

**Joy A. Clay, Ph.D.**  
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E-mail: [jovclay@memphis.edu](mailto:jovclay@memphis.edu)

- Sixteen plus years experience in accredited graduate programs in public administration and health administration. Assisted in the design, implementation, and accreditation efforts of the graduate program in health administration. Led the self-study process for reaccreditation of the MHA program in 1999-2000. Primary public administration teaching areas are administrative theory, public budgeting, public policy, issues in human resources, interagency collaboration, and urban applications (service-learning course). Primary health administration teaching areas included: health systems, health marketing and planning, and quality management. Primary research areas include health policy, especially regarding medically indigent and maternal/child issues, strategic planning and performance budgeting, and organizational processes, especially those associated with quality management and public accountability. Research, community outreach and service activities are consistent with these teaching and research emphasis areas. Chair, national Section on Health and Human Services, American Society of Public Administration (2003-2005; Immediate Past Chair, 2005-2007; Section Treasurer, 2005-2007). Affiliate faculty, Center for Research on Women, 2003-present.
- Grant and contract support has included serving as the principal and co-principal investigator on a variety of projects. This includes completion of the evaluation of a four-year demonstration project, *Project Care*, funded by the Administration on Youth, Children and Families (ACYF), Department of Health and Human Services, 1996-2000. Designed the evaluation of the *Bright Start Program*, an Early Head Start Program funded by the ACYF. Research/outreach service to the City of Memphis, Finance Office developing a performance based budgeting system and strategic financial plan reporting process. Developed the research literature review of best practices associated with early childhood development interventions to support the development of a community-wide early childhood program. Principal investigator on an interdisciplinary effort with the Covington, TN community to develop a community marketing plan, winning the 2004 University Economic Development Association Award for “Community Collaboration.” Co-PI with Stan Hyland to do a three-year program evaluation of Shelby County’s lead reduction program, 2005-2007. Member work group developing the District 11, Homeland Security Strategic Plan (R. Janikowski, PI).
- Thirteen years progressive experience in the Veterans Administration, Central Office, Washington, D. C., as a health systems specialist, program analyst, and management analyst. The significant majority of this experience was with the Department of Medicine and Surgery, ending with a staff, policy and management advisory position in the Office of the Chief Medical Director.

## **EDUCATION**

Ph.D., December 1991

Public Administration and Public Affairs

Virginia Polytechnic Institute and State University, Falls Church/Blacksburg,  
Virginia

Dissertation Topic: Congressional Hearings: A Neglected Management Process

M.A., June 1974

Colonial Latin American History

Loyola University, Chicago, Illinois

B.A., December 1971

History

University of Washington, Seattle, Washington (January 1971-December 1971)

(University of Illinois, Chicago, September 1968-December 1970)

## **Clinical Education**

Registered Nurse, March 1968

Illinois Masonic Hospital School of Nursing, Chicago, Illinois

## **EMPLOYMENT HISTORY**

**The University of Memphis, Memphis, TN August 1990-present**

**Associate Professor, Graduate Program in Public Administration (1995-present)**

- Division of Public Administration, MPA and affiliate faculty--MHA Programs (School of Urban Affairs and Public Policy established Fall 1999), Department of Political Science (1990-99);
- Affiliate faculty, Center for Research on Women, 2003-present.
- Interim MPA Director, Summer 2002-August 2003
- MHA Coordinator, Fall 1998 (Development leave Spring 1999)
- Department Chairman, August 1995-May 1997
- Assistant Professor, August 1990-1995 (promotion and tenure, Associate Professor, August 1995-present)

**Virginia Polytechnic Institute and State University, Falls Church/Blacksburg VA**

- MPA Program Coordinator, September 1989-December 1989

- Graduate Assistant/Contract Coordinator, August 1988-September 1989

- Facilitator (Volunteer), "Program for Excellence in Human Services," 1988-1990

**Veterans Administration, Central Office, Washington, D.C. Oct. 1974-Sept. 1987**

- Health Systems Specialist, Office of the Chief Medical Director, Department of  
Medicine and Surgery, October 1982-September 1987

- Chief, Prosthetic Program Development Staff, Prosthetics and Sensory Aids Service,  
Department of Medicine and Surgery, December 1980-October 1982

- Management Analyst, Office of Planning and Program Evaluation, October 1978-December 1980
- Management Analyst, Computer Assisted Systems Staff, Department of Medicine and Surgery, April 1976-October 1978
- Management Analyst, Data Administration and Privacy Staff, Department of Data Management, July 1975-April 1976
- Health Science Specialist, Health Services Research and Development Service Department of Medicine and Surgery, October 1974-July 1975

### **Clinical Experience**

Progressive experience as a registered nurse, including charge nurse positions in hospital facilities ranging from 350-700 beds, 1968-1973

- Illinois Masonic Hospital, Chicago, Illinois
- St. Francis Hospital, Evanston, Illinois
- Harrison Memorial Hospital, Bremerton, Washington
- Oak Park Hospital, Oak Park, Illinois

### **PUBLICATIONS-Journals, Book Chapters, and Book Reviews**

Menifield, C., Clay, J. A., Norris-Tirrell, D., Cheever, K., Carruth, J. and Roberts, G. (forthcoming). “Effects of MPA Waiver.” *Journal of Public Administration Education*.

Feder, L., Sullivan, C, and Clay, J. A. (under review). “Present Policy in the United States on Violence Prevention,” *European Journal of Criminal Policy and Research*.

Norris-Tirrell, D. and Clay, J. A. (2006). “Collaborative Planning as a Tool for Strengthening Local Emergency Management.” *Journal of Public Management and Social Policy*, 12, 25-36.

Clay, J. A. (2006) “Talk about Sex: The Battles over Sex Education in the United States,” *StandPoint*, Book Review. Center for Research on Women, University of Memphis, Spring, Volume 24, Number 2, 12, 14.

Clay, J. A. and Martin, C. (in process). “Shared Urban Data System: A University-Community Partnership.”

Menifield, C., Clay, J. A., Lawhead, C., and Robertson, F. (in process). State Lotteries and Accountability: Assessing the Impact on Education.” *Public Budgeting and Finance*.

Clay, J. A. (2004). “Popular Financial Reporting.” *Encyclopedia of Public Administration and Public Policy*.

Clay, J. A. (2002). “Enhancing Institutional Capacity Post-September 11<sup>th</sup>.” *Administrative Theory & Praxis*, 24, 594-600.

- Clay, J. A. and Bass, V. (2002). "Aligning Performance Measurement with Key Management Processes." *Government Finance Review*, 18, 26-29.
- Norris-Tirrell, D. and Clay, J. A. (2000). "The Production of Useable Knowledge." In *Handbook of Organizational Consultation*, Robert T. Golembiewski, ed., New York: Marcel-Dekker, 829-834.
- Clay, J. A. (2000). "Building the Capacity for Improvements in Health Services." *Public Productivity and Management Review* (June), 513-516.
- Clay, J. A. (1999). "Indigent Medical Care." In *Handbook of Health Administration and Policy*, Anne O. Kilpatrick and James A. Johnson, eds. New York: Marcel-Dekker, 165-176.
- Clay, J. A. (1998). "Congressional Government." In *International Encyclopedia of Public Policy and Administration*, Jay Shafritz, editor in chief, Volume I, 497-498.
- Weingarten, J. P., Clay, J. A. & Heckert, D. A. (1997). "The Impact of Socioeconomic Status on Health Care Utilization: Factors Influencing Length of Stay." *Journal of Health and Human Services Administration* (Spring), 384-409.
- Clay, J. A. (1997). "Health Care Reform: Déjà vu All Over Again." *International Journal of Public Administration*, 20, 1183-1202.
- Clay, J. A. (1996). "Public Institutional Processes and Democratic Governance." In *Refounding Democratic Public Administration: Modern Paradoxes, Postmodern Challenges*, Gary L. Wamsley and James F. Wolf, eds. Thousand Oaks, CA: Sage. 92-113.
- Clay, J. A. (1995). "Death Rights: Difficult Politics and Policymaking." *Public Administration Review*. 55, 381-4, Book Review.
- Barth, T. and J. Clay. (1994). "A Picture of the Human Resource Specialty Offered by MPA Programs." *Review of Public Personnel Administration*, XIV, 127-137.
- Clay, J. A. (1994). "Public-Institutional Processes: Beyond Conventional Wisdom." *Administration & Society*, 26, 236-251.
- Clay, J. A., Hultquist, C. M., and Quinn, R. (1994). "Who's Managing Whom." *Public Manager*, 23, 41-43.
- Clay, J. A. (1989). "The D. C. Bottle Bill Initiative: A Casualty of the Reagan Era." *Environmental Review*, 13, 17-31.

## **UNPUBLISHED CONTRACT AND GRANT REPORTS**

Clay, J. A., Hyland, S. and Schmidt, S. (2006). *Lead Hazard Control, Interim Evaluation Report II*. Presented to the Shelby County Housing Department, October, Memphis, TN, 46 pages.

Clay, J. A., Hyland, S. and Schmidt, S. (2005). *Lead Hazard Control, Interim Evaluation Report I*. Presented to the Shelby County Housing Department, August, Memphis, TN.

Clay, J. A., Burrell, L., Hagge, M., Schmidt, S., Schenck, S., and Redding, S. (2003). *Team Covington: Building Tomorrow on the Best of Today*. Report to the Covington Economic Development Corporation Executive Committee, June. (Covington, TN, 72 pages).

Clay, J. A. (2003). *Team Covington: A New Vision (Preliminary Findings)*. Report to the Covington Economic Development Corporation Executive Committee, May. (Covington, TN, 46 pages).

Feder, L. and Clay, J. A. (2002). *Investing in the Future of Our Children: Building a Model Community Prevention Program*. Early Childhood Development Collaborative (Memphis, 167 pages).

Pohlmann, M., Clay, J. A., and Goings, K. (2001). School Consolidation in Tennessee (Knoxville, Nashville, and Chattanooga). (Nashville: Clay, 45 pages). City of Memphis Schools. Presented to the School Board.

Clay, J. A. and Schmidt, S. (2001). *Analysis of Health Baby Campaign, Shelby County: A Public-Nonprofit Partnership, October 2001*. Report to the Memphis and Shelby County Health Department, Community Services.

Clay, J.A. and Schmidt, S. (2001). *Division Strategic Performance. Operating Budget FY 2002*, City of Memphis, Finance Division, April 2001.

Bass, V. and Clay, J. (2000). *City of Memphis Citizen Report Card*. Office of Finance, City of Memphis, December 2000; available on City website, [www.ci.memphis.tn.us](http://www.ci.memphis.tn.us).

Norris-Tirrell, D. and Clay, J. A. (2000). Project Care Evaluation Status Report-Final. Submitted to Project Care, The University of Tennessee, Memphis and the Administration on Children Youth and Families, U. S. Department of Health and Human Services, December 2000.

Clay, J. A. and Schmidt, S. (2000). Community Diagnosis Process, Shelby County. Memphis and Shelby County Health Department, Memphis, TN, October 2000; available on State of Tennessee HIT website.

Clay, J. A. and Bass, V. (2000). Strategic Financial Plan, Office of Finance, City of Memphis. (available on City of Memphis web site)

Clay, J. A. and Norris-Tirrell, D. (1999-2000). Project Care Evaluation Status Report-Phase II. Submitted to Project Care, The University of Tennessee, Memphis and the Administration on Children Youth and Families, U. S. Department of Health and Human Services, February 2000.

Clay, J. A. and Bass, V. (1999). Your City at Work. Published in the Operating Budget, Invest in Memphis, Office of Finance, City of Memphis.

Clay, J. A. (1998). Review of Peer City Budget Offices. Prepared for the Finance and Budget Office, City of Memphis.

Clay, J. A. and Norris-Tirrell, D. (1998). Project Care Evaluation—Phase I Report. Submitted to Henrietta Bada, M.D., P.I., and Agency for Children, Youth and Families, DHHS.

Clay, J. A. (1997). *Evaluation of the Well-Baby and Well-Mother Program*. Prepared for the Visiting Nurse Association, Memphis, TN and submitted to the Assisi Foundation.

Cox, D., Hyland, S., Clay, J. A., Norris-Tirrell, D., Gay, E. G., and Chang, C. (1997). *A Plan for Evaluation of the Community Outreach Partnership Program*. Submitted to Aspen Systems Corporation, Rockville, MD, and Office of University Programs, U.S. Department of Housing and Urban Development.

Clay, J. A. & Norris-Tirrell, D. (1995). *Maternal and Infant Health Needs Assessment, West Tennessee and Crittenden County, Arkansas*. Prepared for the March of Dimes Birth Defects Foundation, West Tennessee Chapter. Used to establish Chapter strategic plan and funding priorities.

Norfleet, B. with Clay, J. A. (1994). *The State of Maternal and Child Health in Memphis and Shelby County*. Report to the March of Dimes West Tennessee Chapter, used by the chapter to establish program and grant funding priorities.

Clay, J. A., Heckert, D. A., Schmidt, W., Samuelson, D., Ward, P., and S. Skinner. (1992). *Indigent/Medically Undeserved Patient Origin Study*. Report to the Memphis & Shelby County Health Agency, August 1992, 479 pages.

Clay, J. A., Heckert, D. A., Quinn, R., and Schmidt, W. (1992). *Sociodemographic Analysis: Memphis & Shelby County Health Department*. Report to the Memphis & Shelby County Health Agency, November 1992, 196 pages.

Clay, J. A., Heckert, D. A., Chatrathi, S., Quinn, R., and Schmidt, W. (1992). *Quantitative Examination of Patient Visits: Memphis Health Center and Mid-South Family Health Center*. Report to the Memphis & Shelby County Health Agency, November 1992, 108 pages.

## **FUNDED RESEARCH GRANTS AND CONTRACTS**

Clay, J. A. and Hyland, S. (2005). Lead Hazard Control Program Evaluation. Shelby County Department of Housing, 2005-2007. Three year evaluation of the County's Lead Hazard Control program to provide feedback on program gaps, successes, and weaknesses and performance measurement benchmarks established nationally by HUD. (\$25,000)

Clay, J. A., Burrell, L. & Hagge, M. (2003). Community Strategic Marketing Plan, including target market analysis, physical and environmental analysis and design strategies, community growth promotion strategies, marketing approaches, and implementation recommendations, City of Covington and Economic Development Corporation. (\$20,000).

Feder, L. and Clay, J. A. (2001). Juvenile Delinquency and Problem Behaviors: Prevention and Intervention Best Practices, Research Literature Review. LeBonheur Health Systems-Early Childhood Development Collaborative. (2001-2002). (\$11,000).

Clay, J. A. (2001-2002). Citizen Report Card and Performance Management Reporting. Contract with Finance and Budget Office, City of Memphis. (\$6,000)

Pohlmann, M., Clay, J. A., and Goings, K. (2001). School Consolidation in Tennessee (Knoxville, Nashville, and Chattanooga). Contract, City of Memphis Schools. (\$25,000)

Clay, J. A. (2000-2001). Citizen Report Card and Performance Management. Contract with Finance and Budget Office, City of Memphis. (\$6,000)

Clay, J. A. (2000). Analysis of Health Baby Campaign, Shelby County: A Public-Nonprofit Partnership. Contract with the Community Development Section, Memphis and Shelby County Health Department (\$4,000) Consultant

Clay, J. A. (2000). Community Diagnosis. Contract with the Community Development Section, Memphis, Shelby County Health Department. (\$4,000 Consultant)

Clay, J. A. (2000). Strategic Financial Plan. Contract with Finance and Budget Office, City of Memphis. (\$3,000)

Clay, J. A. (1998-99). Performance Management. Contract with Finance and Budget Office, City of Memphis. (\$7,100)

Wasson, R. and Clay, J. A. (1998). Evaluation of Bright Start program, funded by the Administration on Children, Youth and Families, DHHS. This Early Head Start program serving high at-risk families is offered by Porter-Leath, June 1999. The evaluators assisted with assuring that the start-up process was timely and met proposed design features. The overall grant is approximately \$1 million. (Also, assisted with the first proposal submitted

in 1997; feedback from ACYF resulted in decreasing some of the medical emphasis of our design).

Johnston, J., Clay, J. A., and Terry, K. (1997-1998). Earthquake Mitigation Course Development. Contract with the Federal Emergency Management Agency. (\$33,000). Contract awarded to Earthquake Center but progress not realized. Revised course outline with Clay, J. A. as P. I., May 1999, (supplemental funding not approved).

Clay, J. A. (1997). Academic Development funding. University of Memphis (\$1,250) to assist attendance at the Advanced Seminar in Design & Application of Clinical Practice Improvement Studies, International Severity Information Systems, Inc., Salt Lake City, UT.

Clay, J. A. and Norris-Tirrell, D. (1996-2000). Grant with Dr. Henrietta Bada-Elizey, Professor, Department of Pediatrics and OB/GYN, University of Tennessee, Memphis, School of Medicine. Sponsored by the Administration for Children and Families, Department of Health and Human Services, Washington, D. C. (Evaluation component totals \$121,000, for four years; entire demonstration project grant, \$2 million). Evaluation team includes Dr. Shelley White-Means, Department of Economics and Dr. T. Wong, Department of Mathematics, University of Memphis.

Clay, J. A. (1995-7). Well-Baby and Well-Mother Program Evaluation. Visiting Nurse Association, Memphis, TN. (\$4,500)

Cox, D., Hyland, S., Clay, J. A., and Gay, E. G. (1996). Evaluation of the Community Outreach Partnership Centers (COPC) Program. Office of University Partnerships in the Office of Policy Development and Research, Department of Housing and Urban Development, Washington, D. C. (\$250,000, one of three national grants awarded).

Clay, J. A. (1995-1996). Durham Foundation Student Fellowship, MPA student placement (9 months) at St. Joseph Hospital, Memphis, TN. Community Workshop on Senior HMO's resulted (held May 1996). (\$11,000)

Clay, J. A. (1995-97). Evaluation of the Well-Baby and Well-Mother Program for the Visiting Nurse Association (\$4,500 contract). Project funded by the Assisi Foundation.

Clay, J. A., D. Alex Heckert, W. Schmidt, and D. Samuelson. (1991-1992). Contract (\$54,000), Memphis & Shelby County Health Agency, January 1991-August 1992.

## **PRESENTATIONS—Conferences and Workshops**

Roundtable (2006), “Delivering Lead Hazard Control Services: Relying on Private

Contractors, Nonprofit Agencies, and Faith-Based Organizations, “American Society of Public Administration National Conference, April 2006, Denver, CO.

“Mid-South Resources: Building Community Capacity – Hazards and Preparedness.” Invited Presenter (2006), Mid-South Planning Institute on Earth, Wind and Fire: Safer Cities and Regions, March 17, 2006,

“Waiving the Entrance Exam for In Service Students: Assessing the Impact on Graduate Education” (2005), National Association of Schools of Public Affairs and Administration, October 2005, Washington, D.C., presented for the research team, Menifield, Clay, Norris-Tirrell, Roberts, Cheever, and Carruth.

“Hazards and Preparedness” (2005). Faculty Research Colloquium, Invited Presenter, University of Memphis, October 10, 2005.

“Community Collaboration: Issues of Sustainability and Accountability” (2005), American Society of Public Administration National Conference, April 2005, Milwaukee, WI, with D. Norris-Tirrell, P. Morgan, and L. Moose (MPA student).

“State Lotteries: Assessing the Impact on Education” (2004), Association of Budget and Finance National Conference, October 2004, Chicago, IL, with C. Menifield and C. Lawhead (MPA student).

“State Lotteries: Achieving Accountability and Transparency” (2004), Association of Budget and Finance National Conference, October 2004, Chicago, IL, with C. Menifield.

Invited Workshop Trainer (2003). Performance Measurement I-Introduction . Government Finance Officers Association, January 8-9, Phoenix, AZ.

“Building a Model Early Childhood Development Community Prevention Program” (2002). Policy Committee, Early Childhood Development Collaborative, March 2002, Memphis, with L. Feder.

“Building a Model Community Prevention Program” (2002), School of Social Sciences, University of Texas, Dallas, February 2002, Dallas, Texas. Invited Speaker.

“Building a Community Program: Early Childhood Development” (2002). Policy Committee, Early Childhood Development Collaborative, January 2002, Memphis, with L. Feder.

“Urban School Consolidation in Tennessee (2001). SECOPA, Baton Rouge, LA, October 2001.

Panel Convenor and Chair (2001). “Government Structures and Processes Matter.” Academy of Management National Conference, August 2001, Washington, D.C.

Panel Convenor and Chair (2001). "Private and Public Leadership: Excellence in Government." Academy of Management National Conference, August 2001, Washington, D.C.

Invited Workshop Trainer (2001). Performance Measurement I-Introduction . Government Finance Officers Association, July 24-25, Minneapolis, MN.

Presentation (2001). "School Consolidation in Tennessee (Knoxville, Nashville, and Chattanooga)" (Nashville: Clay. Presentation to the School Board, City of Memphis Schools, July 2001.

Invited Workshop Trainer (2001). Benchmarking and Performance Measurement. Government Finance Officers Association, May 15-16, Chicago, IL.

"Community Diagnosis Shelby County: Does Community Participation Work?" Southeastern Conference of Public Administration, Pensacola, FL, October 2000.

"Building the Public Service: The Challenges and Rewards of Career and Profession," ASPA-Federal Executive Association Monthly Program, one of four presentations, February 17, 2000, Memphis, TN.

Panel Presider, Public Budgeting, ASPA Budget and Finance Section, National Conference, Washington, D.C., October 1999.

"Performance Management." Presentation and Training Series: for fire and police division managers, City of Memphis; two day training session; August 1999-October 1999. Two hour meetings with Chiefs of Police, Fire, Parks, Public Works to present new requirements, January-February 2000.

*The Challenge of Evaluating Interdisciplinary Programs*, Abandoned Infants Program, National Conference, Washington, D. C., May 26, 1999, with D. Norris-Tirrell.

*Performance Budgeting: Tips and Traps*, Government Finance Officers Association, National Conference, Nashville, TN, May 21, 1999, with M. Brown, Deputy Director, Finance and Administration, City of Memphis.

*Children at Risk of Abandonment*, American Society of Public Administration, Orlando, FL, April 13, 1999, with D. Norris-Tirrell.

*Public Presentations by Public Administrators*, American Society of Military Comptrollers-TriState Chapter Annual Developmental Conference, two one-hour presentations, March 24, 1999, Millington, TN.

*Children at Risk of Abandonment: Enhancing Outcomes*, Southeastern Conference of Public Administration, Pensacola, FL, October 1998, with D. Norris-Tirrell, accepted.

*Leading Tomorrows Organization: Diagnosing, Designing, and Doing*, 25<sup>th</sup> Anniversary Program for the MPA Program, University of Memphis, one of two developmental workshops, November 11, 1998, Memphis, TN.

*Linking Economic Resources to Service Delivery: Strategic Financial planning—Performance Measures*. Workshop and presentation series prepared for the Office of Finance, City of Memphis. Included presentation for deputy division directors and budget analysts; presentation for the division directors and CAO; half-day training session for budget coordinators and deputy administrators; and followed by twelve 2-4 hour workshops held for all city divisions; October 1998-January 1999.

*Bridging the Academic Practice Gap: The Utilization of Knowledge*, Southeastern Conference of Public Administration Annual Conference, Knoxville, TN, October 1997, with D. Norris-Tirrell.

Panel Presider, *Breast Cancer: Clinical Issues and Research Issues*, American Public Health Association Annual Conference, Indianapolis, IN, November 18, 1996.

*Evergreen: A Story of Devastation, Revival and Prosperity*, Southeastern Conference of Public Administration Annual Conference, Miami, FL, October 1996 with M. Jones.

*Quality Management and Strategic Planning*, American Society of Public Administration Annual Conference, Atlanta, GA, June 1996.

*Understanding and Communicating the Health Story: Memphis Health Care Market*, Conference sponsored by the School of Communications, University of Memphis, Memphis, TN, May 1996.

*Maternal and Infant Health Needs, W. Tennessee and Crittenden County, Arkansas*, presented at the Legislative Affairs Meeting, March of Dimes, W. Tennessee Chapter, Fogelman Executive Center, Memphis, TN, October 1995, with D. Norris-Tirrell.

*Politician and Administrator: Sara Lewis*, Public Administration Theory Annual Conference, Savannah, GA, February 1996, with D. Norris-Tirrell.

*Lessons Learned from Teaching Quality Management*, Southeastern Conference of Public Administration Annual Conference, Savannah, GA, October 1995 with S. Amitrano.

Discussant, *Health Care Policy*, Southeastern Conference of Public Administration Annual Conference, Savannah, GA, October 1995

*Ethical Issues in Nursing Home Management*, Southeastern Conference of Public Administration, Savannah, GA, October 1995 with R. Quinn.

*Quality Management and QI Teams in U.S. Health Care: Review of Selected Current Health Management Literature*, International Conference of the Academy of Business Administration, London, England, June 1994, accepted

*The MPA Human Resource Specialty*, Southeastern Conference of Public Administration Annual Conference, Coco Beach, Florida, October 1993.

*Medically Indigent Issues in Tennessee and Shelby County*, Southeastern Conference of Public Administration Annual Conference, Coco Beach, Florida, October 1993.

*Policy Issues in Indigent Health Care: A Case Study*, Southeastern Conference of Public Administration Annual Conference, Montgomery, Alabama, October 1992.

*Management Processes, Ambiguity, Instability, and the 'Logic of Appropriateness'*, Fifth National Symposium on Public Administration Theory, Chicago, Illinois, April 1992. Published in the conference Proceedings.

#### **Other Presentations**

Trezevant Manor, "Health Care Reform"

Exchange Club, "Misunderstood Bureaucracy"

Tennessee Health Care Association, "Health Care Reform"

Interviews, The University of Memphis radio station.

Government and Health Care, WKNO, series on Health Care (Summer 2006)

## COMMUNITY OUTREACH AND SERVICE ACTIVITIES

Facilitator for a community forum: "A Closer Look at the Social Determinants of Child Health," The Urban Child Institute, Memphis, TN, September 13, 2006.

Board Member, Partners for the Homeless (November 2001 to present); Vice-Chair, Strategic Planning Committee (2005-present) and committee member 2002-.

Reviewer for Community Health Hero Award, Sponsored by the *Memphis Business Journal* (April 1999; April 2000)

Board Member, Trezevant Manor, 1996-1999. Served on Long Range Planning Committee, 1997-1999; and Resident Quality of Life Committee, 1998-99.

Serve on the Memphis/Shelby County Regional Health Council I, 1997-1999; and on Regional Health Council II, 2000-2002.

Member, Mayors Health Policy Council, Shelby County Tennessee (November 1996-2002). Appointed by Mayor Rout.

Member, Community Needs Committee, West Tennessee Chapter of the March of Dimes Defects Foundation, January 1994-present. Member Public Affairs Committee, June 1995-2002.

Member, Board of Directors, Visiting Nurse Association, Inc., Memphis, TN, December 1996-1999.

Member, Memphis & Shelby County Adolescent Pregnancy Council, 1995-1997. Served on Needs Assessment and Membership Committee. Facilitator of Strategic Planning Retreats, January 18, 1996 and December 5, 1996.

Member, Citizens Advisory Board, St. Joseph Hospital, January 1994-1997. Served on the Subcommittee on Diversity (September 1994-1997) and the Nominating Subcommittee (November 1994).

Examiner, Greater Memphis Quality Award, 1995-6.

Examiner, Tennessee State Quality Award, 1995.

Member of Women's Health Initiative Linkage Group and Subcommittee developing the Yellow Pages of Women's Health, Memphis & Shelby County, July 1994-1995.

Facilitator, VA Medical Center, Memphis Management Retreat, October 13-14, 1994.

Workshop Coordinator and Facilitator, Porter-Leath Children's Center on "Managing Diversity," July 14-15, 1994, held at St. Columba Episcopal Center.

President, Research and Planning Committee, Memphis & Shelby County Community Health Agency (October 1993-1995). Member of Research and Planning Committee since inception of committee, Spring 1993. Also serve as Chairman, Subcommittee on Access to the Primary Care Information System under development by the Memphis & Shelby County Health Agency and Medical Services Research Group. Led subcommittee review of contractual materials and provided advice to the Community Health Agency's legal representatives from Heiskell, Donelson, Bearman, Adams, Williams and Caldwell.

Coordinated Program on "Public Leadership in a Diverse Community" sponsored by the American Society of Public Administration and public service funds from The University and College of Arts and Sciences, April 1993.

### **SERVICE ACTIVITIES**

Reviewer for LOVE Award. College of Arts and Sciences, 2006.

Graduate Coordinator, MPA Program, Summer 2003- present.

Dean's Advisory Council, College of Arts and Sciences, 2004-05. (Member of Task Force on Strategic Goals; member Task Force on performance evaluation; member of task group on revising instrument to evaluate Chairs and Directors, 2004-05)

Chair, Search Committee, Director, Division of Health Administration, in process.

MPA Representative to CAS, Graduate Council, 2001- present.

Affiliate Member, Center for Research on Women

University Promotion and Tenure Appeals Committee, 2003-present.

Chair, Search Committee, Chair, Criminology and Criminal Justice, 2004-05.

Co-Chair, Curriculum Committee, SUAPP, 2002-present, including developing doctoral proposal

Search Committee for faculty position, DPNA, 2005.

Assisted with the proposal for the MPH program, 2004-05.

Member, Engaged Scholarship Ad Hoc Group, 2002-present.

Chair, Committee on Governance, NCAA Self-Study, 2002-2004 (presentations to Faculty Senate and Staff Senate, Summer 2004).

University Graduate Council, Social Science Representative, 2001-03.

Lead, MHA Self-Study Process for the ACEHSA Reaccreditation of the MHA Program (1999-2000). 3 Volume report submitted, October 18, 2000. Program reaccredited for three years (site visit Spring 2001)

Member of School of Public Health Design Committee leadership committee and chair of Environmental Subcommittee. *Proposal for School of Public Health* Submitted to President, U. of Memphis and Chancellor, U. of Tennessee, February 1999

Chaired Review of Regional and Urban Planning Division Chair, Submitted to Dean, College of Arts and Sciences, 1998

Co-chaired a joint university committee to recommend whether to proceed with a proposal to establish a joint school of public health between the University of Memphis and the

University of Tennessee, Memphis, appointed by President Rawlins and Chancellor Rice, March-May 1998  
Recruitment Committee, Assistant to Vice Provost for Research, 1997  
Women's Study Task Force, 1995-97  
Committee to assess feasibility of developing a School of Public Affairs jointly with The University of Tennessee, Memphis 1998  
At-Large Board Member, Section on Organization Development, American Society of Public Administration (1996-7)  
Board Member, Section on Health, American Society of Public Administration (1995-6)  
President, Memphis Chapter, American Society of Public Administration (1991-92; Winter-Spring 1993)  
Secretary, Memphis Chapter, American Society of Public Administration (1992-93)  
Initiated efforts to re-establish the local chapter of the American Society for Public Administration  
Received Chapter Membership Development Award, from the American Society of Public Administration, December 1992

Reviewer

Public Administration Review

Laverne Burchfield Award, best Book Review, 2002 Review Committee  
PAR Dimock Award, best Lead Article, 2003 Review Committee

Public Performance & Management Review

Journal of Public Affairs Education

Administration and Society

Hospital and Health Services Administration

Southeastern Political Review

Texas Journal of Political Studies

Text on Public Administration, American Public Administration; Public Administration: Understanding Management, Politics, and Law in the Public Sector; and, The Public Administration Workbook

Journal of Health and Human Services

Social Science Journal

Journal of Rural Health

Public Administration Quarterly

American Public Health Association, Medical Care Section (1997)

Editorial Board Member:

Journal of Health and Human Services

Public Administration Review

**Honors/Awards**

University Economic Development Association Award for "Community Collaboration," 2004

Alma Bucovaz Urban Service Award, 2004, University College, University of Memphis

Joy Clay Outstanding Service Award, 2002 (first recipient), Division of Health

Administration, University of Memphis

University College Advising Award, 2001

Distinguished Volunteer Award, 1996, March of Dimes, Southern Region for support of the Campaign for Healthier Babies  
Program Volunteer of the Year, 1995, March of Dimes, West Tennessee Chapter  
Member, Pi Alpha Alpha, VA Tech  
Nominated for the 1994 Distinguished Teaching Service Award, University of Memphis  
One nomination each category, 1993, Distinguished Teaching Service Award, University of Memphis  
ASPA, Chapter Membership Development Award, December 1992  
Commonwealth Fellow, Virginia Council of Higher Education, 1987-88  
Outstanding Employee Ratings, 1982-87, Veterans Administration  
Dean's Lists, Undergraduate and Master's  
James Scholar, University of Chicago, Chicago, IL

**Member:**

American Society of Public Administration, 1986-present  
Health and Human Services Section, formation in 1995-present  
Budget and Finance Section, 1997-present  
Public Productivity and Performance, 2004-present  
International City Manager's Association, 1999-present  
Memphis Area Women's Council, 2004-present  
Government Finance Officers Association, 1998-present

**Past Membership:**

American Public Health Association, 1986-1998  
American Society of Quality Control, 1993-1998  
Tennessee Perinatal Association, 1995-97  
Association of University Programs in Health Administration, 1990-2000  
American Evaluation Association, 1998-2000  
Academy of Management, 1998-2000  
American Society of Military Comptrollers, 1999-2001  
American College of Health Care Executives, 1996-98

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