

Catherine Sembajwe-Reeves

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KEY QUALIFICATIONS

Strong academic background and management skills in policy evaluation and administration as applied to higher education programs. Academic training is in comparative education through the policy process of design, implementation, tracking, and evaluation of programs and policies. Over 12 years working in academic affairs/educational programs, with seven specifically in senior level management and leadership. This is complimented by extensive experience in accreditation (CEPH, CAHME, and SACS), teaching, privacy and compliance, program and institutional effectiveness, tracking of competencies/learning outcomes, academic program management and assessment, student advising, faculty development, student recruitment, student diversity and retention, academic conflict resolution, as well as budgets and grant administration.

EDUCATIONAL BACKGROUND

Doctor of Education, Organizational Leadership: Organizational Development (EdD)

Grand Canyon University, Graduated October 2021

Dissertation: Faculty Perceptions of the Use of a Competency-Based Education Curriculum for Graduate Preparedness

Research Focus: Research focused on understanding faculty perceptions on how competency-based curricula prepare students for the field/practice, primarily graduates from Master of Health Administration (MHA) programs. Primary findings outlined the importance of support for faculty development and training to adequately map competencies to industry needs, as well as the importance of building bi-directional communication between educational programs and industry for student placement.

Master of Arts, Political Science, International Development Policy and Administration (MA, IDPA)

University of Florida, Graduated December 2003

Skills Acquired: Knowledge of the formulation and analysis of policy assessments and evaluations for development programming; the development of research designs for the acquisition and tracking of data; training in the formulation, implementation, and evaluation of program and project design. MA courses taken included: Comparative Policy Analysis, Policy Evaluation, Development Administration, Policy Process, Leadership and Ethics, Comparative Policy Analysis, International Political Economy, Comparative Education, International Health, Global Environmental Policy.

Bachelor of Arts, Inter-Cultural Communications (Concentration in Int'l Business Administration)

Bachelor of Arts Certificate, International Studies, World Affairs (BA)

University of Kansas, December 1999 / Graduated with Honors

Skills Acquired: Strong written and oral communications skills; knowledge and training in the design and implementation of inter-cultural communications guides for business implementation in international environments.

PROFESSIONAL EXPERIENCE

December 2018 – present

Privacy Officer & Division Manager Administration and Compliance

Denton County Public Health

Denton County

In this position I manage the Division for Administration and Compliance that consists of multi-program teams with diverse deliverables. The position requires strong leadership skills and the ability to manage projects and relationships across different county departments and state agencies. It requires excellent time management skills; attention to detail; ability to train, coach, and mentor new employees; the ability to work with diverse personalities to accomplish outlined goals and measures; the flexibility to adapt to change while moving the division and departmental goals forward; and the understanding of engagement through servant leadership and employee coaching. As Division Manager my role encompasses the following:

- Administration:
 - Leadership of staff managing pre and post grants, departmental budgets, and departmental financial administration; purchasing applications; front office clinical operations; and the Public Health Information Line (call center).
- Compliance
 - Management of contractual agreements in collaboration with the County Civil District Attorney (DA); inventory and asset tracking; records management; employee on-boarding, orientation, and off-boarding; management of compliance paperwork and processes for all clinic activities; management of inventory and asset tracking; leadership of staff managing accreditation activities as required by the Public Health Accreditation Board (PHAB).
- Privacy & Security
 - Oversight and maintenance of all compliance, privacy, and security activities including breach reporting to the Office for Civil Right (OCR); development and maintenance of privacy risk assessment and risk management reports; management of protected health information (PHI) policies and processes; management of vendor and business associate (BA) HIPAA compliance; leadership and oversight of privacy incidents and breaches in collaboration with the security officer; serving as the County Privacy Officer for HIPAA Hybrid departments.
- Workforce Development
 - Leadership of staff managing workforce training, accreditation, and quality improvement; compliance oversight for all interns; leadership liaison for public health administrative staff professional development; staff educational development coach.

August 2016 – November 2018

Educational Programs Assistant Director

Institute for Patient Safety

University of North Texas Health Science Center (UNTHSC)

In this position I provided oversight for all educational components for the Institute for Patient Safety. This included collaboration with external departments on patient safety practices that included HIPAA/PHI privacy and security. Coordinated patient safety and compliance/privacy curriculum development and research projects I with a focus on competency development. Served as the unit leader for operational assessment and institutional effectiveness measures, and oversaw all patient safety student advising and mentorship. The position required expertise in health privacy and compliance, curriculum development, program management, accreditation and assessment, event coordination, and strategic planning. Primary roles included, but are not limited to:

- Working to strategically develop and maintain relationships with internal/external stakeholders;
- Collaborating with leadership to develop and implement a dynamic and evolving patient safety privacy, compliance, and strategic planning;
- Developing, implementing, and managing the process to continually assess educational needs;
- Overseeing patient safety educational programs to ensure successful development and implementation;

- Effectively using learning management systems for program and project management;
- Developing budgets to support patient safety educational programs;
- Teaching and supervising patient safety educational programs and courses;
- Preparing reports on progress, effectiveness, and outcomes for educational programs and the unit;
- Serving as the organizational expert in patient safety educational programming and consultation;
- Representing the organization at professional conferences;
- Participating on internal and external committees as required; and
- Oversight of unit operations including supervision of administrative, educational, and research staff.

September 2012 – August 2016

**Assistant Director of Academic Affairs, Office of the Dean
University of North Texas Health Science Center (UNTHSC)
School of Public Health (SPH)**

In this position I coordinated areas of academic affairs. My primary roles were to lead all internal and external accreditation and reporting processes, manage program performance measures, developing data tracking procedures, work with departments and programs to develop and update competencies and learning outcomes for online and campus programs, and serve as committee member on both internal (school of public health) and external (health science center) committees. I worked closely with the Dean to lead and coordinate both Council on Education for Public Health (CEPH) accreditation, as well as accreditation for the Master of Health Administration (MHA) Program awarded through the Commission on the Accreditation of Healthcare Management Education (CAHME). This included providing curriculum oversight, coordinate program development, designing competency assessments and measures, and implementing accreditation policies and procedures. Additional responsibilities included the development and monitoring of measures to track program graduates, development of competency assessments for students and faculty, participating as the SPH representative on university-wide committees, being the academic affairs liaison with UNTHSC offices, and working the SPH data liaison with the Association of Schools and Programs of Public Health (ASPPH). This is a position that required strong leadership skills and the ability to communicate well in oral and written form. I presented seminars and lectures to large audiences, planned and prioritized in order to accomplish goals, exercised strong interpersonal skills that included problem solving, leading diverse teams, and interacting with high level officials, and I maintained a strong sense of organizational structure, confidentiality and judgment.

September 2011 – December 2012

**Coordinator, Information Specialist Dean's Office
Coordinator 1, Information/Publications Services
College of Public Health & Health Professions, University of Florida**

I was responsible for overseeing College reporting functions and working closely with the nine departments in the College of Public Health and Health Professions (PHHP) to standardize data collection and reporting for all College-wide accreditation processes, including Council on Education for Public Health (CEPH), Commission on the Accreditation of Healthcare Management Education (CAHME), and Southern Association of Colleges and Schools (SACS) accreditation metrics. The College had eight different accrediting bodies and the position required a high level of confidentiality and the ability to work with the public, faculty, the university community, and governmental agencies.

- ***Administration:*** Provided comprehensive oversight to employees in each department regarding reporting requirements and data acquisition related to admissions, enrollment, attrition and retention. Worked to develop data sources accessible for all College reports and publications by locating, accessing, reviewing and interpreting data received from the University Registrar, the Graduate School, the Institutional Research Office and individual departmental databases. Served as member of the College Diversity Committee, the ASPPH Data Committee, and was the liaison for the administration of SOPHAS (Schools of Public Health Application Service) for the public health programs. Position required knowledge of all aspects of accreditation and special projects including program competencies, and the ability to assist college deans with projects as needed.

- **Writing/Editing:** Identified data sources and prepared draft reports for the College, ASPPH, CEPH, CAHME, and the University Provost. Position required strong writing and editing skills, and the ability to interpret data and policies from multiple sources in order to accomplish set goals. Reports varied in length and complexity and required the ability to multi-task and delegate roles.
- **Communication:** Developed and strengthened relationships with contacts at the department, college and university level. This involved working with individuals from diverse backgrounds and creating an environment that motivated department staff. Held periodic meetings to update faculty and departments on reporting requirements, and to train staff on new measures.

This position helped me develop strong management, evaluation and assessment skills in the tracking and reporting of program requirements at the college level. My background in academic administration and student advising enabled me to develop a link between student affairs, financials, human resources and data reporting requirements, a unique combination that filled a gap that previously existed in the College of PHHP. It utilized all aspects of my skill-set and enabled me to develop a greater interest in the management and oversight of academic affairs in public health.

August 2008 – September 2011

Assistant Director, Master of Public Health (MPH) Program

Student Affairs, Coordinator 3

College of Public Health & Health Professions, University of Florida

I was responsible for overseeing the Master of Public Health Program and this included program administration, student affairs, student advising, student recruitment, and overall program;

- **Administration:** Managed all Council on Education for Public Health (CEPH) accreditation. Managed program requirements by updated alumni records, processing admissions, working with program faculty to resolve student issues and implement curricula changes, and developing community relationships for student placements. I documented requirements for successful program completion and graduation certification, and maintained data related to program CEPH accreditation requirements. I gained strong administrative skills in PeopleSoft, registrar and graduate school databases, financial aid system requirements, the development of student tracking procedures, development of faculty training sessions, and the management of the Schools of Public Health Application Service (SOPHAS) for the College.
- **Student Affairs:** Coordinated student professional development sessions to prepare them for practicum and final internship. These included seminars on professionalism, resume building, public speaking, plagiarism and understanding public health competencies. Served as primary liaison for issues regarding student affairs and community involvement.
- **Student Advising:** Worked one-on-one with MPH students through advising sessions focused on core and concentration specific competencies as outlined in accreditation guidelines. Served as graduate advisor for the Public Health Student Association and supervised all organization and student events such as World Aids Day and Public Health Week.
- **Marketing and Recruitment:** Identified recruitment events on campus and across the State of Florida. Coordinated the SOPHAS system to ensure accurate program information, and was responsible for updating the Program website and graduate handbook.

November 2006 – August 2008

Graduate Adviser, Admissions & Recruiting

Undergraduate Adviser

Dept. Electrical and Computer Engineering, University of Florida

I was responsible for the processing of approximately 1500 graduate applications and the recruitment of high caliber PhD students into the Electrical & Computer Engineering (ECE) Graduate Program, alongside coordinating the Department’s financial offers for new students. Each year the College of Engineering sponsors ‘Recruitment Weekend’, an event that enables all Engineering Departments to host the most qualified PhD

applicants with the aim of recruitment. I was responsible for coordinating travel, hosting recruits, designing interactive events with the faculty and students, as well as showcasing the Department and its research. Further advised all potential undergraduates interested in the combined BS/MS and BS/PhD programs.

2023 PRESENTATIONS

- June 2023 Poster Presentation: *Addressing Social Determinants of Health in the Community Through a COVID Call Center* presented at the 18th Annual Texas Conference on Health Disparities (TCHD), Fort Worth, TX.
- July 2023 Sharing Session: *Are we ready? Denton County uses the MAPP 2.0 Starting Point Assessment to Prepare for a new Community Health Improvement Cycle* presented at the 2023 NACCHO 360 Annual Conference, Denver, CO.
- July 2023 Poster Presentation: *Financial Grant Management System Data Modernization* presented at the National Network of Public Health Institutes (NNPHI) and CDC Strategic Scholars Showcase, Washington, DC.
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PUBLIC HEALTH AWARDS

- 2022 - 2027 \$520,236 - Department of State Health Services (DSHS) Public Health Infrastructure Grant (PHIG) - Contract No. HHS001311500001
- 2022 - 2023 \$10,000 National Association of County and City Health Officials (NACCHO) - Mobilizing for Action through Planning and Partnerships (MAPP) framework – Phase One Pilot Project
- 2021 - 2024 \$400,000 - Department of State Health Services (DSHS) Workforce Development Grant Contract No. HHS001075100001
- 2021 - 2024 \$749,729 - Department of State Health Services (DSHS) Vaccination Capacity Grant Contract No: HHS001098200002
- 2021 - 2024 \$500,000 - Department of State Health Services (DSHS) Health Disparities Grant Contract No. HHS001057600017
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CERTIFICATIONS

- International Development Policy Administration
- HCCA/SCCE Compliance Trained
- Building Expertise in Administration & Management (BEAM) Certification (through NNPHI and the CDC)
- Lean Six Sigma Green Belt (LSSGB) Certified
- Career Transition Coach
- TeamSTEPS

TEACHING EXPERIENCE

- Fall 2023 - HLSV 5820 Marketing Health Services (Health Services Administration MS Program - University of North Texas)
- Throughout my career in higher education, I have taught and assisted with professional development sessions such as portfolio preparation, resume and CV writing, academic conduct, international student assimilation, competency and learning outcome development and integration, and issues related to overall student development. I have administered team-based learning simulation/educational courses on concepts from TeamSTEPPS, taught leadership sessions, and developed content for organizational training and orientation. I currently provide coaching and training in healthcare privacy/compliance, workforce development, business communication, quality improvement, and organizational leadership.

LEADERSHIP

- Leadership oversight of the Denton County HIPAA Hybrid
- Leadership Liaison for Denton County Public Health on the County Records Management Committee
- Board Member – UNT Master of Science in Health Services Administration
- Member – Denton County Public Health Ethics Committee
- Member – Evaluation Committee – Denton County RFP #20-2616 - Transportation of Human Remains
- Member – American College of Health Executives (ACHE)
- Member – Health Care Compliance Association (HCCA)
- Member – Texas Association City County Health Officials (TACCHO)
- Member – National Association of County City Health Officials (NACCHO)
- 2018 Chair of UNTHSC Non-Academic Review Team for Institutional Effectiveness/SACS Accreditation
- 2107 Co-Chair of the UNTHSC Institutional Effectiveness Team
- 2015 Paths Forward Class (*leadership for professionals*)
- 2017/18 UNTHSC Center for Diversity and International Programs (CDIP)
Served as committee member on the Diversity Committee which aims to coordinate programs for diversity across the UNTHSC campus.
- 2016/17 Member - UNTHSC Committee of Student Conduct
- 2016 Leadership and Coordination of 2016 UNTHSC SPH CAHME Self-Study (*Granted*)
- 2015 Leadership and Coordination of 2015 UNTHSC CEPH Self-Study (*Granted*)
- 2015 September UNTHSC Valubility Honoree
- 2015 -18 Association of Schools and Programs of Public Health (ASPPH)
Served as the UNTHSC SPH representative on the ASPPH Data Committee
- 2015 Healthy Babies, Healthy Families, Healthy Communities (H3)
Member of the oversight committee. H3 aimed to reduce infant mortality by embracing community-based participatory research that builds community capacity. This was done by engaging individuals and communities in projects that promote social justice, provide equitable access, reduce health disparities, educate on the life-course model and engage men as active agents of change.
- 2015 “Warrior Mamas” Community Project
Member. The community project sponsored by the March of Dimes worked to bring awareness of infant mortality through community exhibits that portrayed the journey of parents and families that had experienced infant mortality in North Texas. The aim was to bring awareness to the community issues that impact infant mortality such as poor access to prenatal care, lack of healthy food sources, and lack of side-walks for safe physical exercise.