs - Baton Rouge, Louisiana, February 10, 1993
K & B Drugs - Baton Rouge, Louisiana, February 11, 1993
Central Louisiana Society of Hospital Pharmacists - Alexandria, Louisiana, February 18, 1993
Methodist Medical Center - Dallas, Texas, March 3, 1993
Biloxi/Veterans Administration Medical Center - Biloxi, Mississippi, March 10, 1993
Oklahoma City (IHS) U.S. Indian Health Service - Oklahoma City, Oklahoma, April 3, 1993
Ochsner Foundation Hospital - New Orleans, Louisiana, April 5, 1993
Nebraska Hospital Pharmacy Association - Omaha, Nebraska, May 1, 1993
Veterans Administration Medical Center - San Antonio, Texas, June 1, 1993
Southeast Louisiana Pharmacists Assn. - New Orleans, Louisiana, July 27, 1993
Southern Chapter of Pharmacists - Ponce, Puerto Rico, August 8, 1993
Central Louisiana Society of Hospital Pharmacy - Alexandria, Louisiana, August 31, 1993 (PPCP II)
Manhattan Veterans Administration in New York - New York, New York, October 13, 1993
Dominicks Finer Foods Pharmacists - Northlake, Illinois, October 20, 1993
Huntsville Pharmacy Association - Huntsville, Texas, October 28, 1993 (PPCP II)
Eckerd Pharmacists in Deerfield Beach, Florida - Deerfield Beach/Boca Raton, Florida, December 7, 1993

Student National Pharmaceutical Association Regional Conference - Houston, Texas, March 4, 1994

Choctaw National Rabin White Health - Poteau, Oklahoma, September 12, 1994 (PPCP II)
Southeast Louisiana Pharmacists Association - New Orleans, Louisiana, January 10, 1995 (PPCP II)

West Palm Beach Veterans Administration Medical Center - Palm Beach Gardens, Florida, September 26, 1995 (PPCP III)

East Jefferson General Hospital - New Orleans, Louisiana, October 25, 1995 (PPCP I)
Louisiana Society of Health -Systems Pharmacists - New Orleans, Louisiana, April 20, 1996 (PPCP III)

Train the Trainers Workshop PPCP III - Chicago, Illinois, June 17 - 19, 1996 - Invited to be a Faculty Member (to train the facilitators)


18th Caribbean Association Pharmacists Conference- St. Phillip, Barbados, August 23, 1998 (PPCP III)

Central Regional Health Authority – Eric Williams Medical Science Complex –Champs Fieves, Trinidad, August 7 & 8, 1999 (PPCP III)

Grand Cayman Pharmaceutical Association - Cayman Island Government and Hospital – Grand Cayman, September 25 & 26, 1999 (PPCP III)

EXHIBITS - POSTER PRESENTATION


“Feasibility Study of a Senior Citizen Community Health Education Center at Dillard University” Research Day at Dillard University, New Orleans, Louisiana, April 16, 2004
PARTICIPATION IN VARIOUS WORKSHOPS

Visit to Model Pharmacy includes:

- teaching the difference between prescribed/OTC products
- teaching Latin terms to interpret prescriptions
- teach the process (fill) a prescription, then student actually fills prescription (medication is substituted with candy)

March 1989 - 100 fourth graders (various public schools)
April 1989 - group of gifted student (Valena C. Jones)
August 1989 - HCOP Program - entering COP students
April 1990 - High Schoolers - Recruitment program
July 1990 - Soar students interested in Pharmacy
August 1990 - HCOP students
November 1990 - American Student Pharmaceutical Association Tour - Students visited model Pharmacy (explanation only)
August 2000 – Dillard University Faculty Institute, Annual (2000 – present)
November 2002 – Curriculum Content Assessment Workshop, Dillard University Public Health Department
October 2007 - Curriculum Content Assessment Workshop, Dillard University Public Health Department
April 2010 – Flash light software workshop
May 2010 – Workshop on Research and Publishing

OTHER PERTINENT INFORMATION

February 1989 appointed as a full-time Associate Member of the Graduate Faculty
June 1989 entered XUCOP geriatric course into AACP Geriatric Sig
July 1989 attended Summer Institute at the University of Washington. "Multidisciplinary Approaches for the Continuum of Long Term Care"

provided geriatric enrichment to health
professions, educators and practitioners funded by Bush Mini-Grant

October 1989 attended seminar entitled "Psychotherapeutics and the Elderly" Touro Hospital Elderly Center, New Orleans, Louisiana

February 1990 selected by Speaker of the House of APhA to serve as a Delegate for the State of Louisiana in the APhA House of Delegates

July 1990 attended Summer Faculty Institute: Fifth Annual Summer Geriatric Institute in Lexington, Kentucky funded by Bush Mini-Grant

October 1990 presented Greetings for Career Path II

January 15-18, 1991 Intensive Course in Geriatric Medicine sponsored by UCLA/American College of Physicians; Beverly Hills, CA

February 1991 "Severity of Falls in the Elderly", WYLD-AM

5:30 a.m. Radio Talk Show


attended training session after being invited as a facilitator for Pfizer Pharmaceutical Company, Arlington, Virginia

attended Geriatric Clinical Conference - LSU Medical Center "Decubitus Ulcers"

Summer 1992 coursework - Geriatric Area; Tulane School of Social Work

April 1993 attended training session for Pharmacist-Patient Consultation Program Part II, Pfizer Pharmaceutical Company, Scottsdale, Arizona

July 22 - 25, 1993 attended Louisiana Pharmacist Association, New Orleans, Louisiana

July 28 - 31, 1993 attended Kappa Epsilon Conference, Advisor to Alpha Nu Chapter, Austin, Texas

October 17 - 19, 1993 attended Association of Continuing
November 4 - 5, 1993  attended Council for Adult Experiential Learning Conference, Monteleon Hotel, New Orleans, Louisiana

November 10 - 14, 1993 attended American Society of Consultant Pharmacists, New Orleans, Louisiana

December, 1993  committee member, Louisiana Board of Pharmacy Tripartite Committee 1994 - present

May 1 - 3, 1994 attended Invitational Conference on Nontraditional Education, Center for The Advancement of Pharmaceutical Education, Ritz-Carlton Hotel, Pentagon City, Virginia

June 11 - 14, 1994 attended Assessment of Experiential Learning Conference, ETS Conference Center, Princeton, New Jersey

July 31 - Aug 1, 1994 attended Student National Pharmaceutical Association, Pharm.D. Career Forum, Westin Peachtree Plaza, Atlanta, Georgia

August 27 - 28, 1994 attended Louisiana State Board of Pharmacy Retreat, Lafayette, Louisiana

August 1994 - present  committee member, National Black Leadership Initiative on Cancer, Louisiana Coalition

September 22 - 23, 1994 attended Marketing Continuing Professional Education Seminar, Harvey Hotel, Dallas, Texas

October 1994 appointed to American Council on Pharmaceutical Education Committee on Continuing Education for 1994 - 95

November 1994 attended Total Quality Management Seminar Marion Merrell Dow / Parkland Memorial Hospital, New Orleans Airport Hilton, Kenner, Louisiana

February 12, 1995 chartering of Louisiana Chapter of Kappa Epsilon Fraternity for Women in Pharmacy (one of the founders of Alumni Chapter)

March 4 - 7, 1995 attended American Association of Colleges of Pharmacy Nontraditional Education Group, ANA Hotel, Washington, D.C.
March 1995
appointed to Mayor’s Senior Summit Committee, New Orleans, Louisiana

April, 1995
attended training session for Pharmacist Patient Consultant Program Part III, Pfizer Pharmaceutical Company, Scottsdale, Arizona

May 16 - 20, 1995
ACPE Committee on Continuing Education and 6th Invitational Conference on Continuing Education, Casa Marina, Florida

May, 1995
provided patient-medication counseling to employees of One Shell Square, One Shell Square Health Fair, New Orleans, Louisiana

elected Treasurer for a 3-year term, Delta Omega Honorary Society in Public Health, Tulane University School of Public Health and Tropical Medicine

July 19 - 23, 1995
elected Secretary to the Grand Council of Kappa Epsilon Fraternity for Women in Pharmacy, KE National Convention, Minneapolis, Minnesota

October 1995
reappointment to American Council on Pharmaceutical Education Committee on Continuing Education for 1995 - 96

December 2 - 6, 1995
ASHP Midyear Clinical Meeting, Pharm.D. Forum, Las Vegas, Nevada

March 19 - 21, 1996
attended American Council on Pharmaceutical Education Committee on Continuing Education, Chicago, Illinois

April 1 - 3, 1996
attended Fourth Conference on Distance Learning and Public Health, Houston Texas

April 20 - 21, 1996
Pharmacist - Patient Consultant Program Part III Pfizer Pharmaceutical Company, New Orleans, Louisiana

September 30 - November 1, 1996
attended Distance Education Symposium, Penn State, Pennsylvania

October 25-26, 1996
attended Managed Long Term Care: New Environment Markets & Competition, Newport Beach, California
<table>
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<tr>
<th>Date(s)</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>December 8 - 12, 1996</td>
<td>ASHP Midyear Clinical Meeting, Pharm.D. Forum New Orleans, Louisiana</td>
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<td>April 13, 1997</td>
<td>attended Minority Initiatives in Academic Medicine, Discussion, Windsor Court Hotel, New Orleans, Louisiana</td>
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<td>December 6-11, 1997</td>
<td>attended ASHP Midyear Clinical Meeting, Atlanta, Georgia</td>
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<tr>
<td>December 5 - 10, 1998</td>
<td>ASHP Midyear Clinical Meeting, Pharm.D. Forum Las Vegas, Nevada</td>
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<td>November 28-December 1, 1999</td>
<td>The College Fund/UNCF Infrastructure Development Program Department of Defense HBCU/MI Technical Assistance Conference, Hyatt Regency, New Orleans, Louisiana</td>
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<td>January 20, 2000</td>
<td>Dr. David Satcher’s Lecture, Surgeon General/Asst. of Health &amp; Human Resources, Touro Hospital, New Orleans, Louisiana</td>
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<tr>
<td>April 25-26, 2001</td>
<td>13th Annual Tulane University Medical School Sciences Research Days, Invited Judge for Poster Presentations-Medical Center Basic Research, New Orleans, Louisiana</td>
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<tr>
<td>May 3, 2001</td>
<td>Annual LAMP Science Day, Judge for Student Presentations in SMET</td>
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<tr>
<td>March 22, 2002</td>
<td>La Chip Summit, Presenter, Dillard University, New Orleans, Louisiana</td>
</tr>
<tr>
<td>April 27, 2002</td>
<td>Annual LAMP Science Day, Judge for Student Presentations in SMET</td>
</tr>
</tbody>
</table>
June 22, 2002 attended, Changes And Challenges In Cardiovascular Protection, Program Workshop, Marriott Hotel, New Orleans, Louisiana

June, 2003 attended AUPHA Annual Conference, Nashville, Tennessee

June, 2003 attended 2003 eHealth Conference for HBCUs, Empowerment Through Health Information, National Institutes for Health, Bethesda, Maryland

December 17-19, 2003 attended “Workshop for Awardees” of the eHealth UNCFSP/NLM HBCU ACCESS Project Grant

April 8, 2004 Annual LAMP Science Day, Judge for Student Presentations in SMET

January, 2011-2012 Invited as a member of the Bioethics Advisory Committee, Tuskegee University

March 4-6, 2011 attended National Association of Presidential Assistants in Higher Education, Washington Hilton Hotel, Washington, DC

June 22-26, 2011 Reaffirmation of AUPHA certification for Health Systems Management Undergraduate Program, School of Public Health, Dillard University, New Orleans, Louisiana at AUPHA Annual Meeting, Marriott Charleston, Charleston, South Carolina

March 9-12, 2012 attended National Association of Presidential Assistants in Higher Education, Marriott Hotel, Los Angeles, California

April, 2012 Nominated/Selected/Invited as a member of the Internal Advisory Committee for the Tuskegee University Center for Biomedical Research/Research Centers in Minority Institutions (CBR/RCMI)

December 7-11, 2012 attended Southern Association of Colleges and Schools Commission on Colleges, Hilton Anatole Hotel, Dallas, Texas

December 6-10, 2013 attended Southern Association of Colleges and Schools Commission on Colleges, Hyatt Regency Hotel, Atlanta, Georgia