Antionette Smith Epps, DrPH, MHSA

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Experienced professor of health administration and seasoned senior health care executive. 40+ year career spans public and not-for-profit sectors. Areas of interest include advancing health care management education, provision of health care services to vulnerable populations, healthcare policy, strategy, governance issues and public hospitals.

Education and Training

THE UNIVERSITY OF ALABAMA AT BIRMINGHAM; BIRMINGHAM, ALABAMA
Graduate School of Public Health Department of Healthcare Organization and Policy
Doctor of Public Health (DrPH) 2017
(Dissertation Topic: Public Hospital Conversions: A Question of Social Capital?)

THE UNIVERSITY OF MICHIGAN; ANN ARBOR, MICHIGAN
Graduate School of Public Health
Master of Health Services Administration (MHSA) Degree
Program in Hospital Administration 1981

JACKSON STATE UNIVERSITY; JACKSON, MISSISSIPPI
Bachelor of Arts in Political Science with emphasis in
Public Policy and Administration 1979

NATIONAL PUBLIC HEALTH AND HOSPITAL INSTITUTE, WASHINGTON, D.C.
NEW YORK UNIVERSITY; NEW YORK, NEW YORK
Senior Policy Fellowship on Financing Care for the Uninsured
Certificate of Completion 1997

Academic Experience

Indiana University Indianapolis
Fairbanks School of Public Health
Department of Health Policy & Management
Master of Health Administration Program (MHA)
Indianapolis Indiana

MHA Program Director and Clinical Associate Professor November 2021 – present

Responsibilities include MHA curriculum oversight, program assessment, relationships with internal and external agencies, responding to program inquiries, coordination of MHA program meetings & MHA Advisory Committee meetings, maintain/update program materials, website, etc. Other responsibilities include Graduate Curriculum Committee, HPM Program Directors Committee, various faculty search committees and DEIB Committee.

Advising Duties

Served as HPM advisor for MHA students. Number of students ranged from 30- 40 students.

Teaching Duties

Faculty responsibilities include teaching, mentoring students, university committee assignments, and other routine functions of academic significance. Experience delivering courses in face-to-face, hybrid/blended and online formats.

H320 Health Systems Administration; 5 Course Spring & Fall 2022, 2023, 2024, 2025. This course explores components of the United States health care system and associated managerial, organizational, financial, insurance, delivery, quality improvement, workforce, performance, structures, issues and challenges. In addition, this course explores the organization and structure of public and private healthcare systems, and how recent changes in regulation and reimbursement are affecting significant change in the healthcare industry. Successful completion of this course will help provide students with a general foundation of knowledge about the U.S. health care system and major structural and organizational components, and how changes in health policy and regulation, along with changes in reimbursement, are helping to drive the integration of public health, private health, and social service organizations towards population health management.

H507 Human Resources and Organizational Behavior in Health Administration; 3 Courses Spring 2022, 2023, 2024, 2025; Fall 2025. This course provides the knowledge and skills needed to understand the application of personnel and labor relations techniques to the health services sectors, with particular emphasis on human resources management, employees' benefit programs, and labor relations as applied to the health services delivery organization. Additionally, this course provides a conceptual framework for understanding behavior in the work environment by introducing concepts of effective people management in organizations along with key theories and concepts in the field of organizational behavior. Topics addressed include individual theories of motivation, job design, and diversity issues; management of work teams; group decision making; managing conflict, leadership, influence, and power issues.

H623 Capstone in Health Administration; 4 Courses, Summer 2022, Fall, Spring, Summer 2023, 2024, 2025. The final semester course in the MHA Program that utilizes the Capstone Project as the central component of learning for the course. The Capstone Project is a healthcare service organization - sponsored project of significant importance to the sponsor as well as demanding of the student to apply knowledge and skills to a real administrative issue. The Project requires students to utilize a variety of skills including interpersonal, conceptual, critical thinking, report & executive writing, oral presentation, coordination and organization to satisfactorily fulfill the Capstone Project requirements.

H645 Introduction to Leadership and Professional Development; 2 Courses, Fall 2022, 2023, 2024, 2025; Summer 2025**.** Through multiple interactions with a variety of healthcare leaders, readings, and field experiences, entering MHA students broaden their understanding of the various components that comprise our healthcare system. In addition, learners will self-assess their competencies, reflect on their learning, with a focus on creating a Professional Development Plan.

H735 Research in Health Administration; 3 Courses, Fall 2022, Spring, Summer 2023. Field research conducted under the direction of a faculty member. Designed for advanced students and those who have elected not to take a residency/internship, H735 may include, but is not limited to, conducting a research project, preparing a paper for publication, crafting a position paper on a particular health administration topic, participating in & evaluation of a unique learning opportunity or other deliverable approved by the responsible faculty member. Regular meetings are required to gauge progress and refine the deliverable. Required for dual MHA/JD students.

A755 Leadership Theory and Practice 1 Course, Fall 2023**.** This course provides an overview of the theoretical

framework for organizational leadership in field settings. We will focus on specific leadership topics such as team leadership, change and innovation processes. Special emphasis will be placed on leadership styles and the relevance of context and geographic location in the world.

Ferris State University, College of Health Profession
Program in Health Care Systems Administration (HCSA)
Big Rapids, Michigan

HCSA Program Coordinator & Assistant Professor January 2017 - December 2021
Assistant Professor July 2014 – December 2016

Responsibilities include HCSA curriculum oversight, program assessment, relationships with internal and external agencies, responding to program inquiries, coordination of HCSA program meetings & HCSA Advisory Committee meetings, serve on CHP Undergraduate Leadership Council, maintain/update program materials, website, etc.

Advising Duties

Served as faculty advisor for undergraduate HCSA students. Number of students ranged from 20-30 students. Provides professional advising to up to 20 MHA students per semester.

Teaching Duties

Faculty responsibilities include teaching, mentoring students, university committee assignments, and other routine functions of academic significance. Experience delivering courses in face-to-face, hybrid/blended and online formats.

COHP 101, The U S Health Care System, 4 courses; fall 2015; spring 2019; fall 2019, *2021 (x2)*; spring 2020: This course introduces students to the foundation, characteristics, history and structure of the U.S. Health Care System. The course describes various health care service settings as well as the roles of various health care providers and professionals. In addition, the functions of health insurance, finance and reimbursement will be described. The Health Insurance Portability and Accountability Act (HIPPA) will be presented as well as other ethical-legal aspects of patient rights and responsibilities.

COHP 317, Public Health Administration, 4 courses; fall 2019; spring, summer & fall 2020: This course is a survey of public health department organization, public health laws, personnel management and the importance of planning by health-related agencies. A survey of community health services and practices with particular emphasis upon public health\'s contribution to overall community health.

COHP 450, Evidence-based Healthcare, 2 courses**;** spring 2021, summer 2021: This course introduces the role of the healthcare professional as translator of healthcare research for a basis of evidence-based practice within a collaborative, interdisciplinary healthcare environment. Students will engage in critical evaluation of research, explore the relationship of credible evidence to development of healthcare quality and safety measures, and consideration of healthcare policy and cost effectiveness when implementing evidence-based improvements. Students will employ basic research methods and techniques as part of a limited research project.

COHP 471, Trends in Healthcare, 1 course; spring 2021; *fall 2021*: This course is designed to enable the student to develop an understanding of and appreciation for the developing trends in health care both within and outside of their particular specialty. Students will be required to perform an in-depth analysis of one current trend in addition to a study of the socioeconomic, scientific and political forces that impact health care in the United States. Meets General Education requirements for Collaboration.

HCSA 120, Health Services Administration, 9 courses; fall 2014 (x3), spring 2015 (x2), summer 2015, fall 2015, spring 2016, summer 2016: This course provides an introduction to health services administration. It explores the unique role of the administrator in the health care selling, the dual power structure in health care

agencies, and the impact of the organization's culture on the role of the administrator. It also includes the administrative roles of planning, inventory control, facility and equipment management, and productivity management, staffing and work distribution.

HCSA 202, Health Care Law 1, 18 courses; fall 2015, 2016 (x2) 2018, 2019, 2020, *2021*; spring 2016 (x2), 2017, 2018, 2019, 2020, 2021; summer 2016, 2017, 2018, 2019, 2020: This course introduces the legal issues facing the healthcare industry. It provides students with knowledge of health law, law creation, federal and state regulations and standards (such as HIPAA, JCAHO, EMTALA), legal release of information, subpoenas, and court orders, criminal and civil liabilities for healthcare providers. Students will review cases and role-play to understand the value of conflict resolution, arbitration, mediation, and facilitation.

HCSA 336, Health Care Supervisory Practices, 3 courses; spring 2016 (x2), spring 2017: This course involves the study and discussion of theory and practice of management in health care facilities with an emphasis placed on conducting meetings, performance appraisals, interview processes, and corrective actions. Students will develop policies and procedures, job descriptions, and orientation/training topics. Skills in team building, coaching, counseling, conflict management, networking and delegation will be addressed.

HCSA 392, Hospital Internship, 15 courses; fall 2014-spring 2020: This course involves a 240- hour (6 week) hospital-based internship experience. Students document their experience, assignments and growth/development by performing assigned tasks and written projects.

HCSA 461, Nursing Home Administration, Fall 2021: This course focuses on the skills and information needed to be a successful nursing home administrator. The course content includes state and federal regulations, financial systems, human resource management, resident rights, ethical issues and other topics related to managing a licensed nursing facility.

HCSA 474, Health Care Strategic Application, 11 courses; summer 2015, 2018, 2019, 2020, 2021; fall 2015, 2016, 2017, 2018; spring 2018, 2019: This course introduces applications underlying strategic alignment in health care organizations. Introduction to the techniques involved in the strategic planning process, supply chain management and project planning and enhanced by best practices in quality improvement.

HCSA 475, Practice Management in Healthcare, 2 course; fall 2020; summer 2021. This course focuses on the skills and information needed to be a successful medical practice manager. The course content includes leadership and management, strategic planning and marketing, quality assessment, physician-hospital relationships, and business and clinical operations as related to medical group practice in today's environment.

HCSA 493, Health Care Management Internship, 14 courses; fall 2014-spring 2020: The internship is the capstone course for the Health Care Systems Administration Program. The internship is 10 weeks in length in which the student will work 40 hours per week performing assigned tasks and written projects.

MOHA 520, Health Organizational Behavior, 5 courses; fall 2016, 2017, 2018, 2019; 2020: This course explores theories of organizational behavior, organizational development, and staff motivation as they influence the management of employees, physicians and other healthcare professionals. Students will examine the affect these theories have on employee engagement, employee satisfaction and retention. This online course will include 10 hours of synchronous web-based instruction.

MOHA 610, Health Care Strategic Planning, 5 courses; fall 2017, spring 2018, 2019, 2020, 2021: This course provides a framework for strategic management in healthcare organizations. Students will learn the use of the analytic tools and concepts for strategic planning and the value of continuous strategic decision-making. This online course will include 10 hours of synchronous web-based instruction.

MOHA 680, Health Economics and Policy, 5 courses; summer 2017, 2018, 2019, 2020, 2021: This course provides a framework for systematic examination of the use of resources in healthcare organizations, including how policy decisions are made using this information. The tools of economics will be explored and applied to issues related to the organization, delivery, financing, and outcome of health care. Students will develop an understanding of economic principles and policy decisions that underlie how the system of health care is

financed and delivered in the United States, which provides a basis for analyzing health management and policy options. This online course will include 8 hours of synchronous web-based instruction.

MOHA 695, MHA Capstone Experience, 1 course; summer 2019: This course provides students opportunity to implement skills and knowledge gained throughout the program. The student will develop, lead, and implement a project intended to enhance the quality of healthcare delivery in a real-world setting. This online course will include 4 hours of synchronous web-based instruction.

OPTM 717, Public Health and Optometry, 1 course; summer 2015: This course introduces students to relevant principles of public health and their application to clinical optometry. Topics include U. S. health care system, health care economics, third party payment programs, managed care, and governmental organizations. Delivery of eye care services in a hospital environment will also be discussed.

Research Associate/Graduate Trainee October 2009-July 2014
University of Alabama Birmingham, School of Medicine, Division of Clinical Immunology & Rheumatology and School of Public Health, Department of Health Care Organization and Policy (HCOP)
Birmingham, Alabama
During doctoral studies engaged in positions to gain experience in esearch and academics, including various work with professors in department of healthcare organization and policy. As research associate engage in research related to osteoporosis and bone health for NSAIDS, ICOMMITT, GLOW and PAADRN studies. In this role conduct study recruitment, patient interviews, maintain study records and handle problem solving related to study activities. Academic experience includes:

Instructor HCO 618 Management Concepts (Spring 2012) 22 Students: Management Concepts in Public Health Programs is an overview of management concepts applied to public health agencies and programs. In recognition of public and private managements' responsibility for organizational success the course approaches management from a historical rather than a sector (e.g. public, private, etc.) perspective. An attempt is made to apply approaches from all sectors to issues in public health management. The course met one 2.5 hour session per week and involved lecture, class discussion and brief individual presentations. The course was also taught on-line. There was also an on-line class session. Management of all aspects of class including syllabus preparation, test development and administration and class management activities. Received very good student reviews. Course Master—W. Jack Duncan, PhD

Instructor HCO 612 Strategic Management: (Summer 2010 & 2011) 24-30 students: Strategic Management in Health Programs concerns strategic thinking, strategic planning, and managing the strategic momentum of health care organizations and is required for all students in the MPH HCO, MPH/MBA and MPH/MPA degree tracks. The course met one 4.5 hour session per week and involved lecture, class discussion and strategic planning projects and was taught on-line.

Managed all aspects of class including lectures, syllabus preparation, test development and administration, class management activities, work with community based healthcare organizations to identify real world problems for which class groups would develop strategic plans. Received very good student reviews. Course Master—Peter Ginter, PhD

Teaching Assistant for HA 625 Strategic Planning & Management: (Spring 2010/2011 & Fall 2012/2013) Assisted professor with course involving methods for strategic planning and management of health services organizations along with techniques for determining strategies

for unique services; integration of strategy, structure, and administrative systems. Assisted with exam preparation, graded exams, submitted grades and assisted with class management for 3 hour course. Professor of Record: Nir Menachemi, PhD

Teaching Assistant for CDS 610 Research Design and Statistics: (Fall 2012) Assisted professor with introductory clinical research methods and review concepts course involving descriptive and inferential statistics. Topics covered include, overview of the research process, literature review, research hypothesis, research designs, sample selection, measurement methods, descriptive statistics, and inferential statistics. Professor of Record: Nir Menachemi, PhD

Teaching Assistant for HCO 615 Healthcare Financial Management: (Fall 2011) Assisted professor with teaching the principles necessary for effective financial management in healthcare to individuals who are not experienced financial executives. The focus of the class is tools and techniques to assist managers in creating appropriate information in support of managerial decision making. The course uses the case method of instruction, case analysis, and lectures. Sessions were in class and on-line. Assisted with case preparation, graded case analyses, submitted grades and assisted with class management for 3 hour course. Professor of Record: Andrew Rucks, PhD

Instructor/Lecturer **July 2007-July 2009**
University of California Los Angeles, School of Public Health
Los Angeles, California

Provide lectures related to public healthcare in South Los Angeles County and serve as placement preceptor with the UCLA School of Public Health Traineeships in Underserved Communities Program funded by The California Endowment.

Professional Experience

Consultant **January 2009-2017**

Engaged by various organizations to provide support/expertise in management, governance and operations of healthcare related organizations such as:

The American Hospital Association: Prepared research brief on public hospitals. (2009-2010)

The Fulton DeKalb Hospital Authority: Served as consultant to the Quality Committee; reviewed and researched committee agenda topics, provided background on topics such as End Stage Renal Disease and CMS programmatic and reimbursement changes. Other activities included preparing briefs related to minority participation program implementation, administration and monitoring. (2010-2012)

Congregations for Public Health: Serve as consultant to Board of Directors in the areas of board organization, strategic planning & management, education and development, bylaws revisions, records maintenance and communications. (2012-2015)

Jefferson County Personnel Board: Subject Matter Expert, April 2017

Chief Executive Officer/Hospital Administrator **October 2005-April 2008**

Los Angeles Department of Health Services; MLK Facility
Los Angeles, California

Executive leader for 300 bed hospital with up to 2000 staff members serving the population of South Los Angeles County. Operations include 66+/- clinics on campus with 10,000 monthly visits and Urgent Care Center with 3000 visits plus 11,000 inpatient discharges along with a comprehensive health center and a community health center. Successfully recruited executive and department leaders. Responsible for approval & management of budgeting, personnel actions and contracts. Maintained positive workplace environment encouraging staff at all levels to engage in teamwork, idea formulation with lively discussion, inclusiveness, staff growth and development, and re-established external relationships and routine communications/updates with the Board of Supervisors and community supporters. Managed budget of $430-170M with direct reports ranging from 6-10.

Director System Operations **May 2004-September 2005**
Baptist Health System
Birmingham, Alabama

Assigned to corporate headquarters of the six hospital system, responsibilities included special projects and the operations of the system office. Reported to System COO. Managed emergency room contracts for all six Baptist Health System Hospitals; strategic planning for system and tracked progress of each entity. Significant interface with BHS System CEO, COO, System and facility/entity executives.

Chief Operations Officer/Administrator **September 1993- April 2004**
Cooper Green Hospital/Jefferson Health System
Birmingham, Alabama

Responsible for inpatient and outpatient services for county operated hospital of approximately 140 beds. Assumed CEO duties when required. Direct reports included Patient Care Services, Education as well as numerous ancillary and support department. Significant interactions with County Commission, Health System Advisory Board, Medical Staff and County Personnel Board. Primary leader in JCAHO preparedness for JHS. Budget responsibility of $70 million +/-.

University of Mississippi Medical Center **June 1981-August 1993**
Jackson, Mississippi

- **Assistant Hospital Director** (July, 1985-August, 1993)
  Managed departments such as Pharmacy, Laboratory, Environmental Services, Laundry, Linen, Clinical Equipment, Rehabilitation Services, Disaster Preparedness, Physical Plant Services and Building/Facilities Improvement Budgeting. Total budgetary responsibility of $18 million.
- **Administrative Associate** (May, 1983-June, 1985)
  Responsible for Lab, Rehab, Physical Plant, Safety and special projects.
- **Assistant Director, Ambulatory Services** (June, 1981-April, 1983)
  Leadership responsibility for all Clinic and ED operations.

Various Internship and Part-time positions during studies **1976-1981**

Skills and Outcomes

- Excellent verbal and written communication skills;

- Experience conceiving and implementing new programs and services such as public information office, process improvement program;
- Experience with development of quality programs and oversight;
- Improved service delivery times for emergency services and laboratories;
- Collaboratively work with medical staff members and extensive experience in medical staff development, including quality programs and governance reporting.
- Developed retention and training of leadership and management staff to various organizations;
- Extensive emphasis on organizational change throughout career;
- Transformational leadership style, utilizing inclusiveness and "skill match" strategies to leverage individual staff members' desires and align them with organizational goals.
- Experience preparing, monitoring and reporting grant funded programs.
- Developed lectures and mentoring programs for students.

Academic Service

Indiana University Indianapolis Richard M Fairbanks School of Public Health Department of Health Policy and Management

Dissertation Committee Member, Heather "Nikki" Bennich. DNP Candidate IU School of Nursing. (2023- present)

Master's Program Curriculum Committee (December 2021 – present)

MHA Program Committee (2021- Present)

MHA Admission Committee (2021 – present)

DrPH Applicant Interview Committee (2022 – present)

Faculty & Staff Search Committee Service:

- Administrative Assistant Search (2021)
- Director of Finance and Administration (2022)
- Health Policy & Management Chair (2023-2023)
- Faculty Search – HPM (2023-2024)
- Faculty Search – CGH (2023-2024)

MHA Student Association Advisor (2022- present)

MHA Student Case Competition Advisor/Coach (2022- present)

FSPH Diversity, Equity, Inclusion, Belonging and Justice Committee (2022-2025)

MHA Advisory Board, HPM Department Meetings, HPM Directors' (2022-present)

FSPH 10th Anniversary Planning Committee (2022)

Ferris State University College of Health Professions Health Systems Administration Program

Director, Office of Multicultural Student Services Search Committee; Committee Member. (March 2021 - May 2021).

Healthcare Administration Student & Alumni Advisory Council. Established with MHA program coordinator to engage current undergraduate/graduate students and alumni. Initiated January 2021. Initial Event: Panel Discussion *The Value of Healthcare Administration Degrees in the Field.* (April 14, 2021).

Narrator: Jim Crow Museum Black Entrepreneur and Black Aviator Exhibits; April 2021
Jim Crow Museum Fund-raising Video, Big Rapids, MI; November 2019

Supporting role in CAMHE Accreditation Preparation and Virtual Site Visit (November, 2020).

College of Health Professions Diversity and Inclusion Committee Co-Chair; initiated inaugural Faculty/Staff Book Discussions commencing Fall 2021; sign-ups completed Spring 2021. (September 2020 - Present).

MHA Program Speaker's Forum; 2019 MHA Alumnus, James Glasheen, Discussion of Journey to Leadership and Experience of being ACHE Stuart A. Wesbury, Jr. Post-graduate Fellowship. (September 30, 2020).

"Conversations that Matter"; Campus Racial Climate Discussions. (September 29, 2020).

Academic Opportunities Fair; HCSA representative (October 3, 2019).

Diversity Mini-grant Committee; Committee Member. (August 2018 - December 2021).

Athletic Advisory Committee; Committee Member. (May 2018 – December 2021). Liaison for Softball (2019-2020) and Men's Basketball (2021). Health Subcommittee – Preparation of NCAA self-study. (Fall 2020/Spring 2021).

Student Success Workgroup; Committee Member. (May 2018 – August 2019).

Political Engagement Project; Committee Member. (April 2018 – August 2019).

College of Health Professions HLC Completion Committee; Committee Member. (January 2018 – October 2020).

College of Health Professions Undergraduate Leadership Council (January 2017 – December 2021)

Martin Luther King, Jr. Annual Faculty Inservice. (January 2017 – 2021)

Library/Historical/Archival Committee; Committee Member. (October 2017 – May 2019).

College of Health Professions Promotions and Merit Committee; Committee Member. (September 2018 – August 2020).

General Education Diversity Sub-Committee; Chairperson (September 2019-present), Committee

Member (April 2017 – May 2020).

International Education Committee; Committee Member. (November 2015 – May 2017).

Annual HCSA/MHA Advisory Board Meeting. Coordinated along with MHA Program Coordinator. 2017, 2018, 2019, 2020.

Student Affairs Faculty Advisory Network; Committee Member. (October 2015 – May 2019).

College of Health Professions Health and Safety Committee; Chairperson (October 2017- May 2020) As Chair, initiated annual Faculty/Staff survey and conducted Lunch/Learn sessions on Mindfulness in response to survey findings. Committee Member. (September 2015 – December 2021).

Academic Senate; Senator. (August 2015 – May 2019).

College of Health Professions Nursing Faculty Search Committee; Committee Member. (February 2016 - May 2016).

Mace Bearer, Ferris State University College of Health Professions Commencement. (May 2016).

Professional Service

Mentor, UAB MPH Student R. Crocker (2022-2024)
Mentor, IU Indy Student A. Taylor (2024-2025)

Curator, National Association of Health Services Executives 50th Anniversary Session Opening Historical Milestones; Orlando, FL, USA. (October 9, 2018 - October 12, 2018).

Subject Matter Expert. Jefferson County Personnel Board, Jefferson County, Alabama--search for Director and Deputy Director CGH Mercy Clinics. (April 5-12, 2017)

Memberships

Delta Epsilon Iota Academic Honor Society

American College of Healthcare Executives (ACHE); *Member (1996- present)*

American College of Healthcare Executives (ACHE) of Indiana; *Member (2022- present)*

Association of University Programs in Health Administration (AUPHA*); Member (2022- present)*

Executive Women in Health Care; *Member (2024- present)*

National Association of Health Services Executives; *Member (1993-present); National Education Committee Chair 2023- present; National Education Committee Co-Chair 2009-2010); National Secretary (2003-2005); Local Chapter President (1996-1998).*

National Association of Latino Health Executives – Indiana; Member *(2022- present)*

Delta Sigma Theta Sorority, Inc. *(1977 – present)*

Presentations, Publishing, Speeches

1. Moderator AUPHA Better Together Panel; Tampa, Florida (Jun 6, 2024)
2. Epps, Antionette. (2023) Navigating Realities While Maintaining Perspective During COVID. In Njoku, Anuli & Evans, Marian (Eds.), Navigating Academia During COVID-19: Perspectives and Strategies from BIPOC Women. (pp. 89-96) Springer Nature. New York, NY. 10.1007/978-3-031-35613-1.
3. Guest Speaker various classes and organizations at IUPUI/IUI/FSPH 2022- present
4. Ferris State University Student Success Series Speaker. Topic: *To Thine Own Self Be Kind: Lessons on Resiliency in Life and Career.* (March 16, 2021).
5. Guest Speaker, Big Rapids Rotary Club, Big Rapids, MI (July 2, 2019).
6. Presentation, Health Care as a Civil Right, FSU CRHA Department, Big Rapids, MI (November 20, 2018).
7. CRHA Department Meeting, "Public Hospital Conversions: A Question of Social Capital?" College of Health Professions, Big Rapids, MI. (April 2018).
8. *Emerging Models: Reaching the Hard to Reach and Underserved.* National Association of Health Services Executives 31st Annual Educational Conference; Las Vegas, Nevada; October 13, 2016.
9. *Guest Speaker.* Health Care Management Association, Ferris State University College of Health Professions, Big Rapids, Michigan (March 28, 2017)
10. *Challenges of Aging in Minority Communities.* Ferris State University Conference on Aging; Big Rapids, Michigan; April 8, 2016.
11. *Insights from New Faculty Panel.* Ferris State University Center for Teaching and Learning New Faculty Orientation. August 21, 2015.
12. *Health Disparities Panel.* Ferris State University College of Health Professions Best Practices Day. April 2, 2015.
13. *Accountable Care Organizations*. National Association of Health Services Executives Annual Educational Conference; October, 2011.
14. *The Benefits of Patient Centered Medical Homes in Vulnerable Populations*. National Association of Health Services Executives Annual Educational Conference; Memphis, TN October, 2010
15. University of California Los Angeles School of Public Health Commencement Speaker. Los Angeles, CA; June 2007
16. *Financing Care for the Uninsured*. National Association of Public Hospitals and Health Systems Annual Meeting; June 1997

Healthcare Committees and Task Forces

American Hospital Association Regional Policy Board IV Alternate Delegate, 2001-2004

Alabama Governor's Task Force on Infant Mortality, 2000

Professional Development Activities

AUPHA Annual Meetings 2022 – present

CAHME Educational Sessions 2022 – present

CHP Seminar Series (Monthly Sept – May) 2022 – present

Various Faculty Candidate Presentations 2022 – present

IUPUI/IUI Black Faculty & Staff Council 2022 – present

NAHSE Annual Education Conference 1993- present

NALHE Indiana Advisory Board 2022 – present; Summit Attendance 2022

Equity Champions Program Completion (Fall 2023)

Sources of Power in Leadership presented by NAHSE Detroit (Jun 27, 2023)

Advancing Health Equity through Innovative Partnerships. Presented by ACHE (Nov 9, 2022)

AUPHA Teaching Excellences Awardee Presentations – Teaching Philosophy, Approach, Methods. (Sep 25, 2022)

AUPHA Management & Leadership Faculty Forum (Sep 22, 2022)

Should CAHME-Accredited Programs Eliminate Standardized Testing as an Admission Requirement? Presented by Xavier University (May 20, 2022)

Creating Health Equity in Our Community presented by NAHSE Indy (Apr 26, 2022)

Black Ops: Practice Management During COVID presented by NAHSE Indy Mar 22, 2022

Why does where you live predict how long you will live? Presented by FSPH Mar 4, 2022

Beyond the Stethoscope: Healthcare administration Professionals presented by NAHSE Indy Mar 1, 2022

AUPHA Webinar: This Old Program – Is Yours a Fixer Upper: (Jan 20, 2022)

Measuring Social Risk Factors, Kelley School of Business Webinar (Jan 14, 2022)

How Large Employers View Rising Health Care Costs and the Role of Government. Kaiser Family Foundation. (April 29, 2021).

Human Misbelief in the Face of Contradicting Evidence. Presenter: Dr. David Dunning of the University of Michigan. Sponsored by Ferris State University Social Sciences Department. (April 16, 2021).

KFF Webinar Update Nursing Homes & COVID. Kaiser Family Foundation. (January 14, 2021).

2021 West Michigan Economic Forecast Webinar. Health Forum of West Michigan; Grand Rapids, MI (January 8, 2021).

COVID-19 Vaccine Distribution: Legal Issues and Challenges Webinar. Network for Public Health Law. (December 10, 2020).

Addressing the Health Disparities of COVID-19 Webinar. Health Forum of West Michigan; Grand Rapids, MI (December 4, 2020).

2020 Vision: Leading Through Trauma with Resiliency Webinar: NAHSE West Michigan (November 11, 2020).

Health Care Delivery During a Pandemic Webinar. Health Forum of West Michigan, Grand Rapids, MI; (November 6, 2020).

Public Policy Forum: National Association of Health Services Executives Webinar, Washington, DC; (October 7, 2020)

Diversity Forum, "The Dual Pandemics of 2020: How COVID-19 and Racial Unrest Have Impacted Our Industry", (virtual forum) National Association of Health Services Executives, Washington, DC; (September 23, 2020)

Ferris State University Faculty Center for Teaching and Learning Webinar. Teaching During Trauma Panel Discussion. (June 18, 2020).

Race in America and Healthcare: Bridging the Gap Webinar. (June 16, 2020, February 2, 2021).

What Happens in September? Interactive Panel Discussion Webinar: Campus communities and the COVID-29 Global Pandemic. (June 4, 2020).

Workshop Webinar, Health Forum of Western Michigan, "How Higher Education in the Region is Powering the Healthcare Workforce", Grand Valley State University, Grand Rapids, MI; (March 6, 2020)

Reader/Participant, Martin Luther King Day In-service Program; Ferris State University. Big Rapids, MI; (January 2017, 2019, 2020, 2021)

Workshop, Devos Colloquy, "Power of Data and Dilemma of Privacy", Grand Valley State University, Grand Rapids, MI (October 14, 2019)

Conference Attendance, Association of University Programs in Health Administration (AUPHA), AUPHA Annual Meeting; New Orleans, LA, USA. (June 10-14, 2019)

Workshop, "Intercultural Competency: Bridging Diversity & Inclusion," Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (October 2018 - April 2019).

Conference Attendance, "NACCHO Annual Conference 2018," National Association of City & County Health Officials, New Orleans, LA, USA. (July 10, 2018 - July 12, 2018).

Workshop, "The Institute on Inclusion and Inclusive Classrooms," FTCL, Big Rapids, MI, USA. (January 2018 - March 2018).

Conference Attendance, "NAHSE 33st Annual Educational Conference," National Association of Health Services Executives, Orlando, FL, USA. (October 9, 2018 - October 12, 2018).

Workshop, "Accessible Course Content Workshop: Make Your Documents Accessible in Blackboard," Faculty Center for Teaching and Learning, Big Rapids, MI, USA. (August 7, 2017 - August 11, 2017).

Workshop, "Integrated Course Design Workshop," Faculty Center for Teaching and Learning, Big Rapids, Michigan, USA. (February 3, 2017 - May 4, 2017).

Conference Attendance, "NAHSE 31st Annual Educational Conference," National Association of Health Services Executives, Las Vegas, Nevada, USA. (October 11, 2016 - October 15, 2016).

Conference Attendance, "IPE Conference: The Role of Interprofessional Teams in Health Care Delivery," Midwest Interprofessional Practice, Education and Research Center, Grand Rapids, Michigan, USA. (September 22, 2016 - September 23, 2016).

Seminar, "Diversity Panel Discussions," ACHE Great Lakes Chapter, Flint, Michigan, USA. (June 3, 2016).

Conference Attendance, "1st Annual FSU Conference on Aging," College of Health Professions, Big Rapids, Michigan, USA. (April 7, 2016 - April 8, 2016).

Conference Attendance, "Assessment Conference," Texas A & M University, College Station, Texas, United States. (February 22, 2015 - February 24, 2015).

Conference Attendance, "29th Annual Educational Conference," National Association of Health Services Executives, Detroit, Michigan, USA. (October 15, 2014 - October 18, 2014).

Community Involvement

Big Rapids Social Equity Initiative Community Engagement Committee—Subcommittee on Social Equity. Committee member; Panel Moderator for Coffee Table Talk sessions: *Black History in the Making in Big Rapids. Women in Big Rapids: Breaking the Glass Ceiling? Law Enforcement Leaders in Big Rapids and Mecosta County* (January 2021- present).

5th Annual Idlewild Empowerment Weekend; Celebrating the historic contributions of African Americans in the Idlewild community and the legacy of that era. Celebration attendee. (July 12-13, 2019).

Service, Activities, and Honors

American College of Healthcare Executives Indiana Chapter Diversity Award	2024
National Association of Health Services Executives Indianapolis Chapter Award for Innovation	2023
Gennesaret Free Clinic Board of Directors • Executive Director Search Committee (2023-2024) • Governance Committee (2023- present)	2022- present
Office of Multicultural Student Services Ferris State University Women of Achievement Panel	2021
Hope House Health Clinic, Board Member	2021-present
Our Brother's Keeper Shelter, Board Member	2015-2019

BRFUMC Vacation Bible School Volunteer	2017-2019
Big Rapids First United Methodist Church Missions Committee, Committee	2015-Present
Media for Health; Board Member	2011-2012
Charlotte and Robert Lowder Scholarship Recipient	2011
Lakeshore Foundation Board of Directors; Executive Committee (1998-2004)	1996-2008
Community Service Award, Grant United Methodist Church; Los Angeles, California	2007
Resolution of Honor; City of Compton, California	2006
American Cancer Society Board of Directors	2004-2005
YWCA Birmingham Board of Directors	2004-2005
Leadership Alabama Class of 2003	2003
Girl Scouts of The Cahaba Council Board of Directors	2003-2005
Childcare Resources Board of Directors	2001-2005
Girls Incorporated "She Knows Where She Is Going Award"	2001
Named One of Top Ten Business Women by Birmingham Business Journal	2000
Woman of Distinction presented by The Cahaba Girl Scout Council	1999
American Red Cross Project SHARE Advisory Board	1999-2005
The Women's Network; Board of Directors 2000; President 2003	1997-2005
Central Alabama Literacy Council, Board of Directors	1995-2003
Leadership Birmingham Alabama	1995
United Way Visiting Allocations Team Member; Chair 2003 and 2004	1995-2005
Leadership Jackson, Mississippi	1990
Middle Mississippi Girl Scout Council Board of Directors	1986-1993
Albert W. Dent Fellow (ACHE sponsored scholarship)	1979

References are available upon request.