

CURRICULUM VITAE

Kenneth R. White

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EDUCATION

Doctor of Philosophy, Health Services Organization and Research Virginia Commonwealth University Richmond, Virginia	1996
Master of Science, Nursing Administration Virginia Commonwealth University Richmond, Virginia	1995
Post-Master's Certificate, Adult/Gerontology Acute Care Nurse Practitioner University of Virginia Charlottesville, Virginia	2013
Master of Public Health, Health Administration University of Oklahoma Health Sciences Center Oklahoma City, Oklahoma	1980
Bachelor of Science in Nursing, <i>cum laude</i> Virginia Commonwealth University Richmond, Virginia	1995
Bachelor of Science, Biology Oral Roberts University Tulsa, Oklahoma	1979

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LICENSURE

Registered Nurse, Commonwealth of Virginia License number: 1146949	Expires 6/2018
Acute Care Nurse Practitioner, Commonwealth of Virginia License number: 24171091	Expires 6/2018
Prescriptive Authority, Commonwealth of Virginia License number: 17141204	Expires 6/2018
DEA Registration – Schedules 2, 2N, 3, 3N, 4, 5 Registration number: MW3066342	Expires 5/31/2019

CERTIFICATIONS

Fellow, American College of Healthcare Executives	1990
Fellow, American Academy of Nursing	2012
Recertified Fellow, American College of Healthcare Executives	Expires 2017
Basic Life Support, American Heart Association	Expires 9/2017
Adult Gerontology Acute Care Nurse Practitioner (ANCC)	Expires 7/22/2018
Advanced Certified Hospice and Palliative Nurse	Expires 3/2020

ACADEMIC APPOINTMENTS

UNIVERSITY OF VIRGINIA Charlottesville, Virginia	2013- present
Associate Dean, Strategic Partnerships and Innovation School of Nursing	2013 – present
Interim Associate Dean, Administration (7 months)	2014
UVA Medical Center Professorship in Nursing (with tenure)	2013 – present
Professor, Darden School of Business (honorary appointment)	2013 – present
Professor of Commerce, McIntire School of Commerce (joint appointment)	2013 – present
Professor of Medicine, School of Medicine Department of General Medicine (joint appointment)	2015 – present

- Developed innovative partnership between Darden School and the School of Nursing for dyad leadership interprofessional continuing education; Serve as director and faculty for Leadership Partners in Healthcare Management Program
- Developed ANCC-approved provider of continuing nursing education in partnership with the School of Medicine to provide continuing education for

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physicians and nurses as one interprofessional program; serves as lead nurse planner.

- Served on University and Health System-wide search committees (Provost, Medical Center CEO, and chaired the CNO search).
- Credentialed palliative nurse practitioner and member of the palliative inpatient consult team of the University of Virginia Medical Center; member of the senior leadership team for palliative care education, research, and practice across the Health System.
- Served as Interim Associate Dean for Administration and led initiatives such as faculty equity evaluation and pay adjustments, faculty recruitment, staff reorganization, capital improvement project, and the transition to responsibility center management (RCM) budgeting.
- Oversaw the employee engagement process to witness improvements and School of Nursing results that are the best in the Health System, as well as close to the benchmark nationally.
- Led alumni gatherings in various cities to represent the Dean and School of Nursing; represented the Dean at fund-raising social events with donors; represented the Dean in various University and School functions as well as at state and national meetings.
- Teach palliative care across programs; advise students across programs; teach and direct doctoral student research; teach healthcare management

VIRGINIA COMMONWEALTH UNIVERSITY

1993 – 2013

Richmond, Virginia

Professor Emeritus	2013—present
Sentara Healthcare Professor	2012—2013
Professor (with tenure), Health Administration	2005—2013
Professor of Nursing (joint appointment)	2005—2013
Charles P. Cardwell, Jr., Professor of Health Administration	2006—2009
Associate Professor (with tenure), Health Administration and Nursing	2001 – 2005
Assistant Professor, Health Administration and Nursing	1996 – 2001
Instructor and Research Associate	1993 – 1996
Director, Graduate Program in Health Administration	2001 – 2008
Associate Director, Graduate Programs in Health Administration	1994 – 2001

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- Raised funds and served in two inaugural endowed professorships—Charles P. Cardwell, Jr., Professorship (to be held by the MHA Program Director); and Sentara Healthcare Professor (to be held by a faculty member who researches quality and safety).
- Directed graduate education for approximately 75-90 MHA students at a given time; directed MHA recruitment and admissions; residency placement and supervision of third year MHA residency program; developed two dual degree programs (MHA/JD and MHA/MD);
- Taught healthcare management, clinical concepts and relationships, organization theory (doctoral), leadership, and managerial ethics in the Graduate Programs; designed courses, distance asynchronous computer learning seminars; received outstanding teaching evaluations and teaching awards (5 times); directed independent studies and dissertation research for doctoral students.
- Led the program through three accreditation site visits with model outcomes and maximum accreditation; developed a competency model using collected data from preceptors and employers of graduates; revised curriculum using competency model and new accreditation standards; designed and led faculty and preceptor orientation and development programs.
- Increased student scholarships through HRSA grants and private endowments from about \$12,000 to over \$200,000 in annual disbursements; developed student fundraising initiatives in order for each class to establish an endowed gift to the department upon graduation; 4 class gifts are over \$100,000 in value.

Director

1995 - 1997

Executive Fellowship in Health Systems

- * Developed proposal and negotiated with a pharmaceutical company for a \$225 thousand demonstration international executive education project that led to a three-year program totaling nearly \$1 million.
- * Developed and implemented instructional technology curriculum for this global asynchronous distance learning program.
- * Program was renewed for three successive six-month sessions

LUISS GUIDO CARLI – LUISS BUSINESS SCHOOL

Rome, Italy

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Visiting Professor

2007 - Present

SWISS SCHOOL OF PUBLIC HEALTH

Zurich and Lugano, Switzerland

Visiting Professor (Summer Institute)

2008, 2009, 2011

EXPERIENCE - CLINICAL

Includes various positions in hospitals ranging in size from 100 to 900 beds, 1972 – 1980 (Okmulgee Memorial Hospital, Okmulgee, OK; Saint Francis Hospital, Tulsa, OK; and Baptist Medical Center, Oklahoma City, OK); 1996-97 (part-time) Staff Nurse, Emergency Department (St. Mary's Hospital, Richmond, VA); 1998 – 2001, Volunteer Nurse, Cross-Over Health Center, Richmond, VA; 2009 – 2012, Volunteer Camp Nurse, Comfort Zone Camp, Richmond, VA.

EXPERIENCE - ADMINISTRATIVE

MERCY INTERNATIONAL HEALTH SERVICES

1989 - 1993

Farmington Hills, Michigan

Senior Administrative Consultant

- * Administered \$2.5 million on-site hospital turnaround project for 200-bed Guam Memorial Hospital; served as hospital administrator and project team leader.
- * Assessed hospital operational deficiencies, developed plans of correction, and implemented programs, systems, and training of managers, physicians and governing body; designed and implemented a continuous quality improvement program exceeding the standards of JCAHO.
- * Educated managers, trustees, and government officials about JCAHO standards, safety, risk management medical staff credentialing, strategic planning, and basic management skills; designed and presented training sessions on governance.
- * Achieved a hospital operations turnaround in order for Guam Memorial Hospital to invite JCAHO for an accreditation survey.

MERCY HEALTH CENTER

1987 - 1989

Oklahoma City, Oklahoma

1980 - 1986

Vice President

- * Developed and implemented successful marketing and advertising plans; achieved the goal of increased census, increased outpatient volumes, and increased oncology and maternity market share and "top of mind" awareness of all hospital services.
- * Directed marketing budget of \$1 million; implemented market research function to track results. Marketing plans for Mercy Family Birthplace and Mercy Psychiatric Center exceeded projected occupancy (one month after opening, both units sustained 90%+ occupancies).
- * Increased fund-raising efforts, yielding a 25% increase in donations to over \$1 million, while decreasing labor hours.
- * Served as liaison to medical staff; recruited physicians, directed physician credentialing and quality assurance; advised physicians on business development and practice enhancement.

HARRIS METHODIST HOSPITAL, H.E.B.
Bedford, Texas

1986 - 1987

Vice President, Operations

Line responsibility for ancillary, clinical, support departments, and 3 centers of excellence; responsible for executive direction of 300+ employees and 12 managers.

EXPERIENCE – INTERNATIONAL

Switzerland, Swiss School of Public Health, Visiting Professor	2008 - 2014
Italy, LUISS Business School, Visiting Professor	2007 - present
Republic of Kazakhstan, School of Public Health, Faculty Development	2000
Guam, Senior Administrative Consultant	1989-1993
Federated States of Micronesia, Consultant for Health Plan Development	1985
Republic of Palau, Mercy International Health Services Consultant	1984

EXPERIENCE - FUNDED RESEARCH

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- Contract Recipient 2004
\$20,000 grant for research funded by Inova Health System, Fairfax, VA, resulting in published papers and national presentations
- Principal Investigator 2003-2006
Health Administration Traineeship Grant (3-year cycle)
U.S. Health Resources and Services Administration, \$56,638 (2003-2004);
\$55,805 (2004-2005); \$55,229 (2005-2006)
- Principal Investigator 2002
Health Administration Traineeship Grant.
U.S. Health Resources and Services Administration, \$50,167
- Principal Investigator 1997
"Organizational and Market Factors Associated with HIV/AIDS Services"
\$7,146 research grant from A.D. Williams Trust Fund, Virginia Commonwealth University
- Co-Principal Investigator 1996
"International Executive Fellowship in Health Systems - A Demonstration Project"
\$226,000 research, development, and implementation grant from Bristol-Myers Squibb
- Co-Principal Investigator 1989-1993
"Technical Assistance to Guam Memorial Hospital Authority"
\$1,000,000 demonstration and technical assistance grant from United States Department of Interior administered by Mercy International Health Services
- Principal Investigator 1984
"Technical Assistance to MacDonald Memorial Hospital, Koror, Palau"
\$100,000 technical assistance grant from United States Department of Interior to aid in computerizing and upgrading billing and collection system

PUBLISHED JOURNAL ARTICLES

Peer-reviewed research articles will be designated with an asterisk (*).

1. *Pillay, R., **White, K.R.**, & X. Huang. Rethinking Nursing Management Education: Validation of an Innovation Competence Approach, under review.
2. ***White, K. R.**, McDonald, S. M. & Hinton, S. D. Illness, Compassion, and Suffering: Art as Teacher, under review.

3. ***White, K. R.**, Pillay, R., & X. Huang. (2016). Nurse Leaders and the Innovation Competence Gap. *Nursing Outlook* 64, 255-261 .
4. *Roczen, M.L., **White, K.R.**, & Epstein, E.G. (2016). Palliative Care and Intensive Care Units: A Systematic Review. *Journal of Hospice and Palliative Nursing* 18(3), 201-211.
5. **White, K.R.** (2015). Know Yourself First. *Health Executive* 30(4), 60-61.
6. **White, K.R.** (2014). The Future of Nursing Leadership: A Commentary. *Frontiers of Health Services Management* 31 (2), 27-34.
7. ***White, K.R.**, Roczen, M.L., Coyne, P.J., & Wiencek, C. (2014). Acute and Critical Care Nurses' Perceptions of Palliative Care: A Pilot Study. *Journal of Continuing Education in Nursing*, 45(6), 265-277. doi: 3928/00220124-20140528-01.
8. **White, K.R.** (2014). Interview with Kenneth R. White, PhD, FACHE, Associate Dean for Strategic Partnerships and Innovation and the University of Virginia Medical Center Professor of Nursing, University of Virginia School of Nursing. Interview by Stephen J. O'Connor." *Journal of Healthcare Management* 59(1), 3-8.
9. *Shay, P., & **White, K.R.** (2014). Executive Compensation in Health Care: A Systematic Review. *Health Care Management Review* 39(3), 255-267. doi: 10.1097/HMR.0b013e3182915e44.
10. ***White, K.R.**, McClelland, L., VanderWielen, L., & Coyne, P.J. (2013). Voices from the Bedside: Palliative Nurses' Perceptions of Current Practices and Challenges. *Journal of Hospice and Palliative Nursing* 15(6), 360-365.
11. ***White, K.R.** (2013). When Institutions Collide: The Competing Forces of Hospitals Sponsored by the Roman Catholic Church. *Religions* 4(1), 14-29; doi:10.3390/rel4010014.
12. ***White, K.R.**, Coyne, P., & White, S. (2012). Are Hospice and Palliative Nurses Adequately Prepared for End-of-Life Care? *Journal of Hospice and Palliative Nursing* 14(2), 133-140.
13. ***White, K.R.**, Thompson, S., & Griffith, J.R. (2011). Transforming the Dominant Logic of Hospitals. *Advances in Health Care Management* 11, 133-145.
14. ***White, K.R.**, & Coyne, P. (2011). Nurses' Perceptions of Educational Gaps in End-of-Life Care. *Oncology Nursing Forum* 38(6), 711-717.

15. ***White, K.R.**, Lemak, C.H., & Griffith, J.R. (2011). Improving Healthcare Management Education: Using Principles from Baldrige and Evidence-Based Management. *Journal of Health Administration Education* 28(3), 187-207.
16. *Begun, J.W., **White, K.R.**, & Mosser, G. (2011). Interprofessional Care Teams: The Role of the Healthcare Administrator. *Journal of Interprofessional Care* 25, 119-123.
17. ***White, K.R.**, Chou, T.-H., & Dandi, R. (2010). Catholic Hospital Services for Vulnerable Populations: Are System Values Sufficient Determinants? *Health Care Management Review* 35(2), 175-186.
18. ***White, K.R.**, & Begun, J.W. (2009). The Evolution of Healthcare Management Education: How Can Programs Become More Patient-Centric? *Journal of Health Administration Education* 26(2), 143-151.
19. ***White, K.R.**, & Dandi, R. (2009). Intrasectoral Variation in Mission and Values: The Case of the Catholic Health Systems. *Health Care Management Review* 34(1), 68-79.
20. ***White, K.R.**, & Vetrovec, L.A. (2008). Recruitment and Selection of Graduate Health Administration Students: Opportunities and Strategies. *Journal of Health Administration Education* 25(4), 355-368.
21. ***White, K.R.**, Clement, D.G., & Nayar, P. (2006). Evidence-Based Healthcare Management Competency Evaluation: Alumni Perceptions. *Journal of Health Administration Education* 23(3), 249-264.
22. ***White, K.R.**, Stover, K.G., Cassel, B., & Smith, T. (2006). Nonclinical Outcomes of Hospital-Based Palliative Care. *Journal of Healthcare Management* 51(4), 260-274.
23. ***White, K.R.**, Begun, J.W., & Tian, W. (2006). Hospital Services Offerings: Does Catholic Ownership Matter? *Health Care Management Review* 31(2), 99-108.
24. *Begun, J.W., Tornabeni, J., & **White, K.R.** (2006). Opportunities for Improving Patient Care through Lateral Integration: The Clinical Nurse Leader. *Journal of Healthcare Management* 51(1), 19-25.
25. ***White, K.R.**, & Begun, J.W. (2006). Preceptor and Employer Evaluation of Health Administration Student Competencies. *Journal of Health Administration Education* 23(1), 53-68.
26. ***White, K.R.**, Bazzoli, G.J., Roggenkamp, S.D., & Gu, T. (2005). Does Case Management Matter as a Hospital Cost-Control Strategy? *Health Care Management Review* 30(1), 32-43.

27. *Griffith, J.R., & **White, K.R.** (2005). The Revolution in Hospital Management. *Journal of Healthcare Management* 50(3), 170-190.
28. *Roggenkamp, S.D., **White, K.R.**, & Bazzoli, G.J. (2005). Adoption of Hospital Case Management: Institutional and Economic Influences. *Social Science and Medicine* 60(11), 2489-2500.
29. *Legg, J.S., Clement, D.G., & **White, K.R.** (2004). Are Women with Self-Reported Cognitive Limitation at Risk for Underutilization of Mammography? *Journal of Health Care for the Poor and Underserved* 15(4), 688-702.
30. Griffith, J.R., & **White, K.R.**, & P.A. Cahill. (2003). Critical Steps for Today's Trustees. *Trustee* 56(8), 31, 36.
31. ***White, K.R.** (2002). Experiential Learning in Health Administration: A New Approach for New Times. *Journal of Health Administration Education* 20(2), 101-111.
32. ***White, K.R.**, Roggenkamp, S.D, & LeBlanc, A. (2002). Urban U.S. Hospitals and the Mission to Provide HIV-Related Services: Changes and Correlates. *Journal of Healthcare Management* 47(1), 27-40.
33. *Cochran, C.E., & **White, K.R.** (2002). Does Catholic Sponsorship Matter? *Health Progress* 83(1), 14-16, 50.
34. *Clement, J.P., **White, K.R.**, & Valdmanis, V. (2002). Charity Care: Do Not-for-Profits Influence For-Profits? *Medical Care Research and Review* 59(1), 59-78.
35. ***White, K.R.**, Cochran, C.E., & Patel, U.B. (2002). Hospital Provision of End-of-Life Services: Who, What, and Where? *Medical Care* 40(1), 17-25.
36. **White, K.R.** (2002). Policy Brief: CEO Evaluation: How Can It Make a Difference? The Sixth Annual Kovner/Behrman Event 3(2). New York University.
37. *Roggenkamp, S.D., & **White, K.R.** (2001). Is Hospital Case Management a Rationalized Myth? *Social Science & Medicine* 53(8), 1057-1066.
38. ***White, K.R.**, Thompson, J.M., & Patel, U.B. (2001). Hospital Marketing Orientation and Managed Care Processes: Are They Coordinated? *Journal of Healthcare Management* 46(5) 327-337.
39. ***White, K.R.**, & Coyne, P, & Patel. U. (2001). Are Nurses Adequately Prepared for End-of-Life Care? *Journal of Nursing Scholarship* 33(2), 161-165.

40. *Clement, J.P., Dodd-McCue, D., **White, K.R.**, Clement, D.G., & Mick, S.S. (2001). Going the distance: The evolution of VCU's executive distance learning program over 12 years. *Journal of Health Administration Education* 19(1), 33-50.
41. ***White, K.R.**, Wax, W.A., & Berrey, A. (2000). Accelerated Second Degree Advanced Practice Nurses: How Do They Fare in the Job Market? *Nursing Outlook* 48, 218-222.
42. ***White, K.R.** (2000). Hospitals Sponsored by the Roman Catholic Church: Separate, Equal, and Distinct? *Milbank Quarterly* 78(2), 213-239.
43. *Wax, W.A. & **White, K.R.** (2000). A Short History of a Long Tradition - Qi: The Basis of Chinese Medicine. *American Journal of Nursing* 100(9), 42-43.
44. *Berrey, A.L. & **White, K.R.** (2000). Searching for the New Medicine. *American Journal of Nursing* 100(9), 45.
45. *Begun, J.W., & **White, K.R.** (1999). The Profession of Nursing as a Complex Adaptive System: Strategies for Change. in *Research in the Sociology of Health Care* 16. JAI Press, 189-203.
46. *Chinnis, A., & **White, K.R.** (1999). Challenging the Dominant Logic of Emergency Departments: Guidelines from Chaos Theory. *The Journal of Emergency Medicine* 17(6),1049-1054.
47. ***White, K.R.**, & Begun, J.W. (Winter 1998/99). How Does Catholic Hospital Sponsorship Affect Services Provided? *Inquiry* 35(4), 398-407.
48. *Roggenkamp, S.D., & **White, K.R.** (1998). Four Nurse Entrepreneurs: What Motivated Them to Start Their Own Businesses? *Health Care Management Review* 23(3), 67-75.
49. ***White, K.R.**, & Begun, J.W. (1998). Nursing Entrepreneurship in an Era of Chaos and Complexity. *Nursing Administration Quarterly* 22(2), 40-47.
50. Vicenzi, A., & **White, K.R.** (1998). Response to Letters to the Editor: Considerations on Chaos. *American Journal of Nursing* 98(2), 14.
51. ***White, K.R.**, & Mark, B.A. (1997). Graduate Management Education for Nurses: A Comparative Study. *Journal of Health Administration Education* 15(4), 251-263.
52. *Yeh, J., **White, K.R.**, & Ozcan Y.A. (1997). Efficiency Evaluation of Community-Based Youth Programs in Virginia. *Community Mental Health Journal* 33(6), 487-499.

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53. Vicenzi, A., **White, K.R.**, & Begun, J.W. (1997). Re-Thinking Chaos in Nursing: Applying the New Science of Complexity. *American Journal of Nursing* 97(10), 26-32.
54. Peplau, H.E., Begun, J.W. & **White, K.R.** (1997). Feedback and Amplifications: Nursing as a Complex Adaptive System. *Complexity and Chaos in Nursing* 3(1), 44-48.
55. ***White, K.R.**, & Begun, J.W. (1996). Profession Building in the New Health Care System. *Nursing Administration Quarterly* 20(3), 79-89.
56. ***White, K.R.** & Ozcan, Y.A. (1996). Church Ownership and Hospital Efficiency. *Hospital & Health Services Administration* 41(3), 297-310.
57. ***White, K.R.**, Munro, C.L., & Boyle, A.H. (1996). Nursing Management of Adults Who Have Cystic Fibrosis. *Journal of MedSurg Nursing* 5(3), 163-167.
58. ***White, K.R.**, & Boyle, A.H. (1996). Advances in the Respiratory System Treatment of Cystic Fibrosis. *Perspectives in Respiratory Nursing* 7(4), 8.
59. ***White, K.R.**, Munro, C.L., & Pickler, R.H. (1995). Therapeutic Implications of Recent Advances in Cystic Fibrosis. *MCN - The American Journal of Maternal/Child Nursing* 20(6), 304-308.
60. *Begun, J.W., & **White, K.R.** (1995). Altering Nursing's Dominant Logic: Guidelines from Complex Adaptive Systems Theory. *Complexity and Chaos in Nursing* 2(1), 5-15.
61. ***White, K.R.** (1995). The Transition from Victim to Victor: Application of the Theory of Mastery. *Journal of Psychosocial Nursing* 33(8), 41-44.
62. ***White, K.R.** (1995). Building Culturally Diverse Management Teams. *Health Progress*, 44-48.
63. Fochtman, M. & **White, K.** (1994). Supply and Demand for Nurses in the United States Territory of Guam: Towards the Year 1996. *Human Resource Development in Nursing: A Collection of Essays*. Manila, Philippines: World Health Organization.

PUBLICATIONS – INTERVIEWS

1. **White, K.R.** (2014). Interview with Kenneth R. White, PhD, FACHE, Associate Dean for Strategic Partnerships and Innovation and the University of Virginia Medical Center Professor of Nursing, University of Virginia School of Nursing. *Journal of Healthcare Management* 59(1), 3-8.

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2. **White, K.R.** (2010, Spring). Faculty Profile: Conversation with Kenneth R. White, PhD, FACHE. *AUPHA Exchange*.
3. **White, K.R.** (2002). Career Profile, in *Leadership for Health: Careers in Health Administration*, Haddock, C.C., McLean, R.A., & Chapman, R. (Eds.). AUPHA/Health Administration Press, pp. 170-172.

PUBLICATIONS – BOOKS

1. **White, K.R.**, & Fontaine, D. *Boost Your Nursing Career: 50 Lessons That Drive Success*. Chicago: Health Administration Press, in preparation.
2. **White, K.R.**, & Griffith, J.R. (2016). *The Well-Managed Healthcare Organization* (8th Ed.). Chicago: Health Administration Press.
3. **White, K.R.**, & Lindsey, J.S. (2015). *Take Charge of Your Healthcare Management Career: 50 Lessons that Drive Success*. Chicago: Health Administration Press.
4. Griffith, J.R., & **White, K.R.** (2010). *Reaching Excellence in Healthcare Management*. (Chicago: Health Administration Press.
5. **White, K.R.**, & Griffith, J.R. (2010). *The Well-Managed Healthcare Organization*. (7th Ed.). Chicago: Health Administration Press.
6. Griffith, J.R., & **White, K.R.** (2007). *The Well-Managed Healthcare Organization*. (6thEd.). Chicago: Health Administration Press.
7. Griffith, J.R., & **White, K.R.**, with P.A. Cahill. (2003). *Thinking Forward: Six Strategies for Highly Successful Organizations*. Chicago: Health Administration Press.
8. Griffith, J.R., & **White, K.R.** (2002). *The Well-Managed Healthcare Organization*. (5th Ed.). Chicago: Health Administration Press.

PUBLICATIONS - BOOK CHAPTERS

1. **White, K.R.**, & Clement, D.G. (2015). "Healthcare Professionals" in *Human Resources in Healthcare: Managing for Success*, 4th Ed. Chicago: AUPHA/Health Administration Press, eds. Fried, B., & Fottler, M., pp. 79-106.
2. Hamric, A.B., Epstein, E.G., & **White, K.R.** (2014). "Moral Distress and the Healthcare Organization" in *Managerial Ethics in Healthcare: A New Perspective*. Chicago: AUPHA/Health Administration Press, eds. Filerman, G.L., Mills, A.E.& Schyve, P.M, pp. 137-157.

3. Liu, X., Watts, C., & **White, K.R.** (2013). "The Changing Health Care System and Its Implications for the PACU" in *Drain's Perianesthesia Nursing: A Critical Care Approach*, 6th Ed. W.B. Saunders, Co., ed. Odom-Forren, J., pp. 56-69.
4. Chou, T.-H., Ozcan, Y.A., & **White, K.R.** (2012). "Technical and Scale Efficiencies of Catholic Hospitals: Does a System Value of Stewardship Matter?" in *Advanced Decision Making Methods Applied to Health Care*. Springer Publishers, eds. Tanfani, E. & Testi, A., pp. 83-101.
5. **White, K.R.**, & Clement, D.G., (2011). "The Healthcare Professional" in *Fundamentals of Human Resources in Healthcare* (undergraduate audience). Chicago: Health Administration Press, pp. 23-45.
6. **White, K.R.** & Cassel, J.B. (2009). "The Business Case for a Hospital Palliative Care Unit: Justifying its Continued Existence" in *Evidence-Based Management in Healthcare*, Kovner, A., Fine, D., & D'Aquila, R. eds., Chicago: Health Administration Press, pp. 171-180.
7. **White, K.R.**, Clement, D.G., & Stover, K.G. (2008). "Healthcare Professionals" in *Human Resources Management in Healthcare: Managing for Success*, 3rd Ed. Chicago: AUPHA/Health Administration Press, eds. Fried, B., & Fottler, M., pp. 71-97.
8. **White, K.R.** & Gerardo, M.F. (2008). "Managed Care and Its Impact on the PACU" in *Perianesthesia Nursing: A Critical Care Approach*, 5th Ed. W.B. Sanders, Co., eds. Drain, C.B & Odom-Forren, J., pp. 72-81.
9. Begun, J.W., & **White, K.R.** (2008). "The Challenge of Change: Inspiring Leadership" in *On the Edge: Nursing in the Age of Complexity*. Allentown, NJ, Plexus Press, eds. Lindberg, C, Nash, S., & Lindberg, C., pp. 239-262.
10. Mick, S.S., & **K.R. White.** (2007). "Health Care Professionals" in *Introduction to Health Services*, 7th Ed. Albany, NY: Delmar Press, eds., Williams, S.J., & P.R. Torrens, pp. 266-294.
11. **White, K.R.**, Clement, D.G., & Stover, K.G. (2005). "Healthcare Professionals" in *Human Resources Management in Healthcare: Managing for Success*, 2nd Ed. Chicago: AUPHA/Health Administration Press, eds. Fried, B., Fottler, M. & J. Johnson, pp. 43-70.
12. **White, K.R.** & Gerardo, M.F. (2003). "Managed Care and Its Impact on the PACU" in *Perianesthesia Nursing: A Critical Care Approach*, 4th Ed. W. B. Saunders, Co., ed. Drain, C. B., pp. 54-63.

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13. **White, K.R.** (2003). "When Institutions Collide: Hospitals Sponsored by the Roman Catholic Church" in *Advances in Health Care Organization Theory*, San Francisco: Jossey-Bass, eds., Mick, S.S., & Wyttenbach, M., pp. 79-98.
14. **White, K.R.,** & Clement, D.G. (2002). "Healthcare Professionals" in *Human Resources Management in Healthcare: Managing for Success*, Chicago: AUPHA/Health Administration Press, eds., Fried, B. & Johnson, J., pp. 19-40.
15. **White, K.R.** (1999). "Health Care Economics and Delivery" in *Fundamentals of Nursing*, 2nd Ed., Stamford, CT: Appleton & Lange.

PUBLICATIONS – OTHER

Fontaine, D.K., White, K.R. (2014, Sept. 6). Better care: We all have an interest in empowered nurses [Editorial]. *The Richmond Times Dispatch*, p. 10.

Reaching Excellence in Healthcare Management “Self Learning Modules I and II.” (2011). Chicago: Health Administration Press.

VanderWielen, L., **White, K.R.**, and Ameringer, C. (2011). “North Carolina and Virginia Free Clinics: Strategies to Adapt to the Impending Healthcare Reform Environment.” Poster presented at the Virginia Commonwealth University 14th Annual Graduate Student Research Symposium. Richmond, Virginia.

Building the Foundation for Healthcare Reform: The Reaching Excellence Series. (2011). Self-Study Program. Chicago: Health Administration Press.

Well-Managed Healthcare Organization, 7th Edition. Instructor’s Manual. (2010). Chicago: Health Administration Press.

Well-Managed Healthcare Organization, 6th Edition. Instructor’s Manual. (2007). Chicago: Health Administration Press.

Well-Managed Health Care Organization, 6th Edition. Self-Study Program. (2007). Chicago: Health Administration Press.

Roggenkamp, S.D., White, K.R., and Bazzoli, G.J. (2004). Adoption of Hospital Case Management: Institutional and Economic Influences. Peer-reviewed paper and presentation for Academy of Management, New Orleans, LA, August, 2004, published abstract and proceedings.

Thinking Forward: Applying CHI’s Model for Success. Self-Study Program (2003). Chicago: Health Administration Press.

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Well-Managed Health Care Organization, 5th Edition. Self-Study Program. (2002). Course: Championship Care. Chicago: Health Administration Press.

Well-Managed Health Care Organization, 5th Edition. Instructor's Manual. (2002). Chicago: Health Administration Press.

White, K.R. (1989). The Evolution and Development of a Hospital Marketing Department. Fellowship Case Study. Chicago: American College of Healthcare Executives.

White, K.R. (1989). Development and Implementation of a Physician Recruitment Plan. Fellowship Case Study. Chicago: American College of Healthcare Executives.

White, K.R. (1989). Development and Implementation of an Outpatient Diabetes Program. Fellowship Case Study. Chicago: American College of Healthcare Executives.

White, K.R. (1989). The Evolution of a Billing and Collection System in a Hospital of a Developing Country. Fellowship Case Study. Chicago: American College of Healthcare Executives.

SELECTED SERVICE ACTIVITIES

LGBT Forum of the American College of Healthcare Executives Founding Chair	2016 - present
Sigma Theta Tau International, Beta Kappa Chapter President-Elect	2015-2016
President	2016-2018
Rainbow Healthcare Leaders Association – National Board of Directors (dissolved existence to become LGBT Forum of ACHE)	2013- 2015
American Academy of Nursing – Fellow Selection Committee	2014 - 2017
Thomas C. Dolan Executive Diversity Program Advisory Group, American College of Healthcare Executives	2014 - 2017
MS Society Dinner of Champions – Vice Chair Charlottesville, VA	2013
Virginia Hospital Association Palliative Care Workgroup	2011

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CAHME Leadership Symposium Planning Committee (plus Program Planning subcommittee member)	2011
Comfort Zone Camp, Volunteer Camp Nurse	2009 - present
Greater Richmond Children's Choirs, Board of Trustees	2008-2010
AUPHA Nominating Committee	2008
Retreat Hospital, Richmond, VA, Board of Trustees	2007—2008
New York University Wagner School of Public Service, National Advisory Committee	2007—2008
AUPHA Leader's Conference Program Planning Committee	2007
AUPHA New Program Director's Orientation Committee	2006
ACHE Audit and Finance Committee	2006-2007
Bon Secours Richmond Center for Spirituality and Leadership Advisory Council	2006
Advisory Board, Health Care Management Program Appalachian State University, Boone, NC	2005-2006
ACHE Higher Education Task Force	2004-2005
ACHE/AUPHA Pedagogy Enhancement Project	2004 – 2006
American College of Healthcare Executives, Board of Governors	2004 – 2007
Bon Secours Richmond Health System Sons and Daughters Scholarship Committee	2003 – 2007, 2009 - 2012
AUPHA Filerman Prize for Educational Leadership Selection Committee Chair	2002 – 2008 2004-2007
American College of Healthcare Executives, Regent-at-Large, District 3	2002 - 2004
American College of Healthcare Executives AUPHA/HAP Editorial Board Chairman	2001 - 2004 2003 – 2004

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National Science Foundation, grant proposal reviewer	2001
Associate Editor, <i>Journal of Healthcare Management</i>	1998-2001
Bon Secours - Hampton Roads Regional Health System, Norfolk, Virginia; Board of Trustees	1998 - 2000
Bon Secours - Mary Immaculate Hospital, Newport News, Virginia; Board of Trustees	1996 - 1998
Regent's Advisory Council, American College of Healthcare Executives, Virginia Region B	1994- 2004
American College of Healthcare Executives, Credentials Committee Responsible for reviewing case studies and theses for advancement to Fellow	1997-2000
American College of Healthcare Executives, Higher Education Committee Chair	1998-2001 2000-2001
Manuscript Review Boards:	
<i>Hospital & Health Services Administration</i>	1997-1998
<i>Journal of Healthcare Management</i> (title change)	1998-present
<i>Nursing Policy Forum</i>	1995-1996
<i>American Journal of Nursing, Medical Care</i>	1998-present
<i>Health Care Management Review</i>	1999-present
<i>Health Care Management Science</i>	1998-present
<i>Medical Care Research and Review</i>	2003-present
<i>Journal of Health Administration Education</i>	2009-present
Volunteer, Fan Free Clinic	1995-1996
Volunteer, Cross-Over Clinic Co-Founder, Centenary United Methodist Church Walk-in Clinic	1999-2008
American College of Healthcare Executives Oral Examiner	1993-2000
Accrediting Commission on Education in Health Services Administration Accreditation Site Visitor	1997-2013
<u>University-wide (UVA)</u>	
Design Thinking Faculty (cluster hire) Search Committee, Member	2016 - present
Health Affairs Coordinating Council (appointed by President Sullivan)	2015- 2016

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Leadership Partners in Healthcare Management, Co-Director	2015 - present
Chief Nursing Officer Search Committee, Chair	2015
Provost Search Committee (appointed by President Sullivan)	2014-2015
Medical Center CEO Search Committee	2014
Batten School Center for Health Policy Executive Committee	2014 - present
Health Affairs Task Force (appointed by President Sullivan)	2014-2015
Leadership in Academic Matters (LAM)	2014

UVA Health System

Palliative Care Leadership Task Force	2015 - present
Patient Experience Committee	2015-present
Graduate Medical Education CLER Committee	2014-present
Innovations Unit Steering Committee	2013-2015
Nursing Magnet Advisory Board	2014-present
Data Information Sharing Committee	2013 – 2015
School of Medicine Strategic Plan – Partnerships Committee	2014

University-wide (VCU)

University Council	1997-2000
Academic Affairs Committee	1998-2000
Phi Kappa Phi Honor Society	2002-present
University Grievance Board	2011-2013

School (UVA)

Appointment, Promotion, and Tenure Committee	2016 - present
Beta Kappa Chapter of STTI, President-Elect	2015-2016
Lead Nurse Planner for ANCC Provider of CNE	2015 - present
Promotion and Tenure mid-tenure review subcommittee	2014-2015
Dean's Council	2013-present
Search Committee, Associate Dean for Administration, Chair	2014
Faculty Organization Steering Committee, UVA School of Nursing	2013-14
Healthy Work Environment Committee	2013-present
Healthy Learning Environment Committee	2013-present

School (VCU)

Mission and Values Committee	1994
Search Committee, Chair of Health Administration Department	1997-1999, 2009
Geriatric Education Center, Interdisciplinary Team Training Faculty	1999
Promotion and Tenure Committee (Radiation Sciences)	2001
Promotion and Tenure Committee (School)	2002-2005

Department (VCU)

PhD Program Oversight Committee	2012 – 2013
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PhD Comprehensive Exam Committee, Chair	2011 - 2013
Search Committee for Strategic Management Faculty Position	2011-2012
Search Committee, Director of Professional Development	2011
Faculty Review and Development Committee	2009-2010
Chair, Search Committee, Director of Student Recruitment	2006
Alumni Development Committee	2003-2007, 2010-2013
Marketing Committee, member	1996-1998, 2001-2008
Marketing Committee, Chair	2001-2002, 2005-2008
Building Use Committee, Chair	1999-2000, 2002-2004, 2008-2010
MHA Admissions Committee, member	1995-2012
MHA Admissions Committee, chair	1997-2008
Professional Graduate Programs Curriculum Committee, member	1996-1997, 2005-2008
MSHA Admissions Committee, member	1995-2001
ACHE Student Chapter, Faculty Advisor	1995-2008
Doctoral Alumni Committee (ad-hoc)	1998
James W. Begun Award Committee, Chair	1998-2002
Search Committee, Information Systems Manager	1998

Other

Preceptor, Health Administration Graduate Education	1981-1991
St. Louis University, 1981-1985; University of Oklahoma Health Sciences Center, 1984; Yale University, 1991	
Search Committee, Dean; College of Public Health, University of Oklahoma Health Sciences Center	1985
March of Dimes, Board of Directors	1980-1989, 1996-1997
Oklahoma, Texas, Virginia	
University of Oklahoma Public Health Alumni Association Founding President	1983
American Heart Association, Oklahoma Affiliate	1983-1989
Sponsorship and Endorsement Committee, Chair	1987-1989
American Public Health Association, Health Administration Member, section leader, and session moderator	1980-1985

PROFESSIONAL AFFILIATIONS

American College of Healthcare Executives
Association of University Programs in Health Administration
American Association of the History of Nursing
Hospice and Palliative Nurses Association
Sigma Theta Tau International Honor Society of Nursing, Gamma Omega Chapter
American Nurses Association
Virginia Nurses Association
American Academy of Nursing

AWARDS AND HONORS

Named one of 120 Visionary Leaders in the 120 years of the anniversary of the Virginia Commonwealth University School of Nursing, May 2013
Awarded Suzanne Burns Scholarship, University of Virginia, December 20, 2012
American Academy of Nursing, Fellow Induction. October 13, 2012.
Awarded inaugural Sentara Healthcare Endowed Professorship, February, 2012.
American College of Healthcare Executives, James A. Hamilton Book of the Year Award, to be presented at the ACHE Congress, March 20, 2012 (for the book: *Reaching Excellence in Healthcare Management*),
American College of Healthcare Executives Exemplary Leadership Award. Presented at Central Virginia Healthcare Executive Group's annual meeting June 7, 2011.
Association of University Programs in Health Administration. 2010. First Place, Poster Session.
American College of Healthcare Executives, Regent's Senior Leadership Award, Virginia Hospital and Healthcare Association, April 13, 2010
Awarded Charles P. Cardwell, Jr., Professorship (endowed), 2006-2009
American College of Healthcare Executives, Distinguished Service Award, 2008
ACHE's Edgar C. Hayhow Article of the Year Award, 2006
VCU President's Award for Community Multicultural Enrichment, Faculty; April 27, 2004
Phi Kappa Phi, VCU Alumni Member, Inducted April 24, 2002.
Dolores G. Clement Outstanding Advising Award; 2001, 2002, 2003, 2006, 2009
ACHE Leader-to-Leader Recognition, ACHE Congress; 2001, 2002, 2003, 2004, 2005, 2006, 2008
Senior Healthcare Executive Award for Leadership Excellence, ACHE Regent's Award, 1999
Virginia's Outstanding Nurse, 1999
Academy of Medical-Surgical Nursing Writer's Award, 1996
Phi Kappa Phi - Scholastic Achievement Scholarship, 1995
Bachelor of Science in Nursing, *cum laude*, 1995
Ancient Order of the Chamorri Award - for service to the people of Guam, 1993
Addy Awards, Total Marketing Campaign: Mercy Family Birthplace; State and Regional, 1988
Distinguished Alumnus, University of Oklahoma College of Public Health, 1986

PRESENTATIONS – PAPERS

White, K.R., & Pillay, R. "The Innovation Competency Gap Among Nurse Leaders." Presented at a national innovation conference at the University of Alabama at Birmingham. May 8, 2015.

White, K.R. "The Innovation Competence Gap Among Nurse Leaders: A Preliminary

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Analysis.” Research series University of Virginia School of Nursing, February 11, 2015.

Begun, J.W., & White, K.R. “Positioning Nursing for Leadership in a Complex Healthcare System.” Plexus Institute Conference. Unity Village, MO. August 3, 2008.

Begun, J.W., White, K.R., & Mosser, G. “Beyond the Doctor’s Workshop: The Role of the Health Administrator on the Interprofessional Team.” Seminar titled "Collaborating Across Borders: An American-Canadian Dialogue on Interprofessional Health Education." University of Minnesota, October 24-26, 2007.

“Evidence-Based Health Administration Competency Evaluation: Alumni Perceptions.” (Poster). AUPHA Annual Meeting, Seattle, WA, June 23, 2006.

“Patient Care as a Core Competency for Healthcare Managers: Why, What, When and How?” AUPHA Annual Meeting, Seattle, WA, June 23, 2006

“The Revolution in Hospital Management” (with J. Griffith). American College of Healthcare Executives Hot Topic Session. Congress on Healthcare Leadership. Chicago, IL, March 29, 2006.

“Adoption of Hospital Case Management: Economic and Institutional Influences” (with S. Roggenkamp and G. Bazzoli). Academy of Management, New Orleans, LA, August 2004.

“Adoption of Hospital Case Management: Economic or Institutional Influences?” (with Susan Roggenkamp and Gloria Bazzoli). AcademyHealth, Nashville, TN, June 2003.

"CEO Evaluation: Why Bother?" 6th Annual Kovner/Behrman Event. New York University Wagner Graduate School of Public Policy. Invited speaker. March 20, 2002.

"Trends in Hospital Marketing Orientation and Managed Care Functions" (with J. Thompson). Association for Health Services Research and Health Policy, Atlanta, GA, June 2001.

"Charity Care: Is There a Hospital Good Neighbor Effect?" (with J. Clement and V. Valdmanis). American Public Health Association, Medical Care Section, Washington, D.C., November 16, 1998

"Church Ownership and Hospital Efficiency." (with Y. Ozcan). Annual Meeting of INFORMS: Institute for Operations Research and the Management Sciences, Washington, D.C., May 5, 1996.

PRESENTATIONS – OTHER

“New Directions in Nursing History: The Interdisciplinary Team.” Plenary Session, panel presentation. The 3rd Agnes Dillon Randolph International Nursing History Conference. University of Virginia School of Nursing. Charlottesville, Virginia, March 12, 2016.

“Illness, Compassion, and Suffering: Art as Teacher.” “Look Hoos Talking” Student Council Event at the University of Virginia, Charlottesville, Virginia, October 13, 2015.

“Healthcare Leadership: Challenges and Opportunities in a Post-ACA World.” Alumni Weekend at the University of Virginia, Charlottesville, VA, June 5, 2015.

“The Case for Palliative Care: What Every Nurse Should Know.” Keynote speech at Rho Pi Chapter of Sigma Theta Tau International, Annual Research Day, Shenandoah University, Winchester, Virginia, April 27, 2012.

“Teaching Crisis Communications and Media Relations.” AUPHA Annual Meeting. June 4, 2010. Portland, Oregon.

“Strategies for Collaborating with Undergraduate Health Administration Programs.” AUPHA Annual Meeting. June 5, 2010.

“Reaching Excellence in Healthcare Management: Transformation and Reinvention.” University of Iowa Department of Health Management and Policy. April 2, 2010. Iowa City, Iowa.

“Leading Nursing in an Age of Complexity.” Virginia Organization of Nurse Executives. October 9, 2009. Roanoke, Virginia.

“Drawing Strength from Values During Difficult Times.” Provena Health. September 25, 2008. Chicago, Illinois.

“Le dimensioni e lo sviluppo della leadership nelle organizzazioni pubbliche e private” Speech for Luiss Business School MBA Graduation June 23, 2008. Rome, Italy.

“How Does Ownership Matter? The Evolution of the Role of Catholic Hospitals in the USA.” Conferenza Episcopale Italiana Ufficio Nazionale per la Pastorale per la Sanita’. Presented at Università Cattolica del Sacro Cuore, Rome, Italy. June 12, 2008.

“Leadership and Change Management.” Conferenza: Gestire il cambiamento nelle organizzazioni sanitarie.” Luiss Guido Carli University. Rome, Italy. June 12, 2008

“Catholic Healthcare in the United States: Are There Distinct Organizational Indicators?” Presented at Università Cattolica del Sacro Cuore, Rome, Italy. May 16, 2007.

“Leadership e collaborazione tra medici e manager in sanita’: comunicare, facilitare, negoziare.” Speakers Series: Il Mondo della Sanita’ Esperienze Internazionali de Eccellenza. Luiss Guido Carli Business School, Rome, Italy, Visiting Professor, May 9, 2007.

“U.S. Hospital Risk Management: Issues and Opportunities,” Luiss Guido Carli, Rome, Italy, Visiting Professor, March 12, 2007

“Leading a Health Administration Program,” AUPHA Annual Meeting, Seattle, WA. June 22, 2006.

“Governance: Making a Difference.” Hospital and Health System Board Retreats, October 2005; July 2006; September 2006, May 2008.

“Integrating Business Competencies in the MHA Curriculum,” AUPHA Annual Meeting, Boston, MA. June 24, 2005.

“Integrating Clinical Experiences into the MHA Curriculum,” University of Minnesota Department of Healthcare Management, Minneapolis, MN. November 12, 2004.

“Career Positioning: Proactively Managing Your Professional Development,” Central Virginia Healthcare Executive Group. Richmond, VA. October 12, 2004.

“Managing Your Leadership Journey,” Virginia Association for Healthcare Quality, 26th Annual Education Conference. Williamsburg, VA, October 23, 2003.

“Your Leadership Journey,” MSHA Graduating Class invited speaker. May 15, 2003.

“Challenges and Opportunities Facing Health Administration Education,” ACHE/AUPHA Leadership Conference, Chicago, IL, March 19, 2003. Panel Discussant.

“Issues for New Health Administration Program Directors,” ACHE/AUPHA Leadership Conference, Chicago, IL, March 19, 2002.

"Issues for New Health Administration Program Directors" ACHE/AUPHA Leadership Conference, Chicago, IL, March 27, 2001.

"The Health Administration Practice and Education Interface: Are there Missing Links?" Virginia Hospital and Healthcare Association, Hot Springs, VA, November 9, 2000.

"The Non-Traditional Accelerated Second Degree Advanced Practice Nursing Student: Educational Strategies that Work!" The Ohio State University College of Nursing Faculty, Columbus, OH, October 20, 2000.

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"Thriving in Chaos: Strategies for Changing Roles and Expectations," Virginia Public Health Nurses Association, Fredericksburg, VA, October 5, 1999. Repeated at Henrico County Health Department, Richmond, VA, January 14, 2000.

"Experiential Learning in Health Services Administration: The Administrative Residency," Columbia/HCA Preceptor Conference, Nashville, TN, November 11, 1998.

"Managing the Multi-Generational Workforce," for Carilion Health System Nursing Leadership Retreat, Roanoke, Virginia, October 2, 1998.

"Emergency Department Leadership: The Chaos and Complexity Metaphor," for Emergency Nurses Association Leadership Symposium, faculty member, Dallas, Texas, February 20-22, 1998.

"Profession Building in the New Health Care System," Creating the Future for Virginia Nurses conference, keynote speaker, Charlottesville, Virginia, November 22, 1996. Sponsored partially by Robert Wood Johnson, Colleagues in Caring Project.

"Altering Dominant Logic Using Guidelines from Complex Adaptive Systems Theory," Virginia Commonwealth University School of Medicine Complexity Seminar, February 28, 1996.

"Asynchronous Learning from Faculty Perspectives," Virginia Commonwealth University Multimedia Development Center, February 28, 1996.

"Altering Nursing's Dominant Logic: Implications for Acute Care Nurse Practitioners," Southern Council on Collegiate Education for Nursing Annual Meeting, Point Clear, Alabama, August 19, 1996.

"Profession Building in a New Healthcare Environment," Virginia Commonwealth

University School of Nursing Alumni Conference and 29th Annual Nursing Lectureship, November 7, 1996.

"Advancement to Membership and Fellowship in the American College of Healthcare Executives," presented three times in Oklahoma City and Tulsa, 1984-1986.

"State of Health in the U.S. Territory of Guam," presented to the Guam Legislature, July 2, 1993.

"Managing Customer Relations in the Medical Office," presented to the Oklahoma State Board of Medical Licensure and Supervision, October 17, 1987.

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Numerous guest lectures, panel discussant, seminar leader, retreat leader and spokesperson for hospitals, universities, private businesses, and civic organizations.

Revised 5/16