

Forest S. Kim, PhD, FACHE

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Baylor University  
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## EDUCATION

- University of Washington, Seattle, WA* **2009**  
**PhD, Health Services Research**  
Concentration: Evaluative Science
- Army-Baylor University Graduate Program in Health & Business Administration, Fort Sam Houston, TX* **2003**  
**Master of Health Administration**  
Honors: Director's Award, Member, Upsilon Phi Delta
- University of Texas at San Antonio, San Antonio, TX* **2003**  
**Master of Business Administration**  
Honors: Dean's Honor Roll
- Chapman University, Orange, CA* **2000**  
**Master of Arts, Organizational Leadership**  
Voluntary Leadership Executive Certificate
- UCLA, Los Angeles, CA* **1995**  
**Bachelor of Science, Physiological Science**  
Honors: Distinguished Military Graduate, Dean's Honor Roll

## PROFESSIONAL EXPERIENCE

- Baylor University, Robbins Master in Business Administration in Healthcare, Waco, TX* **2019 - Present**  
**Program Director & Clinical Associate Professor**  
Baylor University's Robbins MBA in Healthcare Administration is a top ranked (#17 in U.S. News & World Report), dually-accredited program (CAHME & AACSB) in the field of healthcare administration. The program's mission is to promote academic excellence, stimulate intellectual activity and encourage community excellence in a Christian environment to improve the health of all segments of society. Responsible for the competency development of approximately 35 students annually. Conducts research in health policy & program evaluation, executive skills, and graduate education development.
- University of the Incarnate Word, Graduate Program in Healthcare Administration, San Antonio, TX* **2017 - 2019**  
**Program Director & Associate Professor**  
UIW's Graduate Program in Healthcare Administration is a fully-accredited program (CAHME) in the field of healthcare administration whose mission is values-based, competency-driven, and experientially-focused. Under his tenure, UIW became one of only three programs in the nation to earn a perfect CAHME accreditation score and became nationally ranked (U.S. News & World Report) for the first time in the program's history. Responsible for the competency development of approximately 40 students annually. Directly responsible for the development and instruction of graduate and undergraduate level courses in population health/epidemiology, quantitative analysis, and business statistics. Conducts research in health policy & program evaluation, executive skills, interprofessional and graduate education development.

*Army-Baylor Graduate Program in Health & Business Administration, San Antonio, TX* **2014 - 2017**  
**Program Director & Associate Professor**  
 Army-Baylor University Graduate Program in Health and Business Administration is a fully-accredited (CAHME & AACSB), U.S. News and World Report top-7 ranked program in the field of health administration. Responsible for the competency development of over 100 students annually based on the Joint Medical Executive Skills Core Curriculum. Leads and develops 31 faculty (11 PhDs) and staff comprised of officers, enlisted, and civilian personnel. Provides guidance to Curriculum, Admissions, Research & Faculty Development, Residency, and Marketing Committees. Oversees Basic Health Administration and Group Practice Management Courses. Directly responsible for the development and instruction of graduate-level courses covering topics in health care systems, population health, research methods, and strategic management. Conducts research in health policy & program evaluation, executive skills, and graduate education development.

*NATO Training Mission-Afghanistan, Kabul, Afghanistan* **2013-2014**  
**Advisor to Afghan Surgeons General/ Armed Forces Academy of Medical Sciences Advisory Team Leader**  
 Mentor and advise the Afghan National Army and Police Surgeons General and the AFAMS Commanding Officer and Deputies on the development and implementation of a sustainable health services individual training and education management system that supports ANSF health services strategic and operational requirements; lead team of 5 U.S. military personnel and 7 Afghan local national linguists; assist in validation survey preparations; help develop and implement point of injury care programs (Combat Life Saver, Combat Medic Refresher Course, and First Aid); help develop and implement training for Air Transportable Treatment Unit.

*Army-Baylor Graduate Program in Health & Business Administration, San Antonio, TX* **2009 - 2014**  
**Deputy Director, Master in Health Administration Program/ Assistant Professor**  
 Responsible for the development and instruction of three graduate-level courses. Serves as Chair of the Faculty Development and Research Committee responsible for continuously enhancing the teaching and research capabilities of 10 PhDs and 2 doctoral candidates. Conducts research on various health services topics with an emphasis on program evaluation. Serves on the Admission, Curriculum, and Residency Committees.

*Brooke Army Medical Center, San Antonio, TX* **2005 - 2006**  
**Deputy Director, Department of Health Care Operations**  
 Oversee business planning and data collection, analysis, and presentation for 250-bed tertiary care academic hospital with level-one trauma and burn unit providing healthcare to 47,800 beneficiaries with personnel staff of over 3,200 and annual operating budget in excess of \$250 million.

*Brooke Army Medical Center, San Antonio, TX* **2003 - 2005**  
**Healthcare Administrator, Department of Surgery**  
 Responsible for the administration of department providing surgical care to 47,800 beneficiaries; oversaw personnel staff of over 240 surgeons, nurses and medical professionals and budget in excess of \$20 million.

*Brooke Army Medical Center, San Antonio, TX* **2002 - 2003**  
**Administrative Resident**  
 Administrative resident in 250-bed tertiary care academic hospital with level-one trauma and burn unit providing healthcare to 47,800 beneficiaries with personnel staff of over 3,200 and annual operating budget in excess of \$250 million; completed graduate management project (graduate thesis) which involved the development of a strategic plan and balanced scorecard for a regional information management database.

*Madigan Army Medical Center, Tacoma, WA* **1999 - 2001**  
**Human Resources & Logistics Manager (Commander), B/Medical Holding Company**  
 Command responsibility over 380 personnel; responsible for military readiness, training, and quality of life; accountable for over \$1 million in property; ensured efficient disposition of over 100 soldiers undergoing medical evaluation.

*Madigan Army Medical Center, Tacoma, WA* **1998 - 1999**  
**Healthcare Administrator, Department of Family Practice**  
 Responsible for the administration of department providing primary care to over 40,000 beneficiaries in a 250-bed tertiary care academic medical center; oversaw personnel staff of 135 physicians, nurses and medical professionals and budget in excess of \$1 million.

*Madigan Army Medical Center, Tacoma, WA* **1997 - 1998**  
**Healthcare Administrator, Ft. Lewis & Yakima Troop Clinics**

Responsible for the administration of 5 troop medical clinics providing Primary Care to over 20,000 active duty soldiers; oversaw personnel staff of over 60 physicians, nurses and medical professionals and budget in excess of \$400K; project officer for annual medical mission providing physicals to over 4,000 ROTC cadets.

*Madigan Army Medical Center, Tacoma, WA*

**1997**

**Healthcare Administrator, Department of Anesthesia & Operative Services**

Responsible for the administration of department providing anesthesia and operative services (12 Operating Rooms, Pre and Post Anesthesia Unit, Central Materiel Service, & Pain Clinic) to over 40,000 beneficiaries; oversaw 130 anesthesiologists, anesthesiologists, nurses and medical professionals and budget in excess of \$4.8 million.

*Taegu, South Korea*

**1996 - 1997**

**Chief Operating Officer (S-3), 168<sup>th</sup> Area Support Medical Battalion**

Responsible for plans, operations, and training for military unit comprised of over 334 personnel with the mission of providing primary care and ground medical evacuation support to U.S. troop population stationed across the entire southern Korean peninsula.

AWARDS

Meritorious Service Medal	<b>2007 - 2017</b>
ACHE Army Regent Career Award	<b>2017</b>
Order of Military Medical Merit	<b>2015</b>
Bronze Star Medal	<b>2014</b>
Meritorious Service Medal	<b>2009 - 2013</b>
Instructor of the Year Award (Army-Baylor MHA/MBA Program)	<b>2013</b>
South Texas ACHE Researcher of the Year Award	<b>2013</b>
Distinguished Faculty Service Award (Army-Baylor MHA/MBA Program)	<b>2012</b>
Professor of the Semester (Spring Semester, Army-Baylor MHA/MBA Program)	<b>2010</b>
ACHE Early Career Healthcare Executive Award	<b>2006</b>
Meritorious Service Medal	<b>2006</b>
Army Achievement Medal	<b>2003</b>
Meritorious Service Medal	<b>1999 - 2001</b>
Meritorious Service Medal	<b>1997 - 1999</b>
Army Achievement Medal	<b>1999</b>
Army Achievement Medal	<b>1998</b>
Army Commendation Medal	<b>1997</b>
George C. Marshall Award	<b>1995</b>
Army Reserve Officer Training Corps 4-Year Scholarship	<b>1990</b>

PROFESSIONAL CERTIFICATIONS

Fellow, American College of Healthcare Executives

MEMBERSHIPS

American College of Healthcare Executives

Association of University Programs in Health Administration

Army-Baylor University Alumni Network

Graduate Education in Health Management Leadership Excellence Networks (GEHM-LENS)

South Texas Chapter, American College of Healthcare Executives

Texas Hospital Association

PUBLICATIONS

Beauvais, B., Whitaker, Z., Kim, F., & Anderson, B. (2022). Is the Hospital Value-Based Purchasing Program Associated with Reduced Hospital Readmissions?. *Journal of Multidisciplinary Healthcare, 15*, 1089–1099. <https://doi.org/10.2147/JMDH.S358733>

- Ferreira, L. & Kim, F. (2021). Somebody call a DOCTOR! Using reverse innovation to improve healthcare management in response to COVID-19. *Health Management Policy & Innovation*, 6(2).  
<https://hmpi.org/2021/12/02/using-reverse-innovation-to-improve-healthcare-management-in-response-to-covid-19/>
- Spear, B., Kinart, A., Beauvais, B. M., & Kim, F. S. (2021). Renovating healthcare facility maintenance planning: A case study from Walter Reed National Military Medical Center. *HERD: Health Environments Research & Design Journal*, 14(4): 416-428.
- Kim, F. S., Bonica, M., Johnson, L. M., Swift, D., Beauvais, B. M., & Mangelsdorff, A. D. (2021). "Throw you to the wolves" and other strategies for developing the interpersonal skills of recent entrants to healthcare management: A mixed methods study. *The Journal of Health Administration Education*. 38(3), 727-768.
- Liu, D., Burston, B., & Kim, F. (2021). Helping healthcare administration students develop the appropriate skills to identify, measure, and manage disparities in long-term services and supports. *The Journal of Health Administration Education*, 38(2), 485-506.
- Beauvais, B., Richter, J., Kim, F., Palm, E., Spear, B., Turner, C. (2021). A reason to renovate: The association between hospital age of plant and value-based purchasing performance. *Health Care Management Review*, 46(1), 66-74.
- Richards, M. & Kim, F. (2019). A reformed individual market for all. *Health Management Policy & Innovation* (invited paper).
- Beauvais, B., Gilson, G., Towers, T., Kim, F., Cournoyer, J., McMullen, L., & Moore, C. (2019). Evaluation of content delivery modalities to support health management education. *Journal of Health Administration Education*, 36(2), 169-190.
- Beauvais, B., Richter, J., Kim, F., Sickels, G., Hook, T., Kiley, S., & Horal, T. (2019). Does Patient Safety Pay? Evaluating the Association Between Surgical Care Improvement Project Performance and Hospital Profitability. *Journal of Healthcare Management*, 64(3), 142-154.
- Thomas, J. E., Kang, S., Wyatt, C. J., Kim, F. S., Mangelsdorff, A. D., Weigel, F. K. (2018). Glucose-6-Phosphate-Dehydrogenase Deficiency - Its association with cardiovascular disease in US military centers: A retrospective cohort study and literature review. *Texas Heart Institute Journal*, 45(3), 144-150.
- Beauvais, B., Richter, J., Kim, F., Weigel, F., Brezinski, P., Downs, L., Mangelsdorff, A. D., Patricola, M., & Powers, J. (2018). The influence of CAHME accreditation findings and program reputation on length of healthcare management program accreditation. *Journal of Health Administration Education*, 34(4), 569-584.
- Beauvais, B., Richter, J., Kim, F. (2017). Doing well by doing good: Evaluating the influence of patient safety performance on hospital financial outcomes. *Health Care Management Review*. doi: 10.1097/HMR.000000000000163.
- Richter, J., Downs, L., Beauvais, B., Huynh, P., Hamilton, J., Kim, F., Weigel, F., & Mangelsdorff, A. D. (2017). Does the proportion of same day and 24-hour appointments impact patient satisfaction? *Quality Management in Healthcare*, 26(1), 22-28.
- Beauvais, B., Richter, J., Cuyler, M., Bewley, L., & Kim, F. (2016). Portfolio development to guide competency assessment & disseminate health system leading practices – Results from the Arm-Baylor residency experience. *Journal of Health Administration Education*, 33(4), 541-557.
- Beauvais, B., Kim, F., Cuyler, M., Richter, J., Johnson, L., Mangelsdorff, A.D. (2016). Developing the BEAR - assessing student competency development in graduate health management education. *Journal of Health Administration Education*, 33(3), 377-392.
- Childs, J. D., Fritz, J. M., Wu, S. S., Flynn, T. W., Wainner, R. S., Robertson, E. K., Kim, F. S., & George, S. Z. (2015). Implications of early and guideline adherent physical therapy for low back pain on utilization and costs. *BMC Health Services Research*, 15(1), 150.
- Kruse, C.S., DeShazo, J., Kim, F., & Fulton, L. (2014) Factors associated with adoption of health information technology: A conceptual model based on a systematic review. *JMIR Medical Informatics*, 2(1), e9.
- Fandre, M., McKenna, C., Beauvais, B., Kim, F., & Mangelsdorff, A.D. (2014). Patient centered medical home implementation effects on emergency room utilization: A case study. *Hospital Topics*, 92(3),1-7.
- Grant, J., Vargas, A. L., Holcek, R. A., Watson, C. H., Grant, J. A., & Kim, F. S. (2012). Is the ASVAB ST composite score a reliable predictor of first-attempt graduation for the US Army operating room specialist course?. *Military Medicine*, 177(11), 1352-1358.

Beauvais, B. Wood, S. J., Brezinski, P. R., Brooks, M. S., Kim, F. S., & Mangelsdorff, D. A. (2011). Adoption and implementation of competency based education – The Army-Baylor approach. *Journal of Health Administration Education*, Fall, 28(4), 299-313.

#### PUBLISHED ABSTRACTS

Beauvais, B., Richter, J., & Kim, F. S. (2018). Doing well by doing good: Evaluating the influence of patient safety performance on hospital financial outcomes: Abstracts from the Forum on Advances in Healthcare Management Research. *Journal of Healthcare Management*, 63(6), 447-450.

Beauvais, B., Kim, F. S., Johnson, L. M., Brooks, M. S., Brezinski, P. R. (2012). "Portfolios in the applied setting: Assessing student performance & competency achievement in graduate management education." Nineteenth Annual Conference on International Business and Contemporary Issues in Business in Deadwood, South Dakota, October 4 – 6, 2012.

#### ONGOING RESEARCH

Richter, J. P., Beauvais, B., Downs, L., Calvert, M., Najera, F., Wentz, S., Wolfe, B., & Kim, F. Staff perceptions of organizational patient safety climate and quality outcomes: An examination of outpatient medical offices.

Kim, F. S., Liu, C. F., et al. "Medigap for All? The Impact of Reduced Cost-sharing on Health Care Use and Spending For Medicare-Eligible Military Retirees: Lessons From a Natural Experiment". Targeted journal: Medical Care Research & Review

Kim, F., Walters, J., Farrow, S., Stressman, S., Wegner, M., Beauvais, B. (resubmitting). The impact of patient centered medical homes on emergency room utilization in the Military Health System.

Kim, F. S., Liu, C. F., et al. (working paper). "TRICARE Plus: Does Enrollment into Military Treatment Facility Primary Care Make a Difference in Experiences with Care and Preventive Service Use for Medicare-eligible Military Retirees?" Targeted journal: Health Care Financing Review

#### GRANTS & CONTRACTS

Kim, F.S. (Primary Author). (2022). Competency Modeling State of the Science Review Anthology Book Chapter Proposal. Consortium Research Fellows Program (U.S. Army Research Institute), \$1,520 (funded).

Kim, F. S. (Primary Investigator) & Fleming, N. (2021). Comparison of Airrosti and non-Airrosti costs for the treatment of patients with low back pain. Sponsor: Airrosti Rehab Centers, LLC, \$20,000 (funded).

Kim, F. S. (Primary Investigator), Johnson, L. M., Mangelsdorff, A. D., S. J. Swift, D. (2011). "Improving the Interpersonal Skills of Young Healthcare Executives". Baylor University Research Committee, \$4,500 (funded).

#### BOOK CHAPTERS

Coppola, M. N., Hudak, R. P., Kim, F. S., Fulton, L., Harrison, J. P., & Kerr, Bernie (2013). Chapter 28. The Military Managed Care Health System. In Kongstvedt, P. R. (6<sup>th</sup> Ed), *Essentials of Managed Health Care* Jones and Bartlett Publishers: Sudbury, MA

#### PRESENTATIONS

Volmar, K., BeLue, R., Jones, J., & Kim, F. (June 15, 2021). *Association of University Programs in Health Administration Annual Conference [virtual conference]*. Program planning in uncertain times.

Nesser, C., Downs, L., Kim, F., & LaFrance, K. (June 13, 2019). *Association of University Programs in Health Administration Annual Conference, New Orleans, LA*. Exceeding expectations: Ensure your students are obtaining competencies.

Gelmon, S., Beauvais, B., Kim, F., & Stanowski, A. (June 13, 2018). *Association of University Programs in Health Administration Annual Conference, Philadelphia, PA*. "Creating User-Friendly Competency Assessment Systems: Experiences from Three Graduate Programs" (attendance: 50).

Beauvais, B. M., Richter, J., Kim, F. S. (March 27, 2018). *American College of Healthcare Executives Congress, Chicago, IL*. "Doing Well by Doing Good – Evaluating the Influence of Patient Safety Performance on Hospital Financial Outcomes" (attendance: 30).

Yuscket, P. & Kim, F. (April 19, 2018). *Annual Graduate School Research and Education Symposium, Graduate School, US AMEDD Center & School Health Readiness Center of Excellence, Joint Base San Antonio-Lackland, TX*. "Factors Associated with Inpatient Satisfaction in Military Treatment Facilities" (attendance: 190).

Downs, L., Kim, F., & Beauvais, B. (April 18, 2018). *Annual Graduate School Research and Education Symposium, Graduate School, US AMEDD Center & School Health Readiness Center of Excellence, Joint Base San Antonio-Lackland, TX*. "Evaluating Curricula for Competency and Accreditation" (attendance: 7).

Kim, F. S. (June 4, 2015). *Association of University Programs in Health Administration Annual Conference, Miami, FL*. "Lights, Camera, Population Health! Using Video as a Learning Tool" (attendance: 45).

Childs, J. D., Fritz, J. M., Wu, S. S., Flynn, T. W., Wainner, R. S., Robertson, E., Kim, F. S., George, S. Z. (December 10, 2014). *Annual Research Day, Graduate School, AMEDD Center & School, Fort Sam Houston, TX*. "Implications of Early and Guideline Adherent Physical Therapy for Low Back Pain on Utilization and Costs" (attendance: 190).

Kim, F. S. Beauvais, B. M., Bewley, L. W. (June 23, 2013). *Association of University Programs in Health Administration Annual Conference, Monterey, CA*. "To Infinity & Beyond! Your Program as Catalyst to Best Practice Exchange" (attendance: 75).

Curtis, D.A., Thomas, M.M., Kim, F., Childress, C., Mangelsdorff, A.D. *Annual Research Day, Graduate School, AMEDD Center & School, Fort Sam Houston*. "Factors associated with TRICARE beneficiaries' Aged 65+ use of TRICARE Mail Order Pharmacy (TMOP)" presented at *TX* (attendance: 175).

Beauvais, B. M., Kim, F. S., Johnson, L. (March 20, 2012). *Association of University Programs in Health Administration Leaders Conference, Chicago, IL*. "Portfolios in the Applied Setting: Assessing Student Performance & Competency Achievement in Graduate Health Management Education" (attendance: 50).

Kim, F. S., Beauvais, B. M., Brooks, M., Wood, S. J., & Mangelsdorff, A. D. (Mar 22, 2011). *Association of University Programs in Health Administration Leaders Conference, Chicago, IL*. "Graduate Education Competency Model Implementation: Lessons Learned" (attendance: 40).

Kim, F. S. (Jun 22, 2010). *Academy Health Sciences, Graduate School Research Day, San Antonio, TX*. "TRICARE for Life: The Impact of Reduced Cost-Sharing on Health Care Utilization and Expenditures Between Medicare Beneficiary Groups" (attendance: 195).

## POSTERS

Downs, L., Nesser, C., Kim, F., & LaFrance, K. Sharpening the pencil on competency assessment: A systematic student-level approach. *Association of University Programs in Health Administration Annual Conference, New Orleans, LA*. Peer Reviewed Poster Presentation, June 13, 2019.

Kim, F., Nesser, D., LaFrance, K., and Dominguez, D. Mocking Birds: Using Mock Interviews for Competency Assessment at UIW. *Annual Conference of the Association of University Programs in Health Administration, Philadelphia, PA*. Peer Reviewed Poster Presentation, June 13, 2018.

Salazar, K., Fischl, B., Yusckat, P., and Kim, F. Factors Associated with Inpatient Satisfaction in Military Treatment Facilities presented at *9th Annual Frontiers of Translational Science Research Day Conference at Institute for Integration of Medicine and Science, UTHSCSA, San Antonio, TX, May 7, 2018*.

Chung, D., Clark, M., Hull, J., and Kim, F. Hospital-Level Factors that Influence Inpatient Satisfaction for TRICARE Beneficiaries in Civilian Hospitals presented at *9th Annual Frontiers of Translational Science Research Day Conference at Institute for Integration of Medicine and Science, UTHSCSA, San Antonio, TX, May 7, 2018*.

Chung, D., Clark, M., Hull, J., and Kim, F. Hospital-Level Factors that Influence Inpatient Satisfaction for TRICARE Beneficiaries in Civilian Hospitals presented at *Annual Graduate School Research and Education Symposium, Graduate School, US AMEDD Center & School Health Readiness Center of Excellence, Joint Base San Antonio-Lackland, TX, April 19, 2018*.

Patricola, M., Powers, J., Beauvais, B., Richter, J., Kim, F., Weigel, F., Brezinski, P., Downs, L., & Mangelsdorff, A.D. The influence of CAMHE accreditation findings on program reputation on healthcare management program accreditation presented at *7th Annual Frontiers of Translational Science Research Day Conference at Institute for Integration of Medicine and Science, UTHSCSA, San Antonio, TX, April, 2016*.

Wolcott, V., Hamilton, E., Hieb, P., Campbell, Y., Kim, F., Mangelsdorff, A.D., and Weigel, F. Factors Associated with Poor Health Behaviors in U.S. Army Organizations presented at *AMEDD Graduate School Research Symposium, Fort Sam Houston, TX, April, 2016*.

Walters, J., Farrow, S., Stressman, S., Wolcott, V., Wegner, M., Weigel, F., Mangelsdorff, A.D., & Kim, F. The Impact of Army Patient Centered Medical Homes on Emergency Room Visits presented at *AMEDD Graduate School Research Symposium*, Fort Sam Houston, TX, April, 2016.

McGee, J., McLain, M., Skinner, M., Mangelsdorff, A.D., Kim, K., and Weigel, F. Primary Care Provider Productivity: the Effect on Patient Satisfaction in the Military Health System presented at the *IIMS/CTSA 6th Annual Frontiers of Translational Science Research Conference*, UTHSCSA, San Antonio, TX, April, 2015.

Wiesehan, E., Harris, A., Neuenschwander, J., Mangelsdorff, A.D., Kim, K., and Weigel, F. The Effect of Patient-Centered Medical Home on Well Child HEDIS Compliance within the Military Health System presented at the *6th Annual Frontiers of Translational Science Research Conference*, UTHSCSA, San Antonio, TX, April, 2015.

Moore, M. S., Ruiz, I., Tansey, K. A., Weigel, F., Mangelsdorff, A. D., & Kim, F. S. What Impact Do After-Hours Clinics Have on Patient Satisfaction with Access to Care Within the Military Health System? presented at the *6th Annual Frontiers of Translational Science Research Day*, San Antonio, TX, April, 2014.

Thomas, J.E., Kang, S., Wyatt, C., Weigel, F., Mangelsdorff, A. D., & Kim, F. S. Glucose-6-Phosphate-Dehydrogenase (G6PD) Deficiency and its Association with Cardiovascular Disease presented at the *6th Annual Frontiers of Translational Science Research Day*, San Antonio, TX, April, 2014.

Kim, F., Mangelsdorff, A., Johnson, L., & Swift, D. Throw You to the Wolves and Other Strategies for Improving the Interpersonal Skills of Young Healthcare Executives presented at *Association of University Programs in Health Administration Annual Conference*, San Antonio, TX, Jun, 2014.

Kim, F., Mangelsdorff, A., Johnson, L., & Swift, D. Throw You to the Wolves and Other Strategies for Improving the Interpersonal Skills of Young Healthcare Executives presented at *Academy of Health Sciences Graduate School Research Day*, AMEDD Center & School, Fort Sam Houston, TX, December, 2013.

Kim, F., Mangelsdorff, A., Johnson, L., & Swift, D. Improving the Interpersonal Skills of Young Healthcare Executives presented at *Academy of Health Sciences Graduate School Research Day*, AMEDD Center & School, Fort Sam Houston, TX, October, 2012.

Fandre, M., McKenna, C., Kim, F., Mangelsdorff, A.D. Reduction in Emergency Room Utilization among Patient Centered Medical Home Enrollees presented at *Academy of Health Sciences Graduate School Research Day*, AMEDD Center & School, Fort Sam Houston, TX, October, 2012.

Henry, M., Jones, J., Kim, F., Mangelsdorff, A.D. Impact of Embedded Behavioral Health Teams on Soldier Behavioral Health Inpatient Admissions presented at *Academy of Health Sciences Graduate School Research Day*, AMEDD Center & School, Fort Sam Houston, TX, October, 2012.

Bentley, S.L., Bessler, C.A., Kim, F., Childress, C., Mangelsdorff, A.D. Factors associated with variation in MRI usage among United States Army healthcare facilities presented at *Academy of Health Sciences Graduate School Research Day*, AMEDD Center & School, Fort Sam Houston, TX, September, 2011.

Kim, F. S., Beauvais, B. M., Mangelsdorff, A. D., Wood, S. J., Brezinski, P. R., & Bewley, L. W. A Road Map to Competency Based Education Implementation: The Army-Baylor Approach presented at *Association of University Programs in Health Administration Annual Conference*, Charleston, SC, June, 2011.

#### WHITE PAPERS

Kim, F. S. (2022). Developing the skills to succeed in a fellowship and beyond. *Growing Together: The Give and Take of Healthcare Management Fellowships* (CAHME White Paper).

Kim, F. S. (2019). Benchmarking for decision support. *Benchmarking for Graduate Healthcare Management: Perspectives from the Field* (CAHME White Paper).

#### CONFERENCES AND SYMPOSIUMS

*Baylor University, Waco, TX*

**2001**

Baylor Scholar's Day, Oral Presentation: "Comparing Government-Owned, For-Profit, Not-For-Profit Hospitals in Texas: Findings from the 1997 Annual Survey of Hospitals"

#### ACCREDITATION ACTIVITY

*Commission on Accreditation of Healthcare Management Education*  
Chair of site visit team to Idaho State University

**2022**

<i>Commission on Accreditation of Healthcare Management Education</i> Team member on site visit team for George Washington University MHA Program	<b>2021</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Primary author of accreditation self-study report for University of Incarnate Word MHA Program; achieved maximum 7-year accreditation with perfect score across 35 criteria and 4 noted program strengths	<b>2019</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Primary author of accreditation site visit report for Governors State MHA Program	<b>2018</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Co-author of accreditation 2 <sup>nd</sup> year progress report for University of Incarnate Word MHA Program; completed all partially met criteria	<b>2018</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Primary author of accreditation interim site visit report for Pennsylvania State University MHA Program	<b>2016</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Co-author of accreditation 2 <sup>nd</sup> year progress report for Army-Baylor University Graduate Program in Health & Business Administration; completed all partially met criteria	<b>2016</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Primary author of accreditation site visit report for University of Arkansas MHA Program	<b>2015</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Co-author of accreditation 1 <sup>st</sup> year progress report for Army-Baylor University Graduate Program in Health & Business Administration; completed one partially met criteria	<b>2015</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Co-author of accreditation self-study report for Army-Baylor University Graduate Program in Health & Business Administration; achieved maximum 7-year accreditation (2 partially met criteria and 4 program strengths)	<b>2014</b>
<i>Commission on Accreditation of Healthcare Management Education</i> Primary author of accreditation site visit report for Pennsylvania State University MHA Program	<b>2013</b>

#### RESEARCH AWARDS

Honorable Mention, Outstanding Research Accomplishment/Team/Academic, 17 Aug Military Health System Research Symposium, "Implications of early and guideline adherent physical therapy for low back pain on utilization and costs"	<b>2015</b>
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#### INVITED LECTURES

<i>Defense Institute for Medical Operations, San Antonio, TX (Aug 11)</i> "Population Health & Resource Management"	<b>2022</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Aug 11)</i> "Healthcare Systems & Data Analysis"	<b>2022</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Aug 12)</i> "Population Health & Resource Management"	<b>2019</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Aug 12)</i> "Healthcare Systems & Data Analysis"	<b>2019</b>
<i>Army-Baylor Doctor of Physical Therapy Program, Executive Leadership &amp; Management Seminar, San Antonio, TX (May 21)</i> "Development of Leadership Competencies & Mentoring"	<b>2019</b>
<i>University of the Incarnate Word H-E-B School of Business and Administration, San Antonio, TX (Sep 17)</i> Brown Bag Research Presentation Series "Tackling Student Competency Assessment: A Tale of Two Programs"	<b>2018</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 19)</i> "Population Health & Resource Management"	<b>2018</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 19)</i>	<b>2018</b>



"Healthcare Systems & Data Analysis"	
<i>Army-Baylor Doctor of Physical Therapy Program, Executive Leadership &amp; Management Seminar, San Antonio, TX (Apr 25)</i>	<b>2018</b>
"Development of Leadership Competencies & Mentoring"	
<i>Army-Baylor University Graduate Program in Health &amp; Business Administration (Dec 14)</i>	<b>2017</b>
Statistics 101	
<i>Commission on the Accreditation of Healthcare Management Education Fall Webinar on Competency Assessment (Sep 20)</i>	<b>2017</b>
Lessons From Army-Baylor and University of the Incarnate Word: It's About the Conversation	
<i>University of the Incarnate Word, Ila Faye Miller Nursing School, San Antonio TX (Sep 18)</i>	<b>2017</b>
"The Current State of U.S. Healthcare"	
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 14)</i>	<b>2017</b>
"Population Health & Resource Management"	
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 14)</i>	<b>2017</b>
"Healthcare Systems & Data Analysis"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (May 23)</i>	<b>2017</b>
"Socioeconomic Issues Affecting Health Care"	
<i>Army-Baylor Doctor of Physical Therapy Program, Executive Leadership &amp; Management Seminar, San Antonio, TX (May 16)</i>	<b>2017</b>
"Development of Leadership Competencies & Mentoring"	
<i>Commission on the Accreditation of Healthcare Management Education Accreditation Council Meeting, Alexandria, VA (Oct 22)</i>	<b>2016</b>
"Competency Assessment: It's About the Conversation"	
<i>Patient Administration Course, San Antonio, TX (Aug 23)</i>	<b>2016</b>
"Army-Baylor Day: Introduction to US Healthcare System, Introduction to Metrics, Introduction to Statistics, Introduction to Marketing and Strategy"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (Jul 26)</i>	<b>2016</b>
"Socioeconomic Issues Affecting Health Care"	
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 10)</i>	<b>2016</b>
"Population Health & Resource Management"	
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 10)</i>	<b>2016</b>
"Healthcare Systems & Data Analysis"	
<i>Army-Baylor Doctor of Physical Therapy Program, Executive Leadership &amp; Management Seminar, San Antonio, TX (Apr 26)</i>	<b>2016</b>
"Development of Leadership Competencies & Mentoring"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (Apr 12)</i>	<b>2016</b>
"Socioeconomic Issues Affecting Health Care"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (Mar 30)</i>	<b>2016</b>
"Socioeconomic Issues Affecting Health Care"	
<i>Patient Administration Course, San Antonio, TX (Feb 5)</i>	<b>2016</b>
"Army-Baylor Day: Introduction to US Healthcare System, Introduction to Metrics, Introduction to Statistics, Introduction to Marketing and Strategy"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (Nov 29)</i>	<b>2015</b>
"Socioeconomic Issues Affecting Health Care"	
<i>Patient Administration Course, San Antonio, TX (Aug 21)</i>	<b>2015</b>
"Army-Baylor Day: Introduction to US Healthcare System, Introduction to Metrics, Introduction to Statistics, Introduction to Marketing and Strategy"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (Jul 29)</i>	<b>2015</b>
"Socioeconomic Issues Affecting Health Care"	

<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 9)</i> "Population Health & Resource Management"	<b>2015</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Jun 9)</i> "Healthcare Systems & Data Analysis"	<b>2015</b>
<i>Army-Baylor Doctor of Physical Therapy Program, Executive Leadership &amp; Management Seminar, San Antonio, TX (Apr 29)</i> "Development of Leadership Competencies & Mentoring"	<b>2015</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Apr 9)</i> "Socioeconomic Issues Affecting Health Care"	<b>2015</b>
<i>Patient Administration Course, San Antonio, TX (Feb 6)</i> "Army-Baylor Day: Introduction to US Healthcare System, Introduction to Metrics, Introduction to Statistics, Introduction to Marketing and Strategy"	<b>2014</b>
<i>Patient Administration Course, San Antonio, TX (Aug 22)</i> "Army-Baylor Day: Introduction to US Healthcare System, Introduction to Metrics, Introduction to Statistics, Introduction to Marketing and Strategy"	<b>2014</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Jul 31)</i> "Socioeconomic Issues Affecting Health Care"	<b>2014</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Jul 30)</i> "Population Health & Resource Management"	<b>2014</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Jul 30)</i> "Healthcare Systems & Data Analysis"	<b>2014</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Jul 18)</i> "Socioeconomic Issues Affecting Health Care"	<b>2014</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Aug 6)</i> "Population Health & Resource Management"	<b>2013</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (Aug 6)</i> "Healthcare Systems & Data Analysis"	<b>2013</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Mar 19)</i> "Socioeconomic Issues Affecting Health Care"	<b>2013</b>
<i>Graduate School Brown Bag Series, San Antonio, TX (Dec 10)</i> "Graduate Education Competency Model Implementation: Lessons Learned"	<b>2012</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Nov 13)</i> "Socioeconomic Issues Affecting Health Care"	<b>2012</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Aug 13)</i> "Socioeconomic Issues Affecting Health Care"	<b>2012</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (May 2)</i> "Population Health & Resource Management"	<b>2012</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (May 2)</i> "Healthcare Systems & Data Analysis"	<b>2012</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Mar 5)</i> "Socioeconomic Issues Affecting Health Care"	<b>2012</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (Nov 12)</i> "Socioeconomic Issues Affecting Health Care"	<b>2012</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (April 19)</i> "Population Health & Resource Management"	<b>2011</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (April 19)</i> "Healthcare Systems & Data Analysis"	<b>2011</b>
<i>University of Texas – Houston, School of Public Health, San Antonio, TX (Feb 17)</i>	<b>2011</b>

"TRICARE for Life: The Impact of Reduced Cost-Sharing on Health Care Utilization and Expenditures Between Medicare Beneficiary Groups"	
<i>Interservice Physicians Assistant Course, San Antonio, TX (Sep 1)</i> "Socioeconomic Issues Affecting Health Care"	<b>2010</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (May 12)</i> "Socioeconomic Issues Affecting Health Care"	<b>2010</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (April 20)</i> "Population Health & Resource Management"	<b>2010</b>
<i>Defense Institute for Medical Operations, San Antonio, TX (April 20)</i> "Healthcare Systems & Data Analysis"	<b>2010</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (April 9)</i> "Socioeconomic Issues Affecting Health Care"	<b>2010</b>
<i>Interservice Physicians Assistant Course, San Antonio, TX (October 3)</i> "Socioeconomic Issues Affecting Health Care"	<b>2009</b>
<i>University of Washington, Seattle, WA</i> Health Policy (Health Services 514): "The Use of a Conceptual Model to Help Analyze Policy Changes in the Military Health System"	<b>2009</b>
<i>University of Washington, Seattle, WA</i> Health Program Evaluation (Health Services 522): "Introduction to Cost-Effectiveness and Economic Evaluation"	<b>2008</b>
<i>University of Washington, Seattle, WA</i> Health Services PhD Seminar (Health Services 600): "Conceptual Model Building"	<b>2008</b>

#### FACULTY APPOINTMENTS

<i>Baylor University, Waco, TX</i> Hankamer School of Business Robbins Institute for Health Policy & Leadership Clinical Assistant Professor	<b>2019 - Present</b>
<i>University of the Incarnate Word, TX</i> HEB School of Business and Administration Master of Health Administration Associate Professor	<b>2017 - 2019</b>
<i>Baylor University, Waco, TX</i> Dual appointment: Graduate School & Hankamer School of Business Army-Baylor University Graduate Program in Health and Business Administration Adjunct Professor	<b>2017 - 2019</b>
<i>Baylor University, Waco, TX</i> Dual appointment: Graduate School & Hankamer School of Business Army-Baylor University Graduate Program in Health and Business Administration Associate Professor	<b>2009 - 2017</b>
<i>Virginia Commonwealth University, Richmond, VA</i> School of Allied Health Professions Department of Health Administration Adjunct Professor	<b>2012 - 2019</b>
<i>University of Texas Health Science Center at Houston, Houston, TX</i> School of Public Health Adjunct Professor	<b>2012 - 2013</b>
<i>Texas Tech University, Lubbock, TX</i> School of Allied Health Sciences Graduate Program in Clinical Practice Management Adjunct Professor	<b>2011 - 2019</b>
<i>Trinity University, San Antonio, TX</i>	<b>2011 - 2014</b>

Graduate Program of Health Care Administration  
Adjunct Professor

TEACHING EXPERIENCE

<i>Baylor University, Waco, TX (Fall)</i> Healthcare Administration Internship (HPA 5V90)	<b>2021</b>
<i>Baylor University, Waco, TX (Fall)</i> <i>Introduction to Healthcare Administration (HPA 5310)</i>	<b>2021</b>
<i>Baylor University, Waco, TX (Fall)</i> Analysis of Health Economics Conditions (HPA 5250)	<b>2021</b>
<i>Baylor University, Waco, TX (Summer)</i> U.S. Healthcare Directions (Capstone Course) (HPA 5395)	<b>2021</b>
<i>Baylor University, Waco, TX (Spring)</i> Current Issues in Healthcare Administration (Capstone Course) (HPA 5121)	<b>2021</b>
<i>Baylor University, Waco, TX (Spring)</i> Healthcare Administration Internship (HPA 5V90)	<b>2021</b>
<i>Baylor University, Waco, TX (Fall)</i> <i>Microeconomics (ECO 5315)</i>	<b>2020</b>
<i>Baylor University, Waco, TX (Fall)</i> Analysis of Health Economics Conditions (HPA 5250)	<b>2020</b>
<i>Baylor University, Waco, TX (Fall)</i> Healthcare Administration Internship (HPA 5V90)	<b>2020</b>
<i>Baylor University, Waco, TX (Fall)</i> <i>Introduction to Healthcare Administration (HPA 5310)</i>	<b>2020</b>
<i>Baylor University, Waco, TX (Summer)</i> Healthcare Operations (MGT 5320)	<b>2020</b>
<i>Baylor University, Waco, TX (Spring)</i> U.S. Healthcare Directions (Capstone Course) (HPA 5395)	<b>2020</b>
<i>Baylor University, Waco, TX (Fall)</i> Microeconomics (ECO 5315)	<b>2019</b>
<i>Baylor University, Waco, TX (Fall)</i> Healthcare Administration Internship (HPA 5V90)	<b>2019</b>
<i>Baylor University, Waco, TX (Fall)</i> Introduction to Healthcare Administration (HPA 5310)	<b>2019</b>
<i>University of the Incarnate Word, San Antonio, TX (Spring)</i> Quantitative Analysis for Healthcare Managers (HADM 6350)	<b>2019</b>
<i>University of the Incarnate Word, San Antonio, TX (Spring)</i> Business Statistics (BMGT 3370)	<b>2019</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Quality Assurance and Risk Management (HPHA 4314)	<b>2019</b>
<i>Texas Tech University, Lubbock, TX (Fall, Mini II)</i> Organizational Behavior (AHCP 5318)	<b>2018</b>
<i>University of the Incarnate Word, San Antonio, TX (Fall)</i> Business Research & Analysis (BMGT 6340)	<b>2018</b>
<i>Texas Tech University, Lubbock, TX (Fall, Mini I)</i> Organizational Behavior (AHCP 5318)	<b>2018</b>
<i>University of the Incarnate Word, San Antonio, TX (Fall)</i>	<b>2018</b>

Population Health & Epidemiology (HADM 6303)	
<i>University of the Incarnate Word, San Antonio, TX</i> Quantitative Analysis for Healthcare Managers (HADM 6350)	<b>2018</b>
<i>University of the Incarnate Word, San Antonio, TX (Spring)</i> Business Statistics (BMGT 3370)	<b>2018</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Quality Assurance and Risk Management (HPHA 4314)	<b>2018</b>
<i>Texas Tech University, Lubbock, TX (Fall)</i> Organizational Behavior (AHCP 5318)	<b>2017</b>
<i>University of the Incarnate Word, San Antonio, TX (Fall)</i> Business Statistics (BMGT 3370)	<b>2017</b>
<i>University of the Incarnate Word, San Antonio, TX (Fall)</i> Population Health & Epidemiology (HADM 6303)	<b>2017</b>
<i>Army-Baylor University, San Antonio, TX</i> Strategic Management for Healthcare Organizations (MMGT 5425)	<b>2017</b>
<i>University of the Incarnate Word, San Antonio, TX</i> Quantitative Analysis for Healthcare Managers (HADM 6350)	<b>2017</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Quality Assurance and Risk Management (HPHA 4314)	<b>2017</b>
<i>Texas Tech University, Lubbock, TX (Fall)</i> Organizational Behavior (AHCP 5318)	<b>2016</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5411)	<b>2016</b>
<i>Texas Tech University, Lubbock, TX (Summer II)</i> Professional Development and Healthcare Ethics (HPCP 5315)	<b>2016</b>
<i>Army-Baylor University, San Antonio, TX</i> Strategic Management for Healthcare Organizations (MMGT 5425)	<b>2016</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Organizational Behavior (AHCP 5318)	<b>2016</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5411)	<b>2015</b>
<i>Texas Tech University, Lubbock, TX (Summer II)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2015</b>
<i>Army-Baylor University, San Antonio, TX</i> Strategic Management for Healthcare Organizations (MMGT 5425)	<b>2015</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5411)	<b>2014</b>
<i>Trinity University, San Antonio, TX</i> Health Care Institutional Healthcare Management (HCAD 5383)	<b>2014</b>
<i>Texas Tech University, Lubbock, TX (Fall)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2014</b>
<i>Texas Tech University, Lubbock, TX (Summer I &amp; 2)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2014</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2014</b>
<i>Texas Tech University, Lubbock, TX (Fall)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2013</b>

<i>Texas Tech University, Lubbock, TX (Spring)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2013</b>
<i>Texas Tech University, Lubbock, TX (Summer)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2013</b>
<i>Trinity University, San Antonio, TX</i> Health Care Organizational Theory & Management (HCAD 5330)	<b>2013</b>
<i>Texas Tech University, Lubbock, TX (Summer)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2012</b>
<i>Trinity University, San Antonio, TX</i> Health Care Organizational Theory & Management (HCAD 5330)	<b>2012</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2012</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5411)	<b>2012</b>
<i>Army-Baylor University, San Antonio, TX</i> Population Health (HCA 5391)	<b>2012</b>
<i>Army-Baylor University, San Antonio, TX</i> U.S. Health Care Systems (HCA 5301)	<b>2012</b>
<i>Texas Tech University, Lubbock, TX (Fall)</i> Leadership (AHCP 5305)	<b>2011</b>
<i>Texas Tech University, Lubbock, TX (Summer)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2011</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5411)	<b>2011</b>
<i>Army-Baylor University, San Antonio, TX</i> Population Health (HCA 5391)	<b>2011</b>
<i>Army-Baylor University, San Antonio, TX</i> U.S. Health Care Systems (HCA 5301)	<b>2011</b>
<i>Trinity University, San Antonio, TX</i> Health Care Organizational Theory & Management (HCAD 5330)	<b>2011</b>
<i>Texas Tech University, Lubbock, TX (Spring)</i> Professional Development and Healthcare Ethics (AHCP 5315)	<b>2011</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5411)	<b>2011</b>
<i>Army-Baylor University, San Antonio, TX</i> Guest Lecturer, Population Health (HCA 5291)	<b>2010</b>
<i>Army-Baylor University, San Antonio, TX</i> U.S. Health Care Systems (HCA 5301)	<b>2010</b>
<i>Army-Baylor University, San Antonio, TX</i> Decision Making with Statistics and Research (HCA 5346)	<b>2009-2010</b>
<i>Army-Baylor University, San Antonio, TX</i> Health Policy (HCA 5313)	<b>2009-2010</b>
<i>Army-Baylor University, San Antonio, TX</i> Research Methods (HCA 5311)	<b>2009</b>
<i>Army-Baylor University, San Antonio, TX</i> Guest Lecturer, Population Health (HCA 5291)	<b>2009</b>

*University of Washington, Seattle, WA* **2008**  
Teaching Assistant, Health Program Evaluation (Health Services 522)

#### COURSE DEVELOPMENT

*Maryville University* **2018**  
Managerial Epidemiology (MHA 685)

#### UNIVERSITY SERVICE

Director, Baylor Business in Seoul Study Abroad Program (July 8 – August 7) **2023**

Member, Clinical Faculty Search Committee. Department of Economics, Hankamer School of Business **2022**

Member, Dean Search Committee, Robbins College of Health and Human Sciences **2021**

Member, COACHE Survey Barriers to Interdisciplinary Research and Teaching Working Group **2021**

Secretary, Continuous Improvement & Accreditation Committee, University of the Incarnate Word, HEB School of Business & Administration **2017 - 2019**

Chair, Research & Faculty Development Committee, Army-Baylor University, Health and Business Administration **2010 - 2013**

Assistant Dean, Research and Chair, Graduate School Research Council, Academy Health Sciences, AMEDD Center & School **2010 - 2013**

Member, Curriculum Committee, Army-Baylor University, Health and Business Administration **2009 - 2013**

Member, Residency Committee, Army-Baylor University, Health and Business Administration **2009 - 2013**

Member, Admissions Committee, Army-Baylor University, Health and Business Administration **2009 - 2013**

Co-chair, Orientation Committee, University of Washington PhD Program, Health Services Research **2007**

#### CONSULTING

Family Service, San Antonio, TX **2022-2023**  
*Update Strategic Plan and Balanced Scorecard; facilitated strategic planning meetings with Board and Senior Leadership*

San Antonio Council on Drug and Alcohol Awareness (SACADA), San Antonio, TX **2021-present**  
*Development of Strategic Plan and Balanced Scorecard; facilitated strategic planning meetings with Board and Senior Leadership*

AVANCE San Antonio, San Antonio, TX **2019-2020**  
*Development of Strategic Plan and Balanced Scorecard; facilitated strategic planning meetings with Board and Senior Leadership*

Governors State University Master in Health Administration Program, University Park, IL **2018-present**  
*CAHME accreditation consultant assisting with re-accreditation efforts*

Each One Teach One, San Antonio, TX **2019**  
*Development of Strategic Plan; facilitated strategic planning meetings with Board and Executive Director*

Family Service, San Antonio, TX **2018 - 2019**  
*Development of Strategic Plan and Balanced Scorecard; facilitated strategic planning meetings with Board and Senior Leadership*

Living Rock Church, San Antonio, TX **2018 - 2019**  
*Development of Strategic Plan; facilitated 10 strategic planning sessions*

Army Medical Department Center & School Health Readiness Center of Excellence, Joint Base San Antonio Fort Sam Houston, TX **2017**  
Directorate of Training and Academic Affairs

*Facilitated Strategic Planning Conference; conducted SWOT analysis; assisted in the development of Strategy Map and Balanced Scorecard*

Air Force Education & Training Command (AETC) Command Surgeon,  
Joint Base San Antonio Randolph Air Force Base, TX **2015**  
*Facilitated Strategic Planning Conference; conducted SWOT analysis; developed Strategy Map*

Good Seed Publishing (Headquartered in Bogotá, Columbia), San Antonio, TX **2013**  
*Strategic Analysis and Business Planning*

Lifehouse Church, San Antonio, TX **2011 - 2012**  
*Development of Strategic Plan*

U.S. Army Operating Room Technician Program (68D), Fort Sam Houston, TX **2011**  
*Analysis of Program Retention*

Interservice Physicians Assistant Program , Fort Sam Houston, TX **2010 - 2011**  
*Analysis of Program Attrition*

#### PROFESSIONAL SERVICE

*International Hospital Association, Competency Model Development Panel* **2022 – 2023**  
**Panelist**

*Journal of Health Administration Education* **2022 – Present**  
**Reviewer**

*Frontiers in Health Services* **2022 - Present**  
**Reviewer**

*Commission on Accreditation of Healthcare Management Education, Spring House, PA* **2022 - Present**  
**CAHME Criteria Task Force**

*Dawn Gideon Blue Ribbon Scholarship Panel* **2021 - 2022**  
**Panelist**

*Central Texas Chapter, American College of Healthcare Executives* **2021- 2022**  
**Co-Chair, Symposium Planning Committee**

*Central Texas Chapter, American College of Healthcare Executives* **2022- 2022**  
**Board Member**

*Business School Alliance for Health Management* **2021- 2022**  
**Co-Chair, Case Competition Planning Committee**

*Association of Asian Healthcare Leaders (AAHL)* **2020- Present**  
**Member**

*Multidisciplinary Publishing Institute* **2020- Present**  
**Reviewer**

*Healthcare Standards Institute Journal* **2020 - 2022**  
**Editorial Board Member**

*Association of University Programs in Health Administration, Washington D.C.* **2020 - 2021**  
**Leadership Training Institute Task Force**

*Commission on Accreditation of Healthcare Management Education, Spring House, PA* **2020**  
**CAHME eAccreditation Task Force**

*Health Management, Policy & Innovation Journal* **2019 - Present**  
**Editorial Board Member, Senior Associate Editor (2022 – present)**



<i>Business School Alliance for Health Management</i> <b>Advisory Board Member</b>	<b>2019 - Present</b>
<i>Commission on Accreditation of Healthcare Management Education, Spring House, PA</i> <b>Board Member, Chair (2022-2023)</b>	<b>2019 - Present</b>
<i>Commission on Accreditation of Healthcare Management Education, Spring House, PA</i> <b>CAHME By-Laws Task Force</b>	<b>2019 - 2020</b>
<i>Commission on Accreditation of Healthcare Management Education, Rockville, MD</i> <b>CAHME Commendation with Accreditation Task Force</b>	<b>2016 - 2018</b>
<i>Commission on Accreditation of Healthcare Management Education, Rockville, MD</i> <b>CAHME Fellow</b>	<b>2013 - 2018</b>
<i>Commission on Accreditation of Healthcare Management Education, Rockville, MD</i> <b>CAHME Benchmarking Advisory Task Force</b>	<b>2016 - 2017</b>
<i>Army Medicine's Healthcare Executive Short Course</i> <b>Chair, Planning Committee</b>	<b>2012</b>
<i>ACHE Regent's Advisory Council</i> <b>Member, Army Chapter</b>	<b>2010 - 2018</b>

#### COMMUNITY SERVICE

<i>Antioch Community Church</i> <b>Volunteer/Greeter</b>	<b>2019-Present</b>
<i>Rapid Relief for Heroes (RR4H) Foundation, San Antonio, TX</i> <b>President, Board of Directors</b>	<b>2015 - Present</b>
<i>Alamo City Tres Dias, San Antonio, TX</i> <b>Weekend Retreat Volunteer</b>	<b>2016 - Present</b>
<i>Lifehouse Church, San Antonio, TX</i> <b>Volunteer, Youth Ministry</b>	<b>2014 - 2019</b>
<i>Lifehouse Church, San Antonio, TX</i> <b>Elder</b>	<b>2013 - 2019</b>
<i>Army-Baylor Alumni Network</i> <b>Non-voting Board Member</b>	<b>2013 - 2017</b>
<i>Central Texas Tres Dias, Austin TX</i> <b>Weekend Retreat Volunteer</b>	<b>2012 - 2015</b>
<i>Army-Baylor Alumni Association</i> <b>Vice-President, Governing Board (elected position)</b>	<b>2012 - 2013</b>
<i>YMCA, San Antonio, TX</i> <b>Youth Volleyball Coach</b>	<b>2010 - 2013</b>
<i>Lifehouse Church, San Antonio, TX</i> <b>Director, Men's Ministry</b>	<b>2010 - 2012</b>
<i>Lifehouse Church, San Antonio, TX</i> <b>Volunteer, Children's Ministry</b>	<b>2010 - 2011</b>
<i>Megan's Meadow Homeowners Association, Kent, WA</i> <b>Secretary, Board of Directors</b>	<b>2008 - 2009</b>

<i>Northwest Church, Federal Way, WA</i> <b>Volunteer, Children's Ministry</b>	<b>2007 - 2009</b>
<i>Church at Stone Oak, San Antonio, TX</i> <b>Member, Executive Team</b>	<b>2004 - 2006</b>
<i>Church at Stone Oak, San Antonio, TX</i> <b>Director, Men's Ministry</b>	<b>2003 - 2005</b>
<i>Northwest Church, Federal Way, WA</i> <b>Youth Sunday School Teacher</b>	<b>1998 - 2001</b>
<i>Soldier Memorial Chapel, Taegu, South Korea</i> <b>Director, Senior High Youth</b>	<b>1996 - 1997</b>

#### DOCTORAL COMMITTEE WORK & GUIDED STUDENT RESEARCH

- Wood, Dan. The Impact of the Hospital-Acquired Conditions Program on Hospital-Acquired Infection Rates. Dissertation Committee Member. Creighton University. (Anticipated defense: February, 2023)
- Tanner, Afton. Does hospital religious affiliation impact patient experience scores? Honors Thesis Committee. Committee Chair. Baylor University Honors College. (Anticipated defense: April, 2022)
- Whitaker, Zach. Do hospitals that participate in HVBP actually provide better quality care? Honors Thesis Committee. Committee Chair: Dr. Bradley Beauvais. Baylor University Honors College. (Defended: April 28, 2021)
- Ellwood, Thomas. Impact of Level 3 Patient Centered Medical Home Certification on HEDIS Quality and Prevention Performance. Army-Baylor University Graduate Program in Health & Business Administration. Executive Clinical Leadership Track, Advisor. (Defended: June 7, 2017)
- C. Scott Kruse. An Analysis of the External Environmental and Internal Organizational Factors Associated With Adoption of the Electronic Health Record. Virginia Commonwealth University. Dissertation Committee Member. Chair: Dr. Carolyn Watts. (Defended: March 27, 2013)

#### DEVELOPMENT ACTIVITIES

*AIM Leadership Collective.* **2021 - 2022**  
The AIM Leadership Collective is a leadership development pilot program for the 2021-2022 academic year. The Black Faculty and Staff Association (BFSA) created this program concept as part of their ongoing work to foster personal and professional development. AIM program content and structure is geared to meet three key objectives: Accelerate: provide a catalyst for meaningful connection for faculty and staff that fosters diverse perspectives and thought Innovate: foster skill development that strengthens and prepares current and emerging leaders Matriculate: create lasting development and relationships that live long beyond the formal program.

#### REFERENCES

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