

Curriculum Vitae

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Current positions:

- Executive Director, Mental Sciences Institute
- Associate Professor; School of Public Health, Department of Social and Behavioral Sciences: Program Director for Psychiatry and Behavioral Health Research and Education
- Research Education Director, Osteopathic Research Center
University of North Texas Health Science Center
- Graduate Advisor Clinical Health Psychology Program,
UNTHSC (joint program with UNT Denton Department of Psychology)
- TCOM Admissions Committee Member

Employment History

August 2008 – October 2008 Associate Professor and Vice Chair, Department of Psychiatry
UNTHSC - TCOM

June 2002 – August 2007 Associate Professor and Administrative Director,
Osteopathic Research Center, UNTHSC
Research consultant Department of Psychiatry at JPS and UNTHSC

June 2003 – January 2006 and August 2007 to September 2008:
Graduate Advisor, Master of Science and Ph.D.
Clinical Research & Education

September 2001 – June 2002 Assistant Professor and Director of Special Projects, Forensic Psychiatry;
Department of Neuropsychiatry, Texas Tech University Health Sciences Center (TTUHSC) conducted
research with forensic services and clients and taught psychiatry residents.

April 2000 – September 2001 Director of Research and Development for the Office of Health Care
Systems and Asst. Professor in Psychiatry, TTUHSC.

June 1995 - March 2000 Administrator and Program Director for West Texas Correctional Mental
Health Services for Texas Tech University Health Sciences Center. Responsible for \$13M of contracted
mental health services state funding; managed inpatient and outpatient mental health services in 27
TDCJ facilities; supervised the financial and personnel management systems, developed, implemented
and monitored policies, standards certification, program design and evaluation and outcome studies,
and education and training for both correctional and mental health staff.

January 1994 – June 1995 Deputy Assistant Director of Adult Mental Health Services for Forensic
Services at Harris County Mental Health and Mental Retardation Authority developed and managed
forensic psychiatry programs in the Harris County Jail and community based programs, Houston,
Texas. Designed and taught courses in the Houston Police and Harris County Sheriff's Departments.
Conducted research. Developed grants. Total staff 115; budget \$5M from county, state and third party
payers.

See page 7 for employment history prior to 1994

RESEARCH SUPPORT

ONGOING

1R25AT002877-01A2 Cruser (PI)

08/01/2007 – 07/31/2011

Competencies in Research in Manual Medicine and CAM

This is a Research Education Project Partnership Grant to increase biomedical research competencies for osteopathic medical students and clinical faculty through innovative curriculum, faculty development initiatives and research experiences. Partners include TCOM, the Graduate School of Biomedical Sciences at UNTHSC, University of Texas Medical Branch at Galveston CAM program.

AT002303 Stoll (PI)

10/01/2005 – 9/30/2008

NIH-NCCAM

Efficacy of Osteopathic Manipulative Treatment (OMT) for Carpal Tunnel Syndrome (CTS)

This is a clinical trial with three experimental groups to determine whether and to what extent OMT can improve pain, increase functioning, improve nerve conduction, reduce edema, and increase the dimensions of the carpal tunnel in patients with CTS.

Role: Co-Investigator

Podawiltz (PI)

The Role of Residual Effects of Trauma in Serious Mental Illness

2005-2007

Role: Co-investigator

Intramural (\$5,000) University of North Texas Health Science Center

This is an ongoing (unfunded) study supported by the Department of Psychiatry to evaluate the prevalence of exposure to violence and trauma in psychiatric outpatients in the JPS Health Network Psychiatry clinics. The study uses a unique checklist of 42 events that are violent at the interpersonal, self-directed, or secondary level of experience. The Brief Symptom Inventory and the PCL (PTSD symptom checklist civilian version), and the State Trait Anxiety Scale are also used to explore the relationship between PTSD symptoms, magnitude of exposure to violence and trauma, problems with daily functioning in several domains, and pre-disposition to anxiety. The study is being done to develop a clinical assessment tool to better understand the extent of violence and trauma in the lives of psychiatric patients and support a larger longitudinal cohort study of the effects of trauma on treatment adherence and outcomes.

Now on-going but unfunded

Podawiltz and Anderson (Co-PIs)

Depressive Symptoms and Correlates among Perinatal Women

Role: Co-Investigator

The primary aim of this proposed research study is to estimate the prevalence of depressive symptoms among perinatal women between the ages of 21 and 45 receiving obstetrical and gynecological care in the departments of Obstetrics and Gynecology (OBGYN) at the University of North Texas Health Science Center (UNTHSC) or the JPS Health Network. A secondary aim is to determine whether there are relationships between perinatal depressive symptoms, maternal health, and exposure to interpersonal violence and traumatic events.

Cruser (PI)

Analysis of Emergency and Inpatient Psychiatric Services Utilization within the JPS Health Network

The purpose of the proposed study is to analyze, on a continuing basis, the available data from three electronic information systems maintained by the JPS Health Network Department of Psychiatry. These three electronic information systems are 1) the Psychiatric Emergency Center (PEC), 2) the Acute Psychiatric Center (APC), and 3) the Trinity Springs Pavilion inpatient unit (TSP).

Jones, Harlan and Podawiltz, A. (Co-PIs)

A randomized control study exploring behavior, neurobiological and physiological outcomes secondary to random and chronic stress in adolescent female rats.

Role: Co-investigator

To better understand the psychophysiological role stress plays in women, we have developed an experimental model of chronic stress in female rodents that will lay the foundation for future translational research. Our paradigm explores the altered behavioral, neurochemical and physiological changes triggered by random and chronic stress in adolescent female Sprague-Dawley rats (from 4 weeks of age).

COMPLETED

Cruser (PI)

2001-2002

Hogg Foundation for Mental Health Services

Major goal of this study: Stress and Coping in Female Parolees with Mental Illness in Houston, TX

Role: Principal Investigator

Podawiltz (PI)

2001-2002

Texas Technical University Health Sciences Center

Major goal of this study: Daily Living Activities, Psychiatric Symptoms, and Exposure to Trauma in Psychiatric Outpatients

Role: Co- Investigator

1K30AT00067-01CRCA Stoll (PI)

9/01/2000 – 7/31/2005

NIH-NCCAM Clinical Research Curriculum Development Award in OMM

This program supported the establishment of a Master's of Science Degree in OMM Clinical Research and Education in cooperation with the Graduate School of Biomedical Sciences at UNTHSC.

Role: Co-Investigator and Academic Advisor

COMPLETED – CONTINUED

Samueli: Institute of Information Biology & Department of Defense Stoll (PI) 8/1/06 – 7/31/07

Manual/Manipulative Therapy for Back Pain in Military Personnel

The purpose of this study is to examine the efficacy of a specific set of OMM interventions, referred to in this proposal as Manual/Manipulative Therapy, to reduce pain and improve functioning in young active duty military personnel.

Role: Co-author and Co-Investigator

1 U19 AT002023-01A1 Smith (PI)

09/01/04 – 08/31/07

NIH-NCCAM

Mechanisms of Osteopathic Manipulative Medicine (OMM)

This is a Developmental Center for Research designed to investigate the mechanisms of action of OMM through collaboration between Complementary and Alternative Medicine (CAM) and conventional institutions.

Role: Co-Director, Administrative Core

Foundation for Osteopathic Health Services Noll (PI)

7/1/04 – 6/30/07

A Multi-Center Osteopathic Pneumonia Study in the Elderly

The major goal of this project is to use a multicenter, prospective, randomized, blinded, controlled clinical trial to evaluate the efficacy of OMT in the treatment of elderly patients hospitalized with pneumonia.

Role: Clinical Trial Oversight

Publications, Professional Papers, Proposals and Consultations

1. Stoll ST, Hensel K, Maurer D, Bae S, & **Cruser dA**. Feasibility and efficacy of manual/manipulative therapy for acute low back pain in active duty military personnel. Published Abstract, September 2008. JAOA.
2. Cruser, dA., Dubin, B., Stoll, S., Smith, M. (2008). Integrating Biomedical Research Competencies into the Medical School Curriculum University of North Texas Health Science Center, Fort Worth, Texas. Poster presentation at Research Appreciation Day
3. Cruser, dA., Podawiltz, A., Cipher, D. (2006) Serious Mental Illness and Exposure to Traumatic Experiences Department of Psychiatry Texas College of Osteopathic Medicine: University of North Texas Health Science Center, Fort Worth, Texas. Poster
4. Shah, A., **Cruser, dA.**, Podawiltz, A., (2007) Selected Physical Trauma Review in Patients with Serious Mental Illness. Department of Psychiatry Texas College of Osteopathic Medicine: University of North Texas Health Science Center, Fort Worth, Texas. Poster
5. Balabhadrapatrunni, K., Dasari, P., **Cruser, dA.**, Farnum, J., (2008) Tarrant County Juvenile Detention Center: An Overview of the Facility and Services. Department of Psychiatry Texas College of Osteopathic Medicine: University of North Texas Health Science Center, Fort Worth, Texas. Poster
6. Podawiltz, A., **Cruser, dA.**, Avila, M., Brown, S. (2008) Utilization of the JPS Health Network Tarrant County Psychiatric Emergency Center. Department of Psychiatry Behavioral Health and Neurocognitive
7. Jones, H., Treviño, A., Gonazles, X., Byung, JK., Deshmukh, A., Nejtek, V., Wu, B., **Cruser, dA.**, Podawiltz, A. (2008) A Randomized Control Study Exploring Behavior, Neurobiological and Physiological Outcomes Secondary to Random and Chronic Stress in Adolescent Female Rats. Department of Molecular Biology and Immunology and Department of Psychiatry: University of North Texas Health Science Center, Fort Worth, Texas. Poster presentation at Research Appreciation Day 2008
8. Gamber, R., Holland, S., Russo, D., **Cruser, dA.** (2002). A Review of Cost Effectiveness Studies of Osteopathic Manipulative Medicine: Research Questions for the Future. Poster presentation at the American Academy of Osteopathy
9. Niedzwecki, C, Stoll, ST, and **Cruser, dA.** (2003). Impact of curricular reform in osteopathic manipulative medicine on student opinions. Poster displayed at Research Appreciation Day at UNTHSC, and at the AAO Convocation in Ottawa, Canada.
10. White, HD, Stoll, ST, **Cruser, dA**, Meyer, PM, Angel, L, & Marsh, PT. (2003). Treatment efficacy of OMT for carpal tunnel syndrome: Comparison of intramural preliminary study and proposed NIH-NCCAM R-21 pilot study. Poster displayed at the 46th Annual AOA Research Conference and abstract published in JAOA September 2003
11. Gamber R, Holland S, Russo DP, **Cruser dA**, Hilsenrath PE. Cost effectiveness of osteopathic manipulative medicine: Analysis of available information and a research agenda for the future. JAOA. 2005; 105(8):357-367.
12. Investigator: Stress and Coping in Female Parolees with Mental Illness awarded from the Hogg Foundation for Mental Health Services, UT, Austin TX – study and report completed, IRB extension from TTUHSC until summer 2003. Two poster presentations at national conferences completed. (Pilot funding appx. \$5,500).
13. Co-Investigator as Co-PI Bio-psychosocial status and treatment outcomes in psychiatric outpatients with and without a forensic history. awarded from the Medical School at TTUHSC study and report completed, IRB extension until Fall 2003 (Pilot funding appx. \$20,000).
14. Diamond, PM, Wang, EW, Holzer, CE, III, Thomas, CR, & Cruser, dA. (2001) The prevalence of mental illness in prison: Review and policy implications. Administration and Policy in Mental Health (accepted for publication).
15. Cruser, dA & Harper, S. (2000). Delivering mental health services in rural prisons: Technology meets tradition. Journal of Correctional Health Care, 27 (8). Submitted for publication.
16. Cruser, dA & Diamond, PM. (2000). Staff opinions of mentally ill offenders: Leadership and Training Implications. Journal of Correctional Health Care, 26 (7).
17. Co-Principal Investigator in a study of public policy issues in Texas regarding mentally ill offenders: Diamond, PM & Cruser, dA (1999). The impact of knowledge and opinions on the implementation of

- public policies for mentally ill offenders. Administration and Policy in Mental/Health, 26 (5). (Study funded by a grant from The Evaluation Center at HSRJ)
18. Cruser, dA, Podawiltz, AL, & Veits, H. "Skills for Building and Leading Successful Teams." 1999 and 1998, a six-hour continuing medical education course for the American Psychiatric Association Annual Conferences, Washington, D.C., and Toronto, Canada.
 19. Cruser, dA, & Owens, R. (1997). "Economic Imperatives and Programmatic Benefits of Team Building in a Prison Treatment Setting". Presented at the 21st National Conference on Correctional Health Care, San Antonio, TX.
 20. Cruser, dA, and Diamond, PM. (1997). "Building Bridges Across the Gap in Values in the Custody-Therapy Environment". Presented at the 21st National Conference on Correctional Health Care, San Antonio, TX.
 21. Diamond, P., Cruser, dA, & Wang, E. (1997). "Data drives the train: Using multiple information sources for program planing and redirection". Presented at the Seventh Annual National Conference on state Mental Health Agency Services Research and Program Evaluation, Arlington, VA.
 22. Co-authored and submitted a Community Action Grant proposal, "Responding to Mental Health Crises on Houston's Streets." Funded proposal co-authored with Dr. P.M. Diamond. Funds of \$148,490 awarded by Center for Mental Health Services to the Mental Health Association of Harris County in October, 1997. Led to crisis intervention teams, police officer training programs and inter-agency advisory committees to the Board of County Commissioners.
 23. Cruser, dA. & Diamond, PM. (1996). An Exploration of Social Policy and Organizational Culture in Jail Based Mental Health Services. Administration and Policy in Mental Health, 24(2), 129-148.
 24. Cruser, dA, & Diamond, P. (1996). "Prison-based treatment program design and management". Presented at the 1996 Multidisciplinary Training Conference of the American Correctional Health Services Association in Houston, TX.
 25. Cruser, dA. (1995). "Evaluating program design in the state hospital setting." Journal of Mental Health Administration, 22(1).
 26. Cruser, dA, Diamond, P., & Richardson, L. (1995). "A profile of parole and probationers in a specialized treatment program: Clinical and criminogenic characteristics". Presented at the 1995 Annual Meeting of the American Criminal Justice Society in Boston, MA.
 27. Cruser, dA, Robinette, J, & Podawiltz, A. (1995). "But doctor, somebody has to do something." Journal of the American Osteopathic Association, 95(5).
 28. Podawiltz, AL & Cruser, dA. (1995). (Unfunded study) "Incidence of dissociative disorder among female inmates in a county jail." Poster presentation at the American Academy of Forensic Scientists.
 29. Diamond, P. & Cruser, dA. (1994). "Jail based mental health services: For whom and in what form." Presented at the 1994 Institute on Hospital and Community Psychiatry in San Diego, CA.
 30. Cruser, dA, & Diamond, P. (1994). "Profiles of mentally impaired inmates in Harris County, Texas." Presented at the 46th Annual meeting of the American Academy of Forensic Sciences, San Antonio, TX.
 31. Cruser, dA, Dauphinot, L., Diamond, P., McClure, L., & Schnee, S. (1994). "Partnerships and Policy for the Future in Mental Health and Criminal Justice." Papers presented in a symposium at the American Psychological Association Annual Convention.
 32. Cruser, dA, & Diamond, P. (1994). "Pathways to care: a profile of offenders with mental impairments in the Harris County Jail." Poster Session H&CP meeting.
 33. Cruser, dA, Martinec, A., & Gangel, T. (1994). "Behind the Bars: A Look at the work environment of the psychiatric services treatment program of MHMRA in the Harris County Jail." Paper presented at the Annual Meeting of the Association of Mental Health Administrators.
 34. Consultation with the Baltimore Mental Health Services, Inc., in the forensic mental health services program development, July, 1994.
 35. Discussant for a paper presented on design services for mentally impaired offenders by Dr. John Bateman, at the Texas Forensic Mental Health Network Conference, July, 1993.
 36. Friedman, A, Cruser, dA, & Rambo, MP. (1991). "Linkages between state hospitals and community mental health centers: what works and what doesn't." Paper presented at the annual conference of psychosocial rehabilitation providers, Jacksonville, Florida.
 37. James, JF, Pokorney, L, Cruser, dA, et al. (1991). "Program Deinstitutionalization." Administration and Policy in Mental Health, 18(6).

38. Cruser, dA. & LaBoon, SW. (1991). "Management Team Building in the State Hospital Setting, applying social climate and family systems concepts to group dynamics." Paper presented at the Association of Mental Health Administrators Annual Meeting.
39. Cruser (then Eckert), dA. (1986). Oklahoma's Public Mental Health System's Response to the Edmond Post Office Massacre (1986). "Administrative issues in crisis intervention." In the newsletter of the National Council of Community Mental Health Centers, Washington, D.C., and presentation at the NASMHPD annual meeting.
40. Faulkner, LR & Eckert (now Cruser), dA, Cheah, K.C, et al. (1984). "Developing a comprehensive state mental health plan." Administration in Mental Health, 12(1), 26-39.
41. Burnett, DB & Eckert (now Cruser), dA. (1983). "Formulating program goals and objectives in a psychiatric hospital." Journal of Mental Health Administration. 10(1), 6-7.
42. GRANTS awarded (Total of appx. \$7M) between 1979 and 1983 from the National Institute of Mental Health for development of Pharm D. curriculum, Nurse Practitioner curriculum, and Area Health Education Center mental health curriculum for primary care physicians in rural Arkansas.
43. GRANTS awarded (Total of appx. \$18M over three years) in Arkansas and Oklahoma for delivery of mental health services to and evaluation of impact on special populations including children, elderly, women victims of domestic violence, and dually diagnosed mentally ill – substance abuse and mental retardation.
44. Other studies of the impact of public policy on services delivery systems conducted for the Departments of Mental Health and Substance Abuse in Arkansas and in Oklahoma for reports to the legislature, advisory committees and the general public.
45. Studies conducted at TTUHSC to evaluate the treatment outcomes for prisoners in the Texas Dept. of Criminal Justice that were used in presentations to the Texas legislature, the president of the University, and for decisions in allocation of resources for health care to inmates AND to evaluate the productivity of staff in delivering services under a co-pay system for inmates.

Academic Education, Certifications, Specialized Training

Doctor of Philosophy: 1992 Oklahoma State University, in interdisciplinary studies through the College of Family Relations and Child Development: family systems, organizational psychology, clinical psychology, and management communications. Dissertation research: the influence of the social and work environment on team performance in inpatient psychiatric facilities.

Masters in Public Administration: University of Arkansas, 1979, Health Care Administration.

Bachelors of Arts: French and Political Science, St. Joseph College, MD, 1967.

Certified Correctional Health Care Professional 1999 – - 2002.

Certified First Things First Facilitator, Covey Leadership, 1998

Certified Seven Habits Facilitator, Covey Leadership, 1997.

Certified in The Attentional and Interpersonal Style Inventory (TAIS), B. Nideffer, 1996.

Academic Education, Certifications, Specialized Training CONTINUED

Certified Mental Health Administrator, Assoc. Mental Health Administrators, 1990-1995.

Certified Mediator, State of Oklahoma Supreme Court, 1991-92.

Tulane University Special Course in Health Planning, 1978.

Advanced Management Studies at Yale University, 1985.

President (1989-90) **and member of Association of Mental Health Administrators** (1980-92).

Multivariate Analysis Course, Institute for Professional Education, DE Johnson, Ph.D., Kansas State.

Forensic Profiling Training.

Academic and Community Organization Appointments & Memberships

Board of Directors, Mental Health Board of Tarrant County, TX 2003 to present

Assistant Professor, non-tenure track, Texas Tech University Health Sciences Center, Department of Psychiatry, 1997-2002.

Clinical Assistant Professor, University of Texas, Department of Psychiatry, 1993-1995.
Founding member: Texas Forensic Network, 1993.
Chair, Harris County "Local Advisory Committee on Mental Health and Criminal Justice", 1994-95.
Guest Lecturer, Universities of Arkansas and Oklahoma, 1980-92.
Young Adult Project, Proposal Development Committee Member, PEW Foundation Grant to the National Association of State Mental Health Program Directors, 1988-90.
President, AMHA, Oklahoma Chapter, 1988; Education Committee Chairperson, 1987.
Liaison to the Oklahoma University Medical School Dept of Psychiatry, 1986-88.
TA Review Panel, National Council Community Mental Health Centers, 1986-87.
Long Term Care Committee, State of Oklahoma, 1985-87.
NIMH Staff College Curriculum Development Committee, 1980-81.
Child Health Committee, Arkansas Health Coordinating Council, 1981.
Arkansas Alcohol and Drug Abuse Advisory Council, 1980-81.
Outstanding Girl Scout Leader, Arkansas Central Chapter, 1978.
President, Officers' Wives Club, NAS, Kingsville, Texas, 1971.
American Red Cross Volunteer, 1964-70.

Employment History Prior to January, 1993

1989-1993: CEO, Griffin Memorial Hospital (GMH), Norman, OK and Consultation with mental health systems in Missouri, Texas, Oklahoma, and Arkansas. GMH was Central State Hospital until the legislature changed the name at the request of the OAMI advocates for the hospital. The 250 psychiatric and general medical/surgical beds served 30 counties, and included an independent psychiatric residency training program with the highest PRITE scores in the Nation. I developed specialized programs for mentally retarded and substance abuse psychiatric patients. There were 650 staff; \$21M budget of state and third party payers. See [Accomplishments: page 8](#).

1983-1989: Deputy Commissioner Central Administrative Region, Oklahoma Department of Mental Health (including two six-month assignments to GMH as acting superintendent). The position answered directly to the Commissioner (J. Frank James, M.D.) for operations of over 50 community based programs, in 20 counties, and two institutions, with budgets totaling \$56M in state, federal and local funds. See [Accomplishments: pages 8](#).

1979-1983: Assistant Commissioner, Arkansas Division of Mental Health Services, for two years following two years as Director of Planning and Development for the state hospital and the statewide community mental health agency system. \$30M budget responsibility, including state, federal grant and capitation funds, local, and third party payers. [Accomplishments: page 8](#).

1977-1979: Special Projects manager in the Office of Title XX, Arkansas Department of Human Services.

1972-1977: Arkansas State Health Planning Agency development of health professions training and education programs including a Pharm D program, nursing, rural health care, review of hospital bed and equipment applications under state and federal regulations, participated in gubernatorial planning committees on health care to various populations; corporate systems analysis and data control management; Private & public health care program design and grants development; private nursing home administrator; regulation of nursing homes for Dallas Department of Public Welfare. [Details page 8](#).

1971-1972: Dallas Department of Public Welfare, Certified Dallas County Nursing Facilities.

1968-1972: Community services organization, substitute teaching, volunteer services.

1967-1968: Commissioned Officer, United States Navy.

1966-1967: Administrative Aide to Rep. Glenn Andrews, Alabama.

Professional Accomplishments

Administrator, West Texas Correctional Mental Health Services, 1995 – 2000

- Recruited and trained over 500 health, mental health, and correctional staff to open a new 550 bed psychiatric prison hospital.
- Created and operated specialized mental health services in 28 prisons using on-site and mobile evaluation and counseling teams.
- Managed the process of preparation and achieved certification for all programs under the standards of the National Commission on Correctional Health Care.
- Established an employee relations program at the inter-organizational level that operated an employee morale program despite agency policies and traditions that inhibited it.
- Established and evaluated the curriculum for professional development at two (2,000 beds combined) prisons for new nursing and correctional officer supervisors.
- Produced program evaluation and staff productivity reports for managed care that produced a total of \$2.5 million dollars in savings over five years.
- Added contracts for the system.
- Published and presented papers in professional peer review journals and national conferences.
- Taught psychiatry residents.
- Achieved certification as a Correctional Health Professional.

Director, Forensic Services Department, MHMRA of Harris County (TX) 1993 - 1995

- Reorganized the delivery of treatment services in the jail program, achieving budget savings, which supported the purchase of new technology equipment, electronic networks among treatment and administrative staff.
- Achieved NCCHC certification.
- Acquired a grant to study the effects of certain new state statutes on the local agencies' policies and procedures in providing services to mentally impaired offenders.
- Developed and taught Houston Police Department and Deputy Sheriffs a course in managing the mentally ill offender.
- Established a Total Quality Management Program that included all shifts and all disciplines and departments.

At the state hospital in Norman, OK, 1988 - 1993

- First in the nation to be certified under the new JCAHO HAP standards, 1991.
- Passed HCFA certification survey with only 2 deficiencies, 1990.
- Developed first Psychology Doctoral Internship Program, application process for APA accreditation.
- Decreased Workers' Compensation Insurance Costs by 40%.
- National Award from APA for anti-stigma campaign produced in cooperation with a private hospital and a news corporation.
- Saved over one-half million dollars in FY90 and 91 while installing scholarship program for employees, initiating supervisory training, increasing promotional opportunities, and improving equipment in general medicine and surgery service.
- Instituted first Mental Health Worker curriculum in the State.
- Closed two wards and transitioned services to the community.
- Implemented residential rehabilitation program with a 15% recidivism rate in community placements based on Fairweather Lodge model.
- Collaborated with the Department of Psychiatry, University of Oklahoma College of Medicine in research, teaching, and planning for the public system of mental health care.
- Established the first inpatient dual diagnosis MH/MR treatment program for the state.
- Collaborated with the Department of Corrections and the University of Oklahoma Health Sciences Center in improving medical and health clinic care for prisoners.

Deputy Commissioner Central Region 1983 - 1988

- Developed the first Oklahoma City mental health emergency program as a partnership with private and quasi-governmental agencies.

- Developed and contracted for the first model, jointly operated Psychiatric Unit in a rural general medical county hospital, in cooperation with local officials, grass-roots service agencies, and community organizations.
- Developed, installed, and conducted initial meetings of five statutory community based, grass roots, planning and coordination boards throughout seven community mental health service areas, in 20 counties.
- Responded to the **“Edmond Post Office massacre”**, coordinating with the Office of the State Attorney General, a team of experts from around the Nation, to cooperate with local officials in crisis response and psychiatric counseling for victims and other personnel.

Arkansas Department of Human Services, Division of Mental Health Services 1977 - 1983

- Wrote and managed the first CSP and HRD grants for the State.
- Developed and implemented a successful statewide planning process, producing the second five year state mental health plan for state and federal governments, receiving recognition at the nation level as one of the five best plans in the Nation in 1980.
- Developed with the 15 professional staff under my supervision, an accreditation process that resulted in JCAH accreditation of the Arkansas State Hospital.
- Provided leadership for the development of statewide financial standards for CMHCs.
- Established first Staff Development Office for hospital and state operated CMHCs.
- Obtained legislative funding for training of rural physicians in psychiatry.

Health Planning in Arkansas 1972 - 1977

- Consulted in the establishment of medical records administrator, and "pharm D." programs with the university system.
- Designed and implemented a plan for assessment of statewide health care personnel in all the disciplines.

Fairfield Bay Land Company

- Operationalized a system of data management for users from three land sites in two states and revised personnel policies for improved hiring and supervisory practices.

Private and public health care services in Texas

- Reorganized services departments with subsequent fiscal savings and improved resident care, and advised nursing home administrators in Dallas County on standards, licensure, and fiscal management.

United States Navy

- Commissioned Officer in the United States Navy: Translation Officer in French and English for the North Atlantic Treaty Organization (NATO), and president of Norfolk, Virginia, Alliance Francaise

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Civilian

- Established scholarships for enlisted personnel dependents; opened the first naval air station day care center for children of enlisted personnel; provided volunteer red cross emergency and clinic services; published newsletter for officers' organization.