

# ARIF AHMED

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## SUMMARY

Health Services Researcher with dentistry background. Primary research interest in cost, quality, and outcome implications of health care delivery system and contextual characteristics. Current research foci: 1) alternative care delivery models; 2) neighborhood characteristics and health; 3) leadership development in healthcare.

Experienced in developing and leading graduate programs in Health Services Administration and executive leadership programs in healthcare. Well versed in curriculum development, delivery modalities, program revision, and accreditation issues.

Teaching interests: Health Policy, Inter-professional Relationships in Health Care, Quality and Safety in Health Care, Health Services Research, Financial Management in Health Care, Global Health, and Research Methods.

## EDUCATION

**Doctor of Philosophy**, 2001, *University of Illinois at Urbana-Champaign*, Urbana, Illinois

Area of concentration: Health Policy/Health Services Research

Minor field: Health Economics

Dissertation title: Choice and Use of Services Under an Employer-Provided Dental Benefit Program: A Pilot Study. *UMI Number 3023004*

Dissertation advisor: Herbert M. Hazelkorn, DDS, Ph.D.

**Master of Science in Public Health**, 1997, *University of Illinois at Urbana-Champaign*, Urbana, Illinois

Area of concentration: Community Health Education

Thesis title: A Survey of Dental Students' Tobacco Cessation Counseling-related Attitudes, Perceptions, and Intentions

**Bachelor of Dental Surgery**, 1988, *Dhaka Dental College*, Dhaka, Bangladesh

## LEADERSHIP TRAINING

**University of Missouri System Manuel T. Pacheco Leadership Development Program**, 2018-19

Year-long leadership training program, one of the first of its kind in the country, for select group of Department Chairs, Directors, and Associate Deans covering various issues of academic leadership, emotional intelligence, change management, self-assessment, and leadership style development.

## ACADEMIC EMPLOYMENT

### **Department Chair**

*Department of Public Affairs, Henry W. Bloch School of Management, University of Missouri-Kansas City, Kansas City, MO (July 2017–Present)*

I lead and manage the academic department, comprised of 7 full-time faculty members, offering Master of Public Administration (MPA) and PhD degrees. The MPA program is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA); I oversee the preparation and submission of the annual maintenance of accreditation reports to NASPAA and am currently overseeing the preparation of self-study report for reaccreditation review during the 2019-20 academic year. Additionally, because of my participation in the Dean's leadership team, previous faculty leadership roles, research, and consulting activities, I am familiar with Association to Advance Collegiate Schools of Business (AACSB), Commission on the Accreditation of Healthcare Management Education (CAHME), and Commission of Dental Accreditation (CODA) accreditation guidelines. I am the responsible officer for assessment of learning for all degree and certificate programs in the department. I also coordinate the Public Affairs and Administration doctoral program. In this role, I also work with University Advancement office to seek outside support for department initiatives. The current department initiatives I am leading include revision of strategic plan, new program development (certificate programs and undergraduate emphasis areas), curricular content analysis and curriculum map update of the MPA program, creation of online versions of courses in two emphasis areas (Health Services Administration and Nonprofit Leadership) to be available to MPA and other degree program students (e.g., MBA), exploring partnership opportunities with other academic units to develop joint degree programs, and streamlining department course schedule.

#### **Associate Professor of Health Administration**

*Department of Public Affairs, Henry W. Bloch School of Management, University of Missouri-Kansas City, Kansas City, MO (2004–Present; tenured and promoted in 2011)*

I have been the lead faculty member in the Health Services Administration (HSA) emphasis area of the MPA program since 2006. I coordinate the curriculum development and learning assessment for the HSA emphasis area, teach graduate courses in the MPA core and HSA emphasis area, and serve as academic advisor of the HSA students. I also lead an annual study abroad course on global health in South Africa as part of the Bloch School Study Abroad Program. In a community-facing role, I serve as health policy and administration content area expert for the University. Currently, I am also leading the efforts to develop a Graduate Certificate in Health Leadership.

#### **Courtesy Professor**

*School of Dentistry, University of Missouri-Kansas City, Kansas City, MO (2005–Present)*

I promote and participate in interdisciplinary research with faculty of the School of Dentistry, serve as health policy content area expert in thesis and dissertation committees, and have taught "Financing Dental Care" in the Dental Public Health course.

#### **Assistant Professor and Master of Health Services Administration Program Director**

*Department of Public Health, Georgia Southern University, Statesboro, GA (2001–2003)*

I coordinated the graduate program in Health Services Administration, taught graduate and undergraduate courses in health services administration and policy, and served as academic advisor to graduate students in Health Services Administration.

## **EXECUTIVE EDUCATION EXPERIENCE**

#### **Academic Director, Saint Luke's Health System Physician Leadership Development Program**

*University of Missouri-Kansas City, Kansas City, MO (2014–Present)*

I oversee the academic affairs of this ten-month custom physician leadership development program for the Saint Luke's Health System of Kansas City. In this role, I am responsible for developing and maintaining the quality of the curriculum, vetting and selecting instructors, coordinating course contents, designing group capstone projects, and shepherding the participants through group projects. I am also a member of the core client-facing team.

### **Director, Physician Leadership Program**

*University of Missouri-Kansas City, Kansas City, MO (2011–2016)*

I designed the curriculum for the six-month, open enrollment, physician leadership development program (approved for 80 CME credits) and was responsible for continuous monitoring and refinement. I vetted and selected instructors, coordinated course contents, provided direction to participants for their program-length capstone projects, and provided guidance to the administrative team for marketing, recruitment, and maintenance of stakeholder relationships. This was one of the two programs cited for placing the UMKC Henry W. Bloch School of Management in the Top 10 among Educational Institutions for the 2014 Leadership 500 Excellence Awards presented by HR.com. The award recognizes exceptional organizations and universities for their strategies and solutions in leadership development.

### **Academic Director, UMKC-Cerner Certificate in Health Care Leadership**

*University of Missouri-Kansas City, Kansas City, MO (2010–2017)*

I developed the curriculum for this nine-month custom certificate program created for executives of the Cerner Corporation and its client organizations. I was responsible for quality assurance and refinement of curriculum in light of changing client priorities and participant profiles, vetting and selecting instructors nationally and internationally, and coordination of contents. I also provided guidance to team project mentors and evaluated participant assignments and projects. I was a member of the core client-facing team. This was one of the two programs cited for placing the UMKC Henry W. Bloch School of Management in the Top 10 among Educational Institutions for the 2014 Leadership 500 Excellence Awards presented by HR.com. The award recognizes exceptional organizations and universities for their strategies and solutions in leadership development.

### **Health Policy Module Leader, BlueKC Leadership Program**

*University of Missouri-Kansas City, Kansas City, MO (2013)*

I designed the 12-hour health policy module for this custom leadership development program for Blue Cross and Blue Shield of Kansas City. I was responsible for vetting and selecting instructors and coordination of course contents and taught a session on *Organization of the Healthcare System*.

## **CLINICAL EXPERIENCE**

### **Dental Surgeon**

*Dhaka Dental College Hospital, Dhaka, Bangladesh. (January 1991–July 1993)*

### **Private Dental Practice**

*Dhaka, Bangladesh. (August 1988 –July 1993)*

### **Postgraduate Training (Oral Surgery)**

*Dhaka Dental College Hospital, Dhaka, Bangladesh. (July 1990–December 1990)*

### **Internship Training**

*Dhaka Dental College Hospital, Dhaka, Bangladesh. (September 1988–September 1989)*

## **OTHER RELEVANT EXPERIENCE**

### **Graduate Assistant**

*McKinley Health Center, University of Illinois, Urbana, IL. (August 1996–July 2001)*

- Designed and conducted needs assessment and utilization surveys, analyzed data, and prepared reports for internal and external audiences.
- Prepared grant proposals on behalf of the Wellness Promotion Unit.

- Developed health education materials, including translated materials in several languages.
- Planned and delivered health education programs to special population groups on campus.

### **Internship Supervisor**

*Department of Community Health, University of Illinois, Urbana, IL. (August 1999–May 2001)*

- Supervised undergraduate Community Health students interning at various agencies.
- Advised and guided students in obtaining internships.
- Worked with various agencies to create and secure internship opportunities for the students.
- Taught a web-based course on internship.

### **Project Manager**

*The NCAA Tobacco Policy Study, University of Illinois, Urbana, IL. (August 1997–July 1999)*

- Supervised and coordinated day-to-day operation of this federally funded 4-year study – including conducting surveys among 6,000+ student athletes at 56 colleges and universities annually, data management, coding, and data analysis.
- Performed administrative duties including communicating with the funding agency, annual budget preparation, ordering purchases, and supervising undergraduate employees.
- Conducted oral examination on student athletes at selected study sites to validate survey data.

### **Research Assistant**

*The NCAA Tobacco Policy Study, University of Illinois, Urbana, IL. (August 1995–August 1997)*

- Assisted in questionnaire development, survey coding, and data analysis.
- Conducted oral examination on student athletes at selected study sites to validate survey data.

### **Instructor**

*Guided Individual Study, University of Illinois, Urbana, IL. (August 1996–August 1997)*

- Taught a correspondence course on Public Health Practice.

### **Graduate Teaching Assistant**

*Department of Community Health, University of Illinois, Urbana, IL. (August 1994–May 1996)*

- Taught undergraduate courses in Epidemiology, Health Behavior, and Contemporary Health.

## **JOURNAL PUBLICATIONS**

Fibuch, E., & **Ahmed, A.** (2018). Bringing value: Use project teams to direct change. *Physician Leadership Journal*, 5 (5), 60-63.

Fibuch, E., & **Ahmed, A.** (2018). Bringing value: Knowing the rules a boon for leaders. *Physician Leadership Journal*, 5 (4), 62-65.

Fibuch, E., & **Ahmed, A.** (2018). Bringing value: What to consider in an incentive plan. *Physician Leadership Journal*, 5 (3), 58-61.

Fibuch, E., & **Ahmed, A.** (2018). Bringing value: Build a functional leadership team. *Physician Leadership Journal*, 5 (2), 60-63.

Fibuch, E., & **Ahmed, A.** (2018). Bringing value: Key thinking to help get with the system. *Physician Leadership Journal*, 5 (1), 58-61.

Fibuch, E., & **Ahmed, A.** (2017). Bringing value: Understanding your role in the ecosystem. *Physician Leadership Journal*, 4 (5), 60-64.

- Fibuch, E., & **Ahmed, A.** (2017). No compromising on quality of care. *Physician Leadership Journal*, 4 (4), 36-39.
- Fibuch, E., & **Ahmed, A.** (2017). Strengthen bonds with your patients. *Physician Leadership Journal*, 4 (3), 50-53.
- Ahmed, A.**, Kelly, P. J., & Simmer-Beck, M. (2017). Analysis of stakeholder landscape in midlevel dental provider policy initiatives. *Journal of Dental Research*, 96 (A), 0562.
- Fibuch, E., & **Ahmed, A.** (2017). Process meets profit in patient relationships. *Physician Leadership Journal*, 4 (2), 26-30.
- Ahmed, A.**, Pyle, M. A., & Gadbury-Amyot, C. C. (2016). Feasibility study for a satellite program of an established school of dentistry. *Journal of Dental Education*, 80, 384-392.
- Fibuch, E., & **Ahmed, A.** (2016). Bringing value to your patients: Leading clinical transformation. *Physician Leadership Journal*, 3 (6), 22-26.
- Fibuch, E., & **Ahmed, A.** (2016). Branding healthcare: Important or just marketing? *Physician Leadership Journal*, 3 (4), 30-34.
- Fibuch, E., & **Ahmed, A.** (2015). Healthcare's supply chain: Important issues to consider. *Physician Leadership Journal*, 2 (6), 26-30.
- Fibuch, E., & **Ahmed, A.** (2015). Physician turnover: A costly problem. *Physician Leadership Journal*, 2 (3), 22-25.
- Fibuch, E., & **Ahmed, A.** (2015). Managing customer relationships: A healthcare imperative. *Physician Leadership Journal*, 2 (1), 28-33.
- Fibuch, E., & **Ahmed, A.** (2014). The role of failure mode and effects analysis in health care. *Physician Executive Journal*, 40 (4), 28-32.
- Fibuch, E., & **Ahmed, A.** (2013). Indexing performance measures. *Physician Executive Journal*, 39 (6), 38-43.
- Siruta, K. J., Simmer-Beck, M. L., **Ahmed, A.**, Holt, L. A., Villalpando-Mitchell, T., & Gadbury-Amyot, C. C. (2013). Extending oral health care services to underserved children through a school-based collaboration: Part 3 - A cost analysis. *Journal of Dental Hygiene*, 87, 289-298.
- Fincham, J. E., & **Ahmed, A.** (2012). Dramatic need for cooperation and advocacy within the academy and beyond. *American Journal of Pharmaceutical Education*, 76 (1), 1-3.
- Ahmed, A.**, & Fincham, J. E. (2011). Patients' view of retail clinics as a source of primary care: Boon for nurse practitioners? *Journal of the American Academy of Nurse Practitioners*. 23, 193-199.
- Hong, L., **Ahmed, A.**, McCunniff, M. D., Liu, Y., Cai, J., & Hoff, G. (2011) Secular trend in hospital emergency department visit for dental care. *Public Health Reports*, 126, 210-219.
- Ahmed, A.**, & Fincham, J. E. (2010). Physician office vs. retail clinic: Patient preferences in care seeking for minor illnesses. *Annals of Family Medicine*, 8, 117-123.
- Ahmed, A.**, & Fincham, J. E. (2009). Preferences for careseeking at retail clinics. *Medical Decision Making*, 29, E79-E80. (abstract)
- Hong, L., **Ahmed, A.**, McCunniff, M. D., Overman, P., & Mathew, M. (2008). Obesity and dental caries in children aged 2-6 years in the United States: NHANES 1999-2002. *Journal of Public Health Dentistry*, 68, 227-233.
- Kelly, P. J., **Ahmed, A.**, Martinez, E., & Peralez-Dieckmann, E. (2007). Cost analysis of obtaining post intervention results in a cohort of high-risk adolescent girls. *Nursing Research*, 56, 269-274.

Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (2000). Mid-project findings from a study of the National Collegiate Athletic Association's policy on smokeless tobacco use. *Substance Use and Misuse*, 35 (10), 1431-1441.

Molla, M. R., Shaheed, I., Bhuiyan, R. A., Shrestha, P., & **Ahmed, A.** (1988). Prevalence of mandibular fracture in Bangladesh: An analysis with 125 cases. *Bangladesh Dental Journal*, 5(1), 10-13.

## **BOOK CHAPTER**

**Ahmed, A.** (2011). Global public health and ethical issues. In J.E. Fincham (Ed.), *Health Policy and Ethics*. London, UK: Pharmaceutical Press, Royal Pharmaceutical Society of Great Britain.

## **CONFERENCE PRESENTATIONS**

**Ahmed, A.**, & Simmer-Beck, M. (2019, June). Developing a cost analysis tool for preventive dental services. Paper accepted for presentation at the International Association for Dental Research Conference, Vancouver, Canada.

Shortt, K., Venkitachalam, L., **Ahmed, A.**, & Gerkovich, M. (2017, April). Health insurance status as a predictor of acute exacerbation of chronic diseases leading to hospitalization. Paper presented at the Annual Midwest Bioinformatics Conference, Kansas City, MO.

**Ahmed, A.**, Kelly, P. J., & Simmer-Beck, M. (2017, March). Analysis of stakeholder landscape in midlevel dental provider policy initiatives. Paper presented at the International Association for Dental Research Conference, San Francisco, CA.

Gadbury-Amyot, C. C., Branson, B. G., **Ahmed, A.**, & Pyle, M. A. (2016, June). Using technology to deliver a satellite dental program that will expand access to oral healthcare while maximizing existing resources. American Dental Education Association Commission on Change and Innovation (ADEA CCI) 2016 Summer Liaisons Meeting, New Orleans, LA.

Venkitachalam, L., **Ahmed, A.**, Hackman, J., Kumari, N., Williams, K.B., Lafferty, W. E., & Gerkovich, M. (2014, March). The burden of hypertension in US emergency departments - a report from 2006-2010 HCUP Nationwide Emergency Department Sample. Paper presented at the American Heart Association EPI/NPAM Spring 2014 Scientific Sessions, San Francisco, CA.

Simmer-Beck, M., Walker, M. P., Gadbury-Amyot, C. C., Liu, Y., **Ahmed, A.**, Kelly, P. J., & Branson, B. (2014). Quality and efficacy of care provided by ECP dental hygienists. Paper presented at the American Association for Dental Research 43rd Annual Meeting, Charlotte, NC.

Venkitachalam, L., Gerkovich, M., Simon, S., **Ahmed, A.**, Williams, K., Lafferty, W. (2014, January). *Contemporary profile of diabetes-related ED visits in the United States - a report from 2006-2010 HCUP Nationwide Emergency Department Sample*. Paper accepted for presentation at Society for Medical Decision Making Asia-Pacific Conference, Singapore.

Simmer-Beck, M., Branson, B., Gadbury-Amyot, C. C., Kelly, P. J., **Ahmed, A.**, Walker, M. (2013, November). *Increasing access to oral healthcare services to underserved children through a collaborative school-based program using expanded scope of practice dental hygienists and dental hygiene students: A feasibility study*. Paper presented at the American Public Health Association 141st Annual Meeting, Boston, MA.

**Ahmed, A.**, Venkitachalam, L., Pino, F., Gerkovich, M., & Lafferty, W. (2013, June). *Nationwide emergency department visits by children for dental conditions, 2009*. Paper presented at the AcademyHealth Annual Research Meeting, Baltimore, MD.

**Ahmed, A.**, Venkitachalam, L., Pino, F., Gerkovich, M., & Lafferty, W. (2013, June). *Nationwide emergency department visits by children for dental conditions, 2009*. Paper presented at the Child Health Services Research Meeting, Baltimore, MD.

- Siruta, K. J., Gadbury-Amyot, C. C., **Ahmed, A.**, Holt, L., Simmer-Beck, M., & Mitchell T. V. (2012, June). *Cost analysis of the Miles of Smiles program, a school-based preventive oral health program*. Paper presented at the American Dental Hygienists' Association 89th Annual Session, Phoenix, AZ.
- Ahmed, A.**, & Taylor, M. (2009, October). *The Alaska dental therapist controversy: Who has the right to treat? Embryo case* presented at the North American Case Research Association Annual Conference, Santa Cruz, CA.
- Ahmed, A.**, & Fincham, J. E. (2008, October). *Preferences for careseeking at retail clinics*. Paper presented at the 30th Annual Meeting of the Society for Medical Decision Making, Philadelphia, PA.
- Ahmed, A.**, Hong, L., McCunniff, M. D., Mathew, M., & Daneman, B. S. (2008, October). *Application of a population-based workforce planning model to map dental workforce distribution in Missouri*. Paper presented at the 136th annual meeting of the American Public Health Association, San Diego, CA.
- Ahmed, A.**, Hong, L., McCunniff, M. D., Mathew, M., & Daneman, B. S. (2008). *Integration of national and state data to map dental workforce disparity in Missouri*. Paper presented at the 2008 AcademyHealth State Health Research and Policy Interest Group Meeting, Washington, DC.
- Ahmed, A.**, Day, N., & Nelson, E. (2006, November). *Dental coverage as an employment benefit: Do jobseekers value it?* Paper presented at the 134th annual meeting of the American Public Health Association, Boston, MA.
- Ahmed, A.**, McCunniff, M. D., Mathew, M., & Daneman, B. S. (2006, June). *Data constraints and methodological issues in dental workforce needs and productivity determination*. Paper presented at the AcademyHealth Workforce Research Meeting, Seattle, WA.
- Ahmed, A.**, McCunniff, M. D., Mathew, M., & Daneman, B. S. (2005, December). *Developing a population based dental workforce planning model: Issues and challenges*. Paper presented at the 133rd annual meeting of the American Public Health Association, Philadelphia, PA.
- Cox, K., Carroll, C. A., Teasley, S. L., & **Ahmed, A.** (2005, June). *A comparison of pediatric and non-pediatric nurse workload perceptions*. Paper presented at the 2005 Child Health Services Research Meeting, Boston, MA.
- Ahmed, A.**, & Hazelkorn, H. M. (2003, November). *Determinants of regular dental visits: Beyond insurance coverage*. Paper presented at the 131st annual meeting of the American Public Health Association, San Francisco, CA.
- Ahmed, A.**, Graf, H. M., & Jacobs, U. (2003, November). *Workforce shortage in rural hospitals: The Georgia experience*. Paper presented at the 131st annual meeting of the American Public Health Association, San Francisco, CA.
- Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (2003, February). *Are college health centers meeting the US Public Health Service's recommendations on tobacco use prevention and cessation?* Paper presented at the 9th Annual Meeting of the Society for Research on Nicotine and Tobacco, New Orleans, LA.
- Ahmed, A.**, Chakravorty, B., & Buchanan, R. (2002, November). *College athletes' responses to the NCAA's policy on smokeless tobacco use*. Paper presented at the 2002 National Conference on Tobacco or Health, San Francisco, CA.
- Ahmed, A.**, & Hazelkorn, H. M. (2002, November). *Preventive dental services use by insured individuals: Does the plan type matter?* Paper presented at the 130th annual meeting of the American Public Health Association, Philadelphia, PA.
- Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (2001, November). *Perceived effects of the National Collegiate Athletic Association's policy on smokeless tobacco use: A longitudinal study*. Paper presented at the 2001 National Conference on Tobacco or Health, New Orleans, LA.

- Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (2000, November). *Patterns and prevalence of spit tobacco use among college athletes—A longitudinal study*. Paper presented at the 128th annual meeting of the American Public Health Association, Boston, MA.
- Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (2000, November). *College student-athletes and spit tobacco cessation help: What they know about where to go*. Paper presented at the 128th annual meeting of the American Public Health Association, Boston, MA.
- Buchanan, R., Chakravorty, B., & **Ahmed A.** (1999, November). *Spit tobacco use in a cohort of NCAA athletes*. Paper presented at the 127th annual meeting of the American Public Health Association, Chicago, IL.
- Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (1998, November). *Study of the National Collegiate Athletic Association's smokeless tobacco policy: Mid-project findings*. Paper presented at the 126th annual meeting of the American Public Health Association, Washington, DC.
- Ahmed, A.**, & Chakravorty, B. (1997, November). *Advanced dental students' attitudes toward and intentions to provide tobacco prevention and cessation counseling*. Paper presented at the 125th annual meeting of the American Public Health Association, Indianapolis, IN.
- Chakravorty, B., **Ahmed, A.**, & Buchanan, R. (1997, November). *Smokeless tobacco use by college baseball players - Still part of the game?* Paper presented at the 125th annual meeting of the American Public Health Association, Indianapolis, IN.

## GRANTS AND CONTRACTS

- Evaluating the Outcomes of Oral Health Workforce Policy to Increase Access to Dental Providers and Reduce Oral Health Disparities. Co-Investigator, 20%, 2015-2017, \$1.12m (Simmer-Beck & Kelly, Co-PIs), National Institute of Dental and Craniofacial Research.
- Feasibility Study of Satellite Doctor of Dental Surgery Program. 2013. Professional Consulting, 2013, \$32,500. University of Missouri Kansas City School of Dentistry.
- Politics of Professional Control: The Case of Dentistry. Principal Investigator, Summer 2009, \$5,000. Bloch Summer Research Grant, University of Missouri-Kansas City.
- Dental Workforce Planning Across the United States. Principal Investigator, Summer 2008, \$13,500. Kemper Summer Research Grant, University of Missouri-Kansas City.
- Medical Students' Attitudes Toward and Perceptions about Patients with Chronic Obstructive Pulmonary Diseases. Principal Investigator, Summer 2007, \$12,000. Kemper Summer Research Grant, University of Missouri-Kansas City.
- Preferences for Dental Benefits among Job Search Candidates. Principal Investigator, Summer 2006, \$12,000. Kemper Summer Research Grant, University of Missouri-Kansas City.
- A Population Based Oral Health Workforce Model. Co-investigator, 16.66%, December 2004 to June 2006, \$200,000. Missouri Department of Health and Senior Services.
- An Assessment of Staffing Issues in Southeast Georgia Rural Hospitals and Development of a Managerial Decision Tool (Phase I). Principal Investigator, 9%, January 1, 2003 to June 30, 2003, \$20,000. Intellectual Capital Partnership Program (ICAPP), University System of Georgia.
- Asthma Initiative Assessment. Co-Principal Investigator, 15%, July 1, 2002 to June 30, 2003, \$50,000. Office of Rural Health Services, Georgia Department of Community Health.
- Project Evaluation of the Waycross District Tobacco Use Prevention -A-Ware Project. Co-Principal Investigator. January 1, 2002 to June 30, 2003, \$6,500. Southeast Health Unit, Georgia Division of Public Health.



- Drug Susceptibility Testing for MDR/XDR TB. Investigator, 13% annual effort (Carole McArthur, PI). R01 grant application submitted to the National Institutes of Health. Direct cost: \$3,738,856. **Not funded**
- Cost, Quality, and Aptness of Care at Retail Clinics. Principal Investigator (15% annual effort), January 2010 to December 2010, \$49,669. BlueCross BlueShield of Kansas City Clinical Research Grant. **Not funded**
- TB Infrastructure and Capacitance Building in Cameroon. Investigator (Carole McArthur, PI). \$4,000,000. U01 grant application in response to RFA-AI-09-010. **Not funded**
- Consumers and Health Seeking Preferences: Ramifications for Health Care. Principal Investigator, \$46,800. University of Missouri Research Board. **Not funded**
- Behaviorally-enhanced vs. Standard Splint Therapy for the Treatment of TMD Pain. Investigator, 10%, July 1, 2007 to June 30, 2009, \$461,419. National Institute of Dental and Craniofacial Research (PAR-06-244). (Principal Investigator on UMKC sub-contract, \$72,342). **Not funded**
- Application of a New Rapid LAM Antigen Test for Tuberculosis Improves Outcomes. Co-Investigator, 10%, December 1, 2007 to November 30, 2009, \$149,000. National Institute of Child Health and Human Development (PAR-07-216). **Not funded**
- Rural ART and TB Drug Delivery Model in Cameroon. Co-investigator 10%, 2007 to 2009, \$199,984. Doris Duke Charitable Foundation. **Not funded**
- Rural ART Delivery Model in Cameroon. Co-investigator, 10%, 2005 to 2007, \$199,984. Doris Duke Charitable Foundation. **Not funded**
- Dental Benefits and Employment Decisions – Employee and Employer Perspectives. Co-Principal Investigator. 2005. Upjohn Institute of Employment Research. **Not funded**
- Looking Ahead-Reasoning Back: Advancing the Nursing PhD. Co-investigator, 5%, 2005 to 2007, \$994,601. Health Resources and Services Administration. **Not funded**
- KC Navigator. Co-investigator, 13%, 2005 to 2010, \$2,879,376. National Cancer Institute. **Not funded**

## TEACHING EXPERIENCE

- **At University of Missouri–Kansas City**
  - Financial Management Issues in Health and Human Services Organizations (HA 5571) †
  - Quality and Safety in Healthcare (HA 5572)\*
  - Health Services Administration and Health Professions (HA 5577) †
  - Health Policy in the United States (HA 5581)\*
  - Special Topic: Health Services Research (HA 5587)\*
  - Global Health and Social Issues: Study Abroad in South Africa (PA 5587/497)\*
  - Research Methods in Public Administration (PA 5510)
  - Financial Accountability and Policy Development (PA 5525)
  - *Various executive education sessions on Health Policy, Healthcare Ecosystem, and Leadership in Healthcare.*
- **At Georgia Southern University**
  - Health Care Systems (HLTH 3132) †\*
  - Theories of Health behavior Change (HLTH 3330)♦
  - Health Services Administration (HLTH 7330) †
  - Health Care Financing (HLTH 7331) †
  - Health Policy, Issues, and Ethics (HLTH 7332) †

- Strategies for Managed Care (HLTH 7333) ‡
- Long Term Care Administration (HLTH 7334)

➤ **At University of Illinois at Urbana-Champaign**

- Public Health Practice (CHLTH 310) ♦

\* Denotes new course

‡ Denotes significant redesign of the course

♦ Denotes undergraduate course

## SERVICE

- Doctoral committee service at UMKC:
  - Su Bin Park (current Ph.D. student in Public Affairs and Administration): Chair
  - Stacy Doyle (Ph.D. in Nursing): Member
  - Rebecca Paulsen (Ph.D. in Nursing): Member
  - Brenda Bohaty (I-Ph.D. Co-discipline Public Affairs and Administration): Outside reader
  - Barry Daneman (I-Ph.D. Coordinating-discipline Public Affairs and Administration): Member
  - Jane Haley (I-Ph.D. Coordinating-discipline Public Affairs and Administration): Outside reader
  - Glynda Sharp (I-Ph.D. Coordinating-discipline Public Affairs and Administration): Outside reader
- Member of the Board of Directors, REACH Healthcare Foundation (2016-present)
- Chair, Search Committee for Assistant Professor of Health Administration, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2016–2017)
- Chair, Faculty Executive Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2015–2017)
- Member, Promotion and Tenure Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2015–2017)
- Coordinator, Interdisciplinary Ph. D. Public Affairs and Administration (PAA) discipline, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2015–present)
- Member, Search Committee for Assistant Professor of Management Information Systems, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2015–2016)
- Chair, Search Committee for Victor and Caroline Schutte/Missouri Professor of Urban Affairs, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2014–2015)
- Chair, Search Committee for Assistant Professor of Urban Affairs, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2014–2015)
- Faculty Affiliate, Center for Applied Environmental Research, University of Missouri-Kansas City. (2016–present)
- Co-Chair, Faculty Executive Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2014–2015)
- Faculty Affiliate, Center for Health Insights, University of Missouri-Kansas City. (2013–present)
- Chair, Search Committee for Assistant Professor of Health Administration, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2012–2013)

- Member, Social Science Institutional Review Board, University of Missouri-Kansas City (2008–2010)
- Member, Graduate Council, University of Missouri-Kansas City (2008–2010)
- Affiliate, Center for Health Policy, University of Missouri-Columbia. (2005–present)
- Immediate Past Chairperson, Mother and Child Health Coalition of Greater Kansas City. (2011–2012)
- Chairperson, Mother and Child Health Coalition of Greater Kansas City. (2010–2011)
- Chairperson-elect/Member, Board of Directors, Mother and Child Health Coalition of Greater Kansas City. (2006–2009)
- Policy Review Committee, American Public Health Association, Health Administration Section. (2004–2006)
- Ad-hoc manuscript reviewer, Value in Health. (2006)
- Manuscript reviewer, Journal of Applied Gerontology. (2004–2005)
- Medical Informatics degree planning subcommittee, University of Missouri-Kansas City. (2004)
- Governance Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2010–2015)
- Research and Awards Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2004–2006; 2010–2013; 2017–present)
- Doctoral/Graduate Faculty Nominating Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2007–2009)
- Master of Public Administration Admission Committee, Henry W. Bloch School of Management, University of Missouri-Kansas City. (2008–present)
- Ad-hoc external grant reviewer, Georgia Southern University Foundation, Georgia. (2005)
- Member, Georgia Statewide HIV Prevention Evaluation Advisory Committee, Georgia Department of Human Resources. (2002–2003)
- Faculty Senate Alternate (College of Health and Human Sciences representative), Georgia Southern University. (2003)
- Member, Graduate Student Welfare Task Force, Jack N. Averitt College of Graduate Studies, Georgia Southern University. (2002–2003)
- Member, Departmental IRB, Department of Public Health, Georgia Southern University. (2003)

## **HONORS, AWARDS, AND RECOGNITIONS**

- New Faculty Teaching Scholar, 2004–2005, University of Missouri system.
- Graduate Teaching and Research Assistantship, University of Illinois, Urbana, Illinois.
- Robert L. Sprague Dissertation Research Award, University of Illinois, Urbana, Illinois.
- Graduate College Thesis Research Award, University of Illinois, Urbana, Illinois.
- Inclusion in the “List of Teachers Ranked as Excellent by Their Students”, University of Illinois, Urbana, Fall Semester 1995.

## **PROFESSIONAL AFFILIATIONS**

- AcademyHealth
- American Public Health Association
- Society for Medical Decision Making
- International Association for Dental Research

## **INVITED LECTURES AND PANELS**

- *Epidemiology of dental caries*. UMKC School of Medicine, Lecture, 2013, 2014
- *Implications of health reform for the business community*, Panelist, June 2010.
- *Business executives' power lunch on health reform*, Panelist, June 2010.
- *National health care: A community conversation*, Panelist, April 2010.
- *Financing dental care*. UMKC School of Dentistry, Lecture, 2009, 2010, 2011, 2012, 2013, 2014
- *Socioeconomic context and emergency department visit for dental care*. UCSF Dental Public Health Seminar, Lecture, February 2010.
- *The future of health reform*. Association of Health Care Journalists, Panelist, July 2008.

## **MEDIA APPEARANCES**

- Kansas City Public Television/PBS
- KCUR/National Public Radio
- Kansas City Star
- Kansas City Business Journal
- Sun Tribune, Kansas City
- Los Angeles Times
- United Press International
- Medical News Today
- Modern Healthcare