

Curriculum Vitae
Scott Winans Goodspeed, MHA, DHA, FACHE

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CURRICULUM VITAE
SCOTT WINANS GOODSPEED, MHA, DHA, FACHE

PERSONAL INFORMATION

Address: MGH Institute of Health Professions
Charlestown Navy Yard
31st 1st Avenue, Boston, MA 02129
E-mail: sgoodspeed@mghihp.edu

EDUCATION

- 1976 Bachelor of Science, Administration of Health Care Services
Magna Cum Laude
Ithaca College, Ithaca, New York
- 1980 Master of Hospital Administration (MHA)
Recipient of the University of Minnesota Class of 1954 Award in recognition of the best hospital clerkship report, 1980
Recipient of the University of Minnesota Sabre M. Hamilton Award, Honorable Mention, in recognition of the best thesis, 1980
Recipient of the University of Minnesota James A. Hamilton Award in recognition of academic achievement and greatest promise of achievement, 1980
University of Minnesota, Minneapolis, Minnesota
- 2003 Doctorate in Health Administration and Leadership (DHA)
Membership in the Medical University of South Carolina Doctorate in Health Administration and Leadership Honor Society, 2003
Medical University of South Carolina, Charleston, South Carolina

ACADEMIC APPOINTMENTS

- 1982-1985 Instructor, Department of Health Administration, Rivier College, Nashua, NH
- 1985-1989 Guest Lecturer, Department of Health Management and Policy, University of New Hampshire
- 2009-2015 Instructor, Department of Medical Group Management, University of Rochester, Simon Business School
- 2009-present Adjunct Assistant Professor and Visiting Scholar, Department of Health Professions, Medical University of South Carolina
- 2019-2020 Adjunct Assistant Professor, Department of Health Services, Policy and Practice, School of Public Health, Brown University
- 2020-present Professor of the Practice, Department of Health Services, Policy and Practice, School of Public Health, Brown University
- 2021-present Professor of Medical Sciences, Congdon School of Health Sciences, High Point University.

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WORK EXPERIENCE

MGH INSTITUTE OF HEALTH PROFESSIONS, Boston, Massachusetts May, 2026 to present
Associate Professor and Program Director of the Health Administration (HA) Program

Lead the MGH Institute of Health Professions' Master of Health Administration (MHA) degree and Graduate Health Administration Certificate programs, preparing current and emerging healthcare leaders through a competency-based curriculum aligned with Healthcare Leadership Alliance standards, emphasizing leadership, communication, professionalism, healthcare systems expertise, and strategic business management.

HIGH POINT UNIVERSITY, High Point, North Carolina 2021 to 2026
Founding Director, Master of Healthcare Administration (MHA) Program Professor of Medical Sciences

The MHA program at High Point University, delivered fully online, offers early-career professionals an opportunity to gain expertise in healthcare through a flexible curriculum emphasizing leadership, critical thinking, management, culture and community engagement, and communication. Since launching in Fall 2022, the program has 30 students and advanced toward CAHME accreditation, with a site visit in April 2026. In 2026, new certificates in Advanced Leadership and Strategic Management, International Healthcare, and AI and Healthcare Innovation were introduced.

BROWN UNIVERSITY, Providence, RI 2017 to 2021
Program Director, Master of Science in Healthcare Leadership

The Master of Science in Healthcare Leadership at Brown University is a 16-month program designed for global practitioners. It draws on strengths in public health, policy, and evidence-based medicine, helping students address complex challenges in healthcare. The flexible format—online and weeklong in-person sessions—allows professionals to continue working while building a strong network. As Instructor of Record for the Capstone Project, Guided students in applying their studies to real-world issues.

STROUDWATER ASSOCIATES, Portland, ME 2015 to 2017
Director and Principal

Advisory services are centered on clarifying strategy, rapid-deployment culture change, and enhanced operational and financial outcomes. Expertise in accelerated operational improvement focuses on revenue enhancement strategies, improved cash flow, operating cost reduction, and action-oriented strategic assessment options. As a member of the Stroudwater Board of Directors, contributions include shaping the firm's overall strategy, setting annual revenue targets, and driving growth initiatives. In the role of strategy leader for a \$3 million service line, successful integration of culture, strategy, and strategy execution has been achieved across a diverse array of organizations, ranging from critical access hospitals to large physician group practices. Accelerated operations improvement engagements have been facilitated at large community hospitals, resulting in significantly enhanced net income, reduced expenses, and improved quality. The firm's thought leadership initiatives also receive dedicated guidance and oversight.

iVANTAGE HEALTH ANALYTICS, Portland, ME 2005 to 2014
Principal and Vice President

iVantage Health Analytics provides advanced business intelligence solutions tailored to help healthcare organizations identify key performance indicators and discover new avenues for growth. With over 850 active clients in 46 states, iVantage specializes in transforming intricate clinical and financial data into practical, actionable insights. Services include strategic and market planning, operational and clinical benchmarking, Medicare break-even

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WORK EXPERIENCE (continued)

analysis, population health initiatives, governance and board development, Balanced Scorecard implementation, and fostering effective medical staff relations.

- Primary responsibility for thought leadership, business development and advisory services.
- Implements advisory and technology solutions to improve financial, operational, clinical, and patient safety outcomes.
- Builds an annual technology and advisory pipeline worth \$1.8 million and serves as client engagement manager working with senior teams, medical staff leadership and boards.
- Develop strategic and operational plans aimed at improving performance and better positioning hospitals in the marketplace long-term.
- Serves as faculty for the Governance Institute and facilitates board, executive management, and medical staff leadership retreats.

ANNA JAQUES HOSPITAL, Newburyport, MA

2000 to 2005

President and Chief Executive Officer

Chief Executive of \$90 million Seacoast Regional Health Systems, Inc. which includes Anna Jaques Hospital, a 123-bed nonprofit community hospital, Seacoast Affiliated Group Practice and Anna Jaques Community Health Foundation.

- Grew System net revenue from \$59 million to over \$90 million, a 53% increase over four years.
- Successfully launched new services including neonatal care center, Level III Trauma Center, cardiac cath lab, PET scanning, hospitalist service, wound care center, Joslin diabetes affiliate, non-invasive vascular lab, critical care step-down unit, Joint Center and clinical affiliations with leading medical centers in Boston.
- Selected as one of three pilot sites for the Massachusetts eHealth Collaborative's first demonstration project testing community-wide implementation of electronic health records in Massachusetts.

PARKLAND MEDICAL CENTER, Derry, NH

1998 to 2000

President and Chief Executive Officer

Chief Executive of \$64 million Parkland Health System which includes, Parkland Medical Center, Salem and Nutfield Surgery Centers, Parkland Home Care, and Parkland Physician Services. Parkland Health System is owned by Hospital Corporation of America (HCA).

- Grew net income to 21% of net revenue, reduced expenses by \$75,000 per month, and reduced accounts receivable from 72 to 59 days.
- Successfully developed and implemented a new \$1 million women's health program, \$2 million radiology upgrade, new intermediate care unit and added fifteen new physicians to the medical staff.
- Recognized for being in the top 10% of all HCA hospitals on inpatient satisfaction.

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WORK EXPERIENCE (continued)

CONNECTICUT CHILDREN'S MEDICAL CENTER, Hartford, CT 1994 to 1997

President and Chief Executive Officer

Chief Executive of a \$90 million healthcare system which includes Connecticut Children's Medical Center (formerly Newington Children's Hospital), CCMC Corporation, CCMC Foundation, CCMC Affiliates, CCMC Ventures and CCMC Faculty Practice Plan.

- Led the consolidation of pediatric services for Newington Children's Hospital, Hartford Hospital and the University of Connecticut/John Dempsey Hospital in a new facility which opened four months ahead of schedule and \$964,000 under budget.
- Developed and implemented a plan to restructure hospital-based physicians into a faculty practice plan.
- Launched a successful referral network of community hospitals to attract patients to the new Medical Center.

ELLIOT HOSPITAL, Manchester, NH 1980 to 1994

President and Chief Executive Officer (1989 – 1994)

Chief Executive providing leadership of this \$125 million hospital with over 1000 employees and a network of 30 primary care physicians.

- Succeeded in having the largest number of admissions, emergency room visits, outpatient visits, and births in the state of New Hampshire.
- In 1993, Elliot hospital earned recognition as the sixth most cost-efficient hospital across the United States.
- Planned and implemented a \$30 million facility plan including new surgical and recovery suites, critical care areas, cardiology, reorientation of a new main entrance, parking garage and medical office building.
- Selected as a national demonstration site for the Hospital Community Benefit Standards Program.

Senior Vice President and Chief Operating Officer (1986 – 1989)

- Responsible to the Chief Executive for providing leadership and management of the hospital's day-to-day activities. Responsible for a \$75 million budget and 500 FTE's.
- Bond upgraded to A from A- because of the hospital's positive admissions trend and improved operating performance.
- Developed and implemented comprehensive women's health, oncology, cardiology, surgery and outpatient programs. Implemented a physician-hospital organization (PHO) and a network of primary care physicians.

Vice President of Administrative Services (1983 – 1986)

Responsible for all support services comprising 250 FTE's and a \$30 million budget, strategic planning, quality management and risk management. Planned, developed, and implemented Elliot 1-Day Surgery Center.

Director of Planning, Systems and Cost Containment (1980 – 1983)

Responsible for strategic planning, marketing, new business development, core clinical service growth, physician recruitment, and management engineering.

RHODE ISLAND HOSPITAL, Providence, RI 1979 to 1980

Administrative Resident

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WORK EXPERIENCE (continued)

BUREAU OF VITAL RECORDS AND HEALTH STATISTICS, Concord, NH 1976 to 1978
Statistician/Branch Supervisor

PROFESSIONAL LICENSES AND CERTIFICATIONS

1977 Certificate in Biostatistics and Intermediate Demography. Harvard University
2012 Balanced Scorecard Certified Graduate. Kaplan and Norton, Harvard Business School
2013 Certified to administer Organization Culture Inventory/Effectiveness. Human Synergistics
2013 Certified to administer Leadership Impact. Human Synergistics
2018 Certificate in Writing, Publishing and Social Media for Healthcare Professionals, Harvard Medical School
2025 Harvard Medical School Postgraduate Medical Education. Leading AI Innovation in Health Care Program, 2-month Certificate Program.

HONORS AND AWARDS

1989 Recipient of the Vernon E. Weckwerth Award for the best publication by an Alumnus. University of Minnesota
1992 Recipient of the Emerging Leaders in Healthcare Award. The Healthcare Forum-Korn/Ferry International
1993 The Healthcare Forum's Creating Healthier Communities Fellowship. Healthcare Forum
1993 Outward Bound Professional Development Program. Outward Bound, Hurricane Island, ME,
1994 Recipient of the Modern Healthcare/Governance Institute Governance Fellowship Award. Modern Healthcare and the Governance Institute
1996 Colorado Outward Bound Course, Leadville Mountain Center. American Leadership Forum,
1997 Selected to participate in the American Leadership Forum Fellowship. American Leadership Forum
1997 Who's Who in Medicine and Healthcare. Marquis Who's Who
1998 Who's Who in Medicine and Healthcare. Marquis Who's Who
1999 Recipient of the 100 Top Hospitals. Parkland Medical Center recognized by Healthcare Innovation Awards (HCIA)
2000 Recognized for being in the top 10% of all HCA hospitals on inpatient satisfaction, Hospital Corporation of America
2021 Healthcare Executive of the Year Regent's Award. American College of Healthcare Executives 2021
Recognized by the American College of Healthcare Executives (ACHE) for its Senior-Level Healthcare Executive Award for Significant Contribution to ACHE and the Field of Healthcare Leadership
2026 Recognized as High Point University's Faculty Innovator for the 2025-2026 academic year, an honor awarded to faculty who demonstrate leadership in pedagogical innovation, generously share their expertise, and actively strengthen the teaching community.

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MEMBERSHIP IN SOCIETIES

1984-Present American College of Healthcare Executives (ACHE), Healthcare Executives Fellow ACHE (FACHE)
1980-2003 American Hospital Association
1980-2005 The Healthcare Forum, Member
1980-1994 American Management Association, Member
1993-1994 The Healthcare Forum Healthier Communities Investment Fund

DEPARTMENT, CENTER, AFFILIATED HOSPITAL, OR UNIVERSITY SERVICE

Elliot Hospital

1986-1989 Physician Hospital Organization Board Member
1986-1989 Elliot Hospital One Day Surgery Center Board Member
1989-1994 Elliot Hospital Board of Trustees Member
1989-1994 Medical Staff Executive Committee Member
1989-1994 Credentials Committee Member
1989-1994 Joint Conference Committee Member

Connecticut Children's Medical Center (CCMC)

1994-1997 CCMC Corporation Board of Trustees Member
1994-1997 Medical Staff Executive Committee Member
1994-1997 CCMC Medical Center Foundation Board Member
1994-1997 CCMC Affiliates Board Member
1994-1997 Faculty Practice Plan Board Member

Parkland Medical Center (Owned by Hospital Corporation of America-HCA)

1998-2000 Board of Trustees Member
1998-2000 Central Atlantic Division Executive Team Member
1998-2000 Medical Staff Executive Committee Member
1998-2000 Parkland Physician Services Board Member
1998-2000 Parkland Home Care Board Member

Anna Jaques Hospital

2000-2005 Anna Jaques Hospital Board Executive Committee Member
2000-2005 Medical Staff Executive Committee Member
2000-2005 Seacoast Regional Health System Board Member (includes Anna Jaques Hospital) 2000-2005
Seacoast Affiliated Group Practice Board Member

SERVICE TO OTHER INSTITUTIONS

1980-2005 Rotary International Member
1980-Present University of Minnesota Alumni Association
1989-1994 Voluntary Hospitals of America, New England, Board of Directors Member

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SERVICE TO OTHER INSTITUTIONS (continued)

1989-1994	New Hampshire Hospital Association Board of Trustees Member
1989-1994	United Way of Greater Manchester Board Member
1989-1994	Greater Manchester Chamber of Commerce Board Member
1997	Senior Fellow, American Leadership Forum
2002-2005	Standing Committee on Public Affairs, Massachusetts Hospital Association, Chair
2002-2005	Greater Newburyport Chamber of Commerce, Board of Directors Member
2003-2005	Massachusetts Hospital Association Board of Trustees Member
2012-2015	University of Minnesota MHA Alumni Association/Foundation Board, 2012-2015
2018	Brown University 25 th Staff Development Day, Guinness World Record for filling 3,000 backpacks in one hour
2018	Institute for Diversity National Leadership and Education, Conference Sponsor,
2018-2019	Brown University School of Public Health, Mindfulness-Based Blood Pressure Reduction Study (MB-BP)

BOOK AND BOOK CHAPTERS

Goodspeed, S. *Community Stewardship: Applying the Five Principles of Contemporary Governance*. American Hospital Publishing: Chicago, Illinois. 1997.

SCHOLARLY WORK PUBLISHED IN OTHER MEDIA

1. Goodspeed, S. The Board Report. Healthcare Review. Nashua, New Hampshire, 1980-1994
2. Goodspeed, S. and Taylor, K. How Feuding Hospitals Joined Hands to Serve Their Community. Hospitals and Health Networks Magazine, Volume 67, Issue 24. December 20, 1993
3. Goodspeed, S. Building Healthy Communities: Six Steps for the Board. Trustee Magazine.
4. Goodspeed, S. Building Healthy Communities in the 21st Century. Healthcare Review, Volume 13. October 23, 2000
5. Goodspeed, S. Dissertation titled: The Balanced Scorecard: Translating Strategy into Action. Thomas McIlwain, PhD, Chairperson. Approved July 2, 2003
6. Goodspeed, S. Metrics Help Rural Hospitals Achieve World Class Performance. Journal of Healthcare Quality, Volume 28, Issue 5. September 2006
7. Goodspeed, S. and Gamble, M. Seven Ways Analytics Can Help Hospitals Gain Competitive Edge. Becker's Hospital Review, September 2, 2012
8. Goodspeed, S. and Legelis, J. Population Health: Why Big Data and Experience Matter. Healthcare Strategy Alert, 2014
9. Goodspeed, S. and Ramos, L. Reducing Waste in Medical Records Processing. Using Comparative Analytics to Drive Performance. HFMA Healthcare Cost Containment, 2014
10. Goodspeed, S. Organizational Culture Trumps Everything Else in Healthcare. ConstructiveCulture.com. Human Synergistics, Chicago, Illinois, 2015
11. Goodspeed, S. A Guide for Rural Hospitals to Identify Populations and Shift to Population Health. Small Rural Hospital Transition Project Guide. National Rural Health Resource Center. Duluth, Minnesota, 2015

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SCHOLARLY WORK PUBLISHED IN OTHER MEDIA (continued)

12. Goodspeed, S. Seven Action Items to Shift Your Culture. ConstructiveCulture.com. Human Synergistics, Chicago, Illinois, 2017
13. Goodspeed, S. and Ellis, L. The Importance of Diagnosing What's Ailing Your Health System's Culture: 5 Remedies That Can Lead to a Healthier Organization. Society for Healthcare Strategy and Market Development (SHSMD) interview. American Hospital Association. Chicago, Illinois. 2019
14. Goodspeed, S. Healthcare Leaders Get Ready for Blockchain. Modern Healthcare. Chicago, Illinois. March 30, 2018

INVITED PRESENTATIONS

National

1. Goodspeed, S. Boards and Balanced Scorecards. Hawaii Governance Academy of the Governance Institute. Waikiki, HI. October 22-23, 2007
2. Goodspeed, S. Creating a Framework for Strategy Execution and Alignment Using the Balanced Scorecard. Community Memorial Health System. Ventura, California. January 27, 2009
3. Goodspeed, S., and B. Garrison. Building and Implementing a Balanced Scorecard Strategy Map. Rural Health Project Improvement (RHPI). Olive Branch, MS. September 18, 2009
4. Goodspeed, S. Using Strategy, Networks and Metrics for Competitive Advantage in Rural Hospitals. Health Forum. American Hospital Association. May 18, 2011
5. Goodspeed, S. Cultures that Drive Performance. New York Critical Access Hospital Network. August 25, 2011
6. Goodspeed, S. Using Strategy Networks and Metrics for Improved Performance in Rural Hospitals, 25th Annual Rural Health Care Leadership Conference. American Hospital Association. February 5, 2012
7. 7. Goodspeed, S. and L. Denney. 7 Strategies to Compete Using Analytics. Becker's Healthcare Review. Chicago, Illinois. August 29, 2012
8. Goodspeed, S. Quality Curriculum for Trustees. The Hospital and Healthsystem Association of Pennsylvania. 2013
9. Goodspeed, S. Driving Value and Quality Outcomes: The Latest Research and Best Practices for Rural Hospitals. Rural Health Care Leadership Conference. Health Forum. American Hospital Association. February 13, 2013
10. Goodspeed, S. and M. Topchik. New Healthcare Reform Analytics: The Intersection of Population Health, Operational Efficiency and Market Planning in Rural Healthcare Delivery. Health Forum. American Hospital Association. April 23, 2013
11. Goodspeed, S. Driving Value and Quality Outcomes: The Latest Research and Best Practices for Rural Hospitals. Colorado Hospital Association. Colorado Spring, Colorado. May 9, 2013
12. Goodspeed, S. Driving Value, Patient Safety and Quality Outcomes: The Latest Research and Best Practices for Hospitals and Healthcare Organizations. American Society of Health Care Risk Management (ASHRM). Austin, Texas. October 28, 2013
13. Goodspeed, S. Driving Value and Quality Outcomes. National Association for Healthcare Quality. Boston, MA. September 8, 2014
14. Goodspeed, S. and J. Urbanski. Using the Customer's Voice in Strategic Planning: Conversation Café. Society for Healthcare Strategy and Market Development, American Hospital Association. Chicago, Illinois. October 14, 2014

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INVITED PRESENTATIONS (continued)

National

15. Goodspeed, S. Speakers Express. American Hospital Association. Chicago, Illinois. 2015-2018
16. Goodspeed, S. Crossing the Healthcare Shaky Bridge: A Transition Framework. Global Change Circle. Chicago Illinois. March 12-13, 2015
17. Goodspeed, S. A Strategic Framework for Assisting Rural Hospitals to Move to Population Health. Rural Health Innovations. National Rural Health Resource Center. Duluth, Minnesota. April 8, 2015
18. Goodspeed, S. Using Data Analytics to Manage Population Health Services. Rural Health Innovations. National Rural Health Resource Center. Duluth, Minnesota. April 10, 2015
19. Goodspeed, S. Accelerated Operations Improvement. National WebEx with 300 attendees. Portland, Maine. May 5, 2015
20. Goodspeed, S. Strategy, Governance and Risk in the New Healthcare Environment. Illinois Hospital Association, Springfield, Illinois. June 17-18,
21. Goodspeed, S. Real Culture: “No Tips or “Keys,” Just Roadmaps and Results. Society for Healthcare Strategy and Market Development of the American Hospital Association. October 14, 2015
22. Goodspeed, S. Organizational Culture Trumps Everything Else in Healthcare. Human Synergistics. Chicago, Illinois. October 22, 2015
23. Goodspeed, S. A Strategic Framework for Assisting Rural Hospitals to Move to Population Health. Rural Health Innovations. National Rural Health Resource Center. Duluth, MN. April 8, 2015
24. Goodspeed, S. Healthcare Ten Years Out: Disruption and Transformation. South Georgia Medical Center. Valdosta, Georgia. April 21, 2015
25. Goodspeed, S. Healthcare Ten Years Out. Johnson and Johnson Innovation Center, Cambridge, MA. March 2, 2016
26. Goodspeed, S. The Boards Role in Quality and Safety. 2016 Trustee and Physician Conference. HealthTechS3. Atlantic Beach, Florida. April 17-20, 2016
27. Goodspeed, S. Transitioning Rural Healthcare: Crossing the Shaky Bridge and Strategies for Success. New England Society for Healthcare Strategy. October 20, 2016
28. Goodspeed, S. Constructive Culture Keeps Turnover Ridiculously Low and Improves Financial, Quality and Team Performance. Litmos Healthcare Division. January 25, 2017
29. Goodspeed, S. Constructive Cultures and Retention Strategies: Improving Your Financial, Quality and Team Performance. Healthcare Financial Management Association (HFMA) Georgia Chapter. April 12, 2017
30. Goodspeed, S. Healthcare in a Trump World. 2017 Phoebe Healthcare Conference. Albany, Georgia. May 5, 2017
31. Goodspeed, S. Culture Trumps Everything Else in Healthcare. Brown University School of Professional Studies. January 11, 2018
32. Goodspeed, S. The Future of Healthcare Strategy: Integrating Culture, Strategy and Execution. Society for Healthcare Strategy and Market Development, American Hospital Association. Seattle, Washington. October 10, 2018
33. Goodspeed, S. Top Three Warning Signs Your Board Isn’t Communicating Effectively: How to Address Governance Dysfunction in District or County-Owned Hospitals. WebEx. January 23, 2019
34. Goodspeed, S. Culture Trumps Everything Else in Healthcare. Brown University School of Professional Studies. January 19, 2019

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INVITED PRESENTATIONS (continued)

National

35. Goodspeed, S. Plenary Session TED talk titled Culture and Leadership: The Missing Link Driving Employee Engagement, Data Relevancy and Sustainability to the largest hospital network in Belgium The conference, Integrated Quality of Care: The Missing Links, was held April 29, 2021, and attended by over 1,200 healthcare professionals.
36. Goodspeed, S. Fostering Culture and Leadership in MHA Graduate Education: A Path to Enhanced Performance. Association of Schools Advancing Health Professions (ASAHP). October 16, 2025.

OTHER PRESENTATIONS

Poster Presented at Academy Health 2018. Patient, Community, and Geographic Characteristics of Patients Hospitalized for Ambulatory Care Sensitive Conditions in the State of New Jersey in 2012. Scott Goodspeed, DHA, Brown University, Lois Greene, DHA, Medical University of South Carolina, Annie Simpson, PhD, Medical University of South Carolina, Ana Natale-Pereira, MD, Rutgers University

GRANTS

Completed Grants

1. Modern Healthcare/Governance Institute Governance Fellowship Award. 1994. \$25,000 award to research board best practices. Resulted in a book published by American Hospital Publishing
2. Frontier Medicine Better Health Partnership. Principal Consultant. 3 Year Cooperative Agreement from the Center for Medicare and Medicaid's Innovation (CMMI) Program. 2013-2016. \$11.0 million CMMI Innovation grant to improve Medicare Beneficiary quality, cost and satisfaction.
3. Rural Wisconsin Health Cooperative (RWHC). Principal Consultant. Navigating Payment Reform Initiative working with 39 rural hospitals. 2015-2016. \$30,000 grant award.

UNIVERSITY TEACHING AND MENTORING ROLES

University of Rochester, Simon Business School, Department of Medical Group Management

2009	Instructor	The Strategy Focused Organization
2010	Instructor	Leading in Turbulent Times
2001	Instructor	Leadership, Culture and Strategy Execution
2012	Instructor	Leadership and Strategy Execution
2013	Instructor	Leadership, Culture and Strategy Execution
2014	Instructor	Strategy Execution and the Balanced Scorecard. Culture: The Fifth Element
2015	Instructor	The Strategy Focused Organization using the Balanced Scorecard

Medical University of South Carolina, Department of Health Professions, Doctoral Program in Health Administrative and Leadership

2009	Instructor	Seminar in Health Services Leadership
2010	Instructor	Seminar in Health Services Leadership
2011	Instructor	Seminar in Health Services Leadership
2012	Instructor	Seminar in Health Services Leadership

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UNIVERSITY TEACHING AND MENTORING ROLES (continued)

2013	Instructor	Seminar in Health Services Leadership
2014	Instructor	Seminar in Health Services Leadership
2015	Instructor	Seminar in Health Services Leadership III
2016	Instructor	Seminar in Health Services Leadership III
2017	Instructor	Seminar in Health Services Leadership III
2017	Dissertation Advisor	Doctoral Thesis. Patient, Community and Geographic Characteristics of Patients Hospitalized for Ambulatory Care, Sensitive Conditions in the State of New Jersey in 2012. Lois Greene
2018	Instructor	Seminar in Health Services Leadership III
2018	Dissertation Advisor	Doctoral Thesis. Pediatric Inpatient Days Predictive Model. Dana Bledsoe
2019	Instructor	Seminar in Health Services Leadership III
2020	Instructor	Seminar in Health Services Leadership III
2021	Dissertation Advisor	Doctoral Thesis. The World is Changing and so are the Boards. Ann Washington
2021	Assistant Professor	Seminar in Health Services Leadership III
2022	Assistant Professor	Seminar in Health Services Leadership III
2023-2026	Assistant Professor	Seminar in Advanced Leadership