

# ANDREW L. MCCART, PhD, FACHE

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Organizational Leadership professional with a strong track record of expertise in achieving efficiencies and improving business performance in various industries, including education, corporate training, manufacturing, service, and healthcare. Demonstrated success in collecting and analyzing data to drive quality improvement in bottom-line results.

## EDUCATION

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- **Doctor of Philosophy, (PhD), Public Health Management, University of Louisville, 2017.** Designed, conducted, and analyzed a multi-year research project, resulting in over 800 pages of interview transcripts and the authoring of a 340-page qualitative dissertation that investigated the administration and implementation of workplace wellness activities, according to the Centers for Disease Control Workplace Wellness Health Scorecard. Quality Leadership University of Central America in Panama City, Panama. Studied Organizational Development.
- **Master of Science, Strategic Finance (MSSF), Indiana University, April 2022.** Development of knowledge, skills, and abilities in cost management, financial management, business analysis and valuation, financial statement analysis, decision modeling, simulation, fraud topics, and advanced corporate financial strategy.
- **Master of Business Administration (MBA), Indiana University, August 2007.** Created a unique community service project involving an executive-led team examining organizational objectives through a Six Sigma Value Stream Analysis at a large hospital in Louisville. Uncovered areas of waste through a quantitative analysis that measured the efficiency of patient flow from first contact to final payment.
- **Bachelor of Science, Business Administration, Indiana University, Kelly School of Business, May 2002** International Studies and Business Law, minors in History, Economics. Studied at Charles University in Prague, Czech Republic: International Economics, Politics of the European Union, the Czech language. Acacia Fraternity.

## PROFESSIONAL CERTIFICATIONS

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- **Fellow of the American College of Healthcare Executives (FACHE).** Board-Certified Healthcare Executive. American College of Healthcare Executives. Issued December 2021. Credential ID: HRACH129377
- **ASQ Certified Six Sigma Black Belt (CSSBB).** American Society of Quality World Headquarters. Issued July 2020 Credential ID: 67952146.
- **Certified Healthcare Finance Professional (CHFP)** with the Healthcare Financial Management Association (HFMA). Demonstrates a deep understanding of healthcare finance as HFMA's flagship certification. Demonstrates knowledge of the new financial realities of health care with a better business skill set, new ideas on financial strategy, and insights into future trends.
- **Certified Revenue Cycle Representative (CRCR)** with the Healthcare Financial Management Association. The CRCR certification is a national-level certification offered by the Healthcare Financial Management Association (HFMA). The CRCR program sets the performance standards for revenue cycle staff.
- **IBM Artificial Intelligence Instructor-Practitioner.** IBM. This course explains how AI systems understand, reason, learn and interact. Learn from industry experience on AI use cases; develop a deeper understanding of machine learning techniques and the algorithms that power those systems and propose solutions to real-world scenarios leveraging AI methodologies. Issued June 2020.
- **Certified Project Director (CPD).** Institute of Project Management. Issued October 2019. Credential ID 1647823948. Demonstrating best practices in leading people, processes, and change in complex environments and with personal, professional, and organizational improvement.

## PROFESSIONAL EXPERIENCE

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### University of Louisville, 2019 to present.

**Assistant Professor and Associate Director of Health Management Programs,** Department of Health Management and System Sciences, (HMSS) School of Public Health and Information Sciences.

- **Administration:** Supported the administration of the MSHA program to the highest levels of student enrollments (70 total students, 62 enrolled students across evening and online tracks) in program history (2018 – 2024).

- Teaching: Assist with the development and administration of master's level health management programs within HMSS, including the MSHA Capstone Course, Population Health Information Management, Healthcare Quality Management, Project Management for Population Health, Healthcare Operations Management & Science, Healthcare Marketing, MSHA Practicum I/II/III. Additionally, I advise and mentor 30+ MSHA students, serve as a member of PhD dissertation committees, and prepare six competency-based graduate courses appropriate for the online MSHA format.
- Service: Serve on Department and School committees and participate in community outreach efforts. Interviewed, onboarded, and supported a pool of part-time lecturers and Executives in Residence to provide teaching coverage for both evening and online tracks to cover 20-40 sections per semester.

**Program Director, Healthcare Leadership:** The online Healthcare Leadership (HCL) program is designed for individuals with substantial experience in the healthcare field who need the proper credentials for increased pay or promotions within their organization. This is the only Competency-Based Education program at the University of Louisville and its based on the National Center for Healthcare Leadership Competency model.

- Growing enrollment in the first year from 36 students to 93 students by collaborating with adjunct faculty, working closely with various departments on campus, participating in special projects such as creating certificates and minors for adult learners
- Interviewing, hiring, onboarding and training six executives as part-time faculty on multiple platforms
- Creating, proposing, and defending a minor and undergraduate certificate in Healthcare Leadership
- Awarded the UofL Adult Learner Award during the 21st annual UofL Student Awards

**Program Director, Organizational Leadership and Learning**

- Coordinating the academic schedule for a nationally-award winning program with 450 students, five full-time faculty and sixteen part-time faculty.
- Redesigning curriculum in core courses and electives to align course and program objectives to align with industry advisory boards and the Association for Talent Development Capability Model.
- Organizing industry advisory boards with twenty executives in relevant organizations for leadership, human resources, and digital technologies. This initiative includes bi-yearly advisory board meetings and one-on-one meetings to determine industry needs and develop strategic partnerships.
- Mentoring and participating in developing three new OLL tracks: Digital Leadership, Human Resource Development, and Project Management for the Modern Workforce.

**Program Director, Health Professions Education:** Developing a Master of Science in Health Professions Education proposal from a graduate certificate by collaborating with the Associate Dean of Faculty Development and the Faculty Development Program Manager at the University of Louisville's School of Medicine.

**Purdue University, 2007 to 2019**

**Program Director and Lead Faculty** of Organizational Leadership and Industrial Engineering Technology. Purdue University, Purdue Polytechnic New Albany

- Developed curriculum to share functional expertise and best practices of leadership and human resources management in groups of 4 to 40 participants, in small team exercises, and through one-on-one interactions.
- Implemented a disciplined instructional design approach through regular interaction with internal business partners at multiple levels of the organization to create learning solutions for 110 unique, 15-week courses.
- Mentoring or advising of students (individuals or organizations): Helping students plan for their careers outside of classes, thinking through their ideal work environment, resume advice, networking, and interviewing skills.
- Demonstrated a successful track record and was chosen to coach colleagues and subordinates on organizational and efficiency strategies to develop positive customer relationships in a multi-site system with nine locations.

- Defined and championed desired organizational culture assessed alignment gaps, and developed awareness of services through targeted marketing events, networking programs, training exercises, and community activities.

**HNI, Incorporated, September 2005 – July 2007**

**Industrial Engineer, Corporate Trainer, and Business Process Improvement Analyst:** HNI, Incorporated; Orleans, Indiana.

- Designed and conducted biweekly team member training and simulation courses for leadership skills and lean tools, including 5S, quick changeover, SMART goals, kanban, poka-yoke, spaghetti diagram, level loading, and standardized work. Conducted data-driven follow-up on a 30-, 60-, and 90-day basis to company executives.
- Engaged front-line leaders, supervisors, and employees in organizational objectives through training and executing changes in plant layout, process flow, human capital allocation, and machine capability improvements.
- Led continuous improvement (kaizen) events through all stages: charter identification/creation, pre-work, identification and completion, delivery of results during the kaizen week, regular follow up and follow-through on sustainment; overseeing projects that created savings of over 20% or \$453,000 annually in 11 functional areas.

**Aliance Entertainment and Great Escape Theaters, August 2002 to July 2005**

**Operations Manager, Human Resources Trainer, and Corporate Liaison:** Aliance Entertainment and Great Escape Theaters, New Albany, Indiana;

- Worked closely with chief executives, vice presidents, and external stakeholders to provide ongoing strategic input to plan the corporate direction of a \$150 Million company, ensuring human capital and resource allocation to aid aggressive growth in operations, development, human resources, risk management, and new construction.
- Exhibited broad and progressive leadership for over 90 direct reports while overseeing a \$10 Million facility, an annual profit and loss statement of \$5 Million, and a just-in-time inventory of \$2 Million annually--with low labor costs by leveraging resources to realize corporate goals and deliver consistent customer satisfaction.
- Developed and implemented an extensive recruiting and retention program that included interviewing, talent acquisition, and employee development functions as new locations opened, including hiring, firing, and wage negotiation. The organization grew from 6-20 locations and 150 to 800+ employees in less than three years.

**McCart Business Ventures, July 2007 – present**

**Financial and Operational Analyst, Consultant, Trainer**

- Financial and operational analyst of a potential \$60 million merger in a competitive situation.
- Created research-based training programs for incoming executives and staff, demonstrating experience in change management and culture development, and provided train-the-trainer sessions for a merger/acquisition firm.
- Selected appropriate learning activities, implemented a multimedia instructional approach to achieve desired outcomes, and modified and improved approaches through feedback received during direct customer interaction.
- Evaluated the success of training programs for improved learning outcomes by identifying trends and patterns, systematically analyzing common questions, and then developing and implementing improvements.
- Delivered value and quality in a venture capital organization by collaborating with C-level executives and owners to develop and implement a data-driven system to objectively evaluate 100s of businesses in a practical method.
- Consulted with the controller of a \$20 million hospital for an executive-led improvement event to set the agenda, identify desired outcomes, and develop training modules to streamline the physician hiring practices.
- Leveraged resources to help employees embrace change, adopt new strategies, and revamp a physician practice in Maine, for time savings, growing employees, and resolving improvement barriers.

**COURSES TAUGHT IN HIGHER EDUCATION**

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**Master of Science in Health Administration, School of Public Health and Information Sciences, Department of Health Management and Systems Sciences, University of Louisville:**

1. PHMS 682: Population Health Information Management: This course introduces students to key concepts and issues surrounding adopting and using information systems for population health management.
2. PHMS 683: Healthcare Quality Management: This course introduces students to critical concepts and issues surrounding adopting and using information systems and quality assessment processes within healthcare organizations.
3. PHMS 684: Project Management for Population Health: This course is designed to introduce students to key concepts and methodologies involved in managing projects and the use of specific project management tools and processes within healthcare organizations.
4. PHMS 685: Health Operations & Management Science: This course introduces and reviews the field of operations management as applied to healthcare organizations. It demonstrates the important relationship between operations research and the management science of complex healthcare delivery organizations.
5. PHMS 686. MSHA Practicum Experience I: The MSHA practicum documents students' mid-program administrative experience in a healthcare setting. The practice experience occurs in a carefully selected healthcare organization approved by the MSHA Director.
6. PHMS 688: Healthcare Marketing: This course introduces marketing and marketing strategy within the healthcare system. Lectures and assignments focus on various topics, including strategy formulation, environmental analysis, and market assessment.
7. PHMS 690: MSHA Capstone: This course is an integrative learning experience drawing on all competencies presented in the MSHA program. It requires the students to work independently as members of a team to complete a comprehensive and relevant business plan for a healthcare-related organization and to pass an oral examination.
8. PHMS 691. MSHA Practicum Experience II: Students are encouraged to select a practicum based on their career interests. A faculty advisor supervises the internship-type experience with a qualified preceptor at the practicum site. Our goal is that the preceptor serves as a mentor for the student.
9. PHMS 692: MSHA Practicum III: The MSHA practicum documents students' mid-program administrative experience in a healthcare setting. The practice experience occurs in a carefully selected healthcare organization approved by the MSHA Director. Students are encouraged to select a practicum based on their career interests. A faculty advisor supervises the internship-type experience with a qualified preceptor at the practicum site.
10. PHMS 694: Innovation and Entrepreneurship in Healthcare: The course enables students to define the nature, skills, and spirit of entrepreneurs, evaluate and practice entrepreneurship, and conduct market research to develop an innovative and viable business model. Students will learn to conduct market analysis to identify competitors and industry trends. Class activities identify and evaluate different financing sources for startups and successful businesses' financial factors.

**Bachelor of Science in Healthcare Leadership, Department of Educational Leadership, Evaluation, and Organizational Development, College of Education and Human Development, University of Louisville:**

11. LEAD 308 Needs Assessment in Healthcare Organizations: Students will be introduced to the conceptual and theoretical foundations and process of organizational needs assessment in healthcare organizations. Particular focus will be paid to understanding the basics of the needs assessment process.
12. LEAD 309 Managing Projects in Healthcare Organizations: The course provides an overview of project planning and management tools/techniques used in managing projects in healthcare organizations. This course aims to introduce students to the terminology, techniques and steps in managing the planning elements of a work-related project.
13. LEAD 310, Healthcare Presentations and Group Facilitation: Develop instructional design strategies for successful healthcare work force advancement. Explore the dynamics of teams, along with groups and facilitating group decision-making through the development of meeting agendas and objectives, managing meetings, and team decision-making strategies in healthcare organizations.

14. LEAD 410 Fundamentals of Healthcare Human Resource Management: This course provides an opportunity to study the human resources management (HRM) functions and roles of performance management and compensation in healthcare organizations.
15. LEAD 413 Management of Diversity in Healthcare Organizations: Examination of theoretical and practical means of cultural diversity, worldview and multicultural awareness in the workplace from a global perspective. To cover workplace practices that are incorporated internationally, and to examine human resource-related practices from a global perspective within the area of healthcare.
16. LEAD 415 Organizational Change in Healthcare: Focus on strategies for effecting whole organization and process change in healthcare organizations.
17. LEAD 416 Principles of Healthcare Leadership and Management: This course provides an introduction to healthcare management, along with concepts, theories, and application of strategic leadership and management principles for increasing the effectiveness of healthcare organizations.
18. LEAD 417, Coaching and Talent Management in Healthcare: This course addresses knowledge, skills, and dispositions for growing leaders in healthcare to maximize performance and goal attainment at individual, group, and organizational levels.
19. LEAD 418, Conflict Management in Healthcare Organizations: Students will be introduced to different aspects of conflicts, negotiation, mediation and other alternative dispute resolution mechanisms in healthcare organizations.
20. LEAD 419, Healthcare Workplace and Information Ethics: Study and application of ethical perspectives at individual, group, organizational, and societal levels, as they apply to leadership in healthcare workplaces. Includes examination of social responsibility.
21. LEAD 430 Healthcare Finance and Accounting: Introduction to healthcare finance and accounting, including health business basics; how services are paid; pricing decisions and profit analysis; planning and budgeting; capital investment decisions; reporting profits, assets, financing, and cash flows; assessing organizational financial condition.
22. LEAD 431 Healthcare Information Management: Students will be introduced to conceptual and theoretical foundations of healthcare information management. The focus will be paid to developing an understanding of processes used to manage healthcare information management.
23. LEAD 432 Healthcare Quality Evaluation: Students will be introduced to conceptual and theoretical foundations of healthcare quality evaluation. Particular focus will paid to developing an understanding of the basics of the quality evaluation process.
24. LEAD 433 Healthcare Law and Ethics: Students will explore and examine the legal, policy and ethical issues that engage healthcare professionals in the ever-changing healthcare system. Particular focus will be on developing professionalism, both personally and organizationally.
25. LEAD 450 Healthcare Leadership – Culminating Undergraduate Experience: The course includes a Culminating Experience reflection, a Program Exit Portfolio, and a Capstone Project.

**Bachelor of Science in Organizational Leadership and Supervision, Department of Organizational Leadership, College of Technology at New Albany, Purdue University:**

26. OLS 252: Human Behavior in Organizations: A survey of the concepts that provide a foundation for the understanding of individual and group behavior in organizations of work, with special emphasis on typical interpersonal and leadership relationships.
27. OLS 27400: Applied Leadership. Introduction to applied leadership in the context of organizational functions, structures, and operation.
28. OLS 284: Leadership Principles: As one of the five foundation courses required for all students enrolled in any OLS undergraduate program of study, this course focuses exclusively on the most important principles, processes, and techniques practiced by individuals to effectively lead others in organizations in order to achieve desired performance results.
29. OLS 299: Foundations of Personal Finance is a course designed to teach students the basics of personal finance, enhancing their skills with using money and planning for financial success in the future. The basics of personal

- finance include savings, budgeting, debt, college student essentials for money handling, and relating to money with family, friends, and philanthropy.
30. OLS 351: Innovation and Entrepreneurship: An in-depth study of innovation in existing organizations as well as entrepreneurship in start-up businesses, franchises, family-owned firms, and other business formats.
  31. OLS 345: Critical Thinking in Organizations: This course focuses on systems thinking and the understanding of research design and measurement theory used in solving organizational and human resource development problems. The emphasis is on applied methodology rather than on statistical issues, with the intent of the student becoming an effective consumer of information. The student will learn how to report findings practically and effectively. Includes the importance of knowledge management issues in organizations.
  32. OLS 34600: Critical Thinking And Ethics. A course in complex problem solving and creative thinking emphasizes these solutions' ethical impacts.
  33. OLS 36400: Professional Development Program: A survey course covering many professional and personal facets relative to entering the workforce upon graduation. Major areas addressed include resume preparation, interviewing techniques, development of job-search plans, social skills, and analysis of career fields and opportunities.
  34. OLS 37600: Human Resource Issues. Analysis and discussion of case problems concerning typical leadership and personnel situations that impact upon the supervisor/manager. Emphasis directed toward development of attitude, philosophy, analytical ability, and problem-solving skills within the working environment
  35. OLS 325: Meeting Management: An applications-oriented course in presenting technical information and conducting problem-solving and decision-making conferences or meetings. Special emphasis placed on leading and facilitating interactive conferences, as well as structuring information for effective presentations.
  36. OLS 386: Leadership for Organizational Change: A survey of the concepts that provide a foundation for the understanding of leadership and its relationship to organizational change management, with special emphasis on managing the human side of quality improvement.
  37. OLS 388: Leadership through Teams: An in-depth study of self-directed work teams and team processes in the work setting with a view to understanding team functions under varying task conditions. Especially emphasized will be the leadership of teams for effective performance and maximum member satisfaction This course deals extensively with maintenance and task behaviors of team members.
  38. OLS 456: Leadership in a Global Environment: Exploration of leadership strategies for organizations engaged in international business. Includes understanding of cultural differences and diverse business practices, and challenges of competing in a global marketplace.
  39. OLS 477: Conflict Management: A study of the methods for dealing with inner-personal, inter-personal, and political disputes by means generally outside the traditional court system. Students will investigate the theoretical and practical aspects of conflict assessment, negotiation, problem solving, mediation, and arbitration.
  40. OLS 484: Leadership Strategies for Quality and Productivity: A study of how organizational leaders create an environment conducive to high levels of employee self-motivation, quality and productivity. Emphasis is placed on process and system thinking. Actual case situations are used to illustrate the application of course content.
  41. OLS 487: Leadership Philosophy: A review of current managerial education and development theories and practices; discussions of fundamental social, economic, and political changes affecting business and the art of managing; implications of these changes for individual development and continued growth. Open to seniors and graduate students only.

**Bachelor of Science, Organizational Leadership, Department of Technology, Leadership, and Innovation, Purdue Polytechnic, Purdue University**

42. TLI 11200: Foundations Of Technology Leadership. A survey of individual and organizational behavioral concepts and principles that provide a foundation for leadership in technology organizations. The focus will be toward the understanding of behaviors necessary for effective technology leadership, including concepts of work in a technology-rich environment.
43. TLI 15200: Business Principles for Organizational Leadership. This course will introduce the topic of applied organizational leadership in the context of working organizations. Topics include basic organizational functions,

- structures, and operations, and an introduction to reading and understanding balance sheets, cash flow statements, and profit-loss statements.
44. TLI 21300: Project Management. Project management is an ad hoc technique for accomplishing specialized missions or work. Examples of projects include research and development studies, reorganization efforts, implementation of total quality management, installation new equipment, advertising campaigns, construction or other one-time efforts. This course will provide a leadership approach to project management, including team development and team selection.
  45. TLI 23500: Introduction To Lean And Sustainable Systems. This course provides the foundation for technology systems processes and practices. The content covers the discussion of current systems issues, basic systems technology processes, and the role of systems engineering professionals in a global business environment. Topics include basic principles of systems thinking, the concepts of performance and cost measures, alternative design concepts, lean processes, and sustainable life-cycle management.
  46. TLI 25400: Leading Change In Technology Organizations. This course provides a framework for creating, monitoring, and leading change within technology-rich organizations. Students will learn how to be change consultants, diagnose organizational problems, identify and implement change interventions at various outcome levels (i.e. individual, group, process, and the organization as a whole), and evaluate the success of change efforts.
  47. TLI 34250: Purchasing and Contract Management. This course examines the processes by which goods and services are acquired through purchasing and contract management. Topics include procurement, contract strategies, source selection, identifying contract type, product liability and risk, the bid process and response evaluation; contract risk assessment, contract negotiation, and contract law.
  48. TLI 45700 Technology Policy And Law: This course provides a foundation of understanding the broad impact of technology policies and laws on organizational performance, innovation, corporate accountability, and sustainability. Topics include corporate social responsibility, employment and contract law, intellectual property, e-commerce, and environmental and global challenges.
  49. TLI 48395: Industrial Engineering Technology Capstone. During the second semester of the capstone sequence, teams will use a systematic approach to plan and design workstations, office space, and operations for a production or service facility proposed. This course will emphasize lean principles to increase efficiency and eliminate waste through continuous improvement and the role of the team in establishing the goals and completing the design project.
  50. TLI 48800 Technology Leadership And Innovation Capstone: This is an integrative course that focuses on using cross-functional teams to identify, scope, design, and propose solutions for problems that span the areas of industrial engineering technology, organizational leadership, and supply chain management. Field trips may be required.

**Bachelor of Science in Industrial Engineering Technology, School of Engineering Technology, Purdue Polytechnic New Albany, Purdue University**

51. IET 21400 Introduction to Supply Chain Management Technology: This course introduces supply chain management technology. Topics include supply chain functions including how to organize a supply chain, supply chain strategy, supply chain process mapping, and use of supply chain technologies, analysis, and performance measurements.
52. IET 34200 Warehouse and Inventory Management: A course designed to develop an understanding of types of warehouses, methods of organizing the warehouse environment, and determining efficient inventory control procedures. Technology applications related to the management of warehouse and inventory stock-keeping units (SKU) are investigated. Storage of inventory, placement of inventory, picking, packing, shipping, and other internal logistics management topics will be explored.
53. IET 43530 Operations Planning and Management: A study of enterprise operations and management, demand forecasting, capacity analysis, research and development, production, personnel, and sales. Examples of the procedures necessary to provide a product or service are included. The course focuses on the tools necessary to solve problems, such as decision analysis, linear programming, transportation modeling, enterprise resource planning (ERP) systems, and forecasting models.

54. IET 33520 – Human Factors for Tech Systems: This course provides the foundation for examining the intersection of people, technology, policy, and work across technology systems. Topics include the evaluation, analysis, and design recommendations for improving the safety and efficiency of human-technology interactions.

**Bachelor of Science in Electrical Engineering Technology and Mechanical Engineering Technology, School of Engineering Technology, Purdue Polytechnic New Albany, Purdue University**

55. ECET 38001: Global Professional Issues In Engineering Technology. This course addresses professional ethics, legal issues, professional development, technology transfer, and corporate culture as they relate to EET graduates and our global society. Information relating to personal job and career choices, resumes, and interviews are included.
56. TECH 12000: Technology And The Individual. A survey course designed to develop a student’s perspective and enhance their skills in living and working in a technological society. The course explores learning skills, oral/written communications, successful lifelong learning, problem solving, data literacy, individual ethics, professionalism, the historical impact of technology, and technology current events.
57. TECH 32000: Technology and the Organization. A course intended to provide students with experiences mirroring what they will encounter in the world of work. Students will participate in interdisciplinary teams to explore technology solutions. Course topics include public policy, regulatory and ethical issues, teaming and leadership, and project management—permission of department required.
58. TECH 33000: Technology & the Global Society. The course examines the interplay of technology, globalization, and ethics. Students will explore concepts and issues related to outsourcing, global competitiveness, communications, contemporary issues, cultural differences such as inequality, security, sustainability, and quality of life, and the ethical dilemmas that often emerge as a result of the impact of technology.
59. MET 49000: Special Topics In Mechanical Engineering Technology. Group instruction in new or specialty areas of mechanical engineering technology is provided by MET faculty, subject to MET curriculum subcommittee approval. Hours, subject matter, and credit to be arranged by faculty.

**Bachelor of Science, Business Management, Colleges of Business, Indiana University Southeast**

60. BUS–W 100: Principles of Business Administration: An introduction to functional areas of business tracing the evolution of business, business forms, the role of government and society, relationships between administrators and employees, ethical issues, and the globalization of world markets. Ideal for pre-business students or students of any major desiring a basic understanding of business.
61. BUS K201: The Computer in Business: Taught at Indiana University Southeast’s School of Business. An overview of Microsoft Excel, Access, and Computing Concepts.

**Associate of Science, Business, Ivy Tech School of Business, Logistics, and Supply Chain, Ivy Tech Community College Sellersburg, Indiana**

62. BUS M101 Principles of Marketing: Taught online for Ivy Tech Community College. This course introduces the marketing role in society and how it affects the marketing strategy. Emphasizes the marketing mix, product planning, and the effects of the demographic dimension on the consumer market. Because BUS M101 was taught online; its teaching included completion of Ivy Tech’s Online Faculty Certification Course.
63. BUS 105 Principles of Management: Taught at Ivy Tech Community College. Describes the functions of managers, including the management of activities and personnel. Focuses on application of guidance principles in management.

**Publications**

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McCart, A., Alagarja, M. "How do Employees Feel Their Health is Valued? A Descriptive Case Study" *European Journal of Training and Development*. (accepted, awaiting publication, August 31, 2024).



McCart, A. "Exploring the Role of Leadership in Shaping Organizational Wellness and Employee Health," *Journal of Quality in Healthcare & Economics*. Volume 7 Issue 4. July 09, 2024 ISSN: 2642-6250. DOI: 10.23880/jqhe-16000395. <https://medwinpublishers.com/article-description.php?artId=12865>

McCart, A "Daoist Standing Practice: Iron Shirt Qigong." *Qi: The Journal of Traditional Eastern Health & Fitness*, 34(1). (Summer, 2024). Invited Manuscript. <https://www.qi-journal.com/index.php/aboutjournal/back-issues/back-issues-digital/d342>

Evaluating Worksite Wellness Programs: A Qualitative Case Study of Employer and Employee Perspectives. (prepared for submission to *Human Resource Development International*, Summer 2024).

McCart, A., Bewley, L., Miller, A., Immekus, J. Lessons Learned in Launching an Undergraduate Healthcare Leadership Program: Utilizing the Competency-Based Education Network's Quality Framework to Ensure Demonstration of the National Center for Healthcare Leadership Competencies. *Medical Science Educator*. (under review)

McCart, A. "An Introduction to Dao Yin." *Qi: The Journal of Traditional Eastern Health & Fitness*, 33(4), 32–40. (Winter, 2023). Invited Manuscript. <https://www.qi-journal.com/index.php/aboutjournal/back-issues/j334>

Cumberland, D., Ellinger, A., McKinley, T., Immekus, J., McCart, A. "Building the Next Generation of Healthcare Leaders: An Illustrative Case Example of Collaboration Between a Consortium of Healthcare Providers and a Higher Education Institution." *European Journal of Training and Development*. (under review)

McCart, A. Stress Management Strategies for the Workplace: A Case Study in Evaluating Employers using the Centers for Disease Control Health Scorecard. *Journal of Management Policies and Practices*, June 2023, Volume 10, pp. 1-6 DOI: 10.15640/jmpp.v10n1a1. <https://jmpp.thebrpi.org/vol-10-no-1-june-2023-jmpp>

McCart, A. Refereed Full Manuscripts presentation, "Evaluating Worksite Wellness Programs: A Qualitative Case Study of Employer and Employee Perspectives" Academy of Human Resource Development's International Research Conference in the Americas (April 2022). <https://cdn.ymaws.com/www.ahrd.org/resource/resmgr/2022conference/ahrd-conference-program-book.pdf>

McCart, A., Bergman, M., Green, E., *Organizational Supports and Developing a Healthy Workforce: A Case Study of Wellness Factors and Leadership*, published in the journal *International Journal of Information Communication Technologies and Human Development (IJICTHD)* DOI: 10.4018/IJICTHD.299408 <https://dl.acm.org/doi/abs/10.4018/IJICTHD.299408#>

McCart, A., Nesbit, J. Strategies to Support Employees with Depression: Applying the Centers for Disease Control Health Scorecard. *Journal of Depression and Anxiety*, Vol 9 Issue 5, No: 377. <https://www.longdom.org/open-access-pdfs/strategies-to-support-employees-with-depression-applying-the-centers-for-disease-control-health-scorecard.pdf>

Turner, M. J., Webster, R. D., & McCart, A. L., et al. (2016). Purdue Mission to Mars: Recruiting Students into a Polytechnic College. Paper presented at *American Society of Engineering Education Annual Conference & Exposition*, New Orleans, LA, 26-29 June 2016. Washington, DC: ASEE. <https://monolith.asee.org/public/conferences/78/papers/19160/view>

Turner, M. J., Webster, R. D., & McCart, A. L. (2017). *Polytechnic Students' Aspirations, Interests, and Confidence: Case Study on Students' Understanding of and Reasoning for Major Selection*. Washington, D.C.: ASEE Annual Conference and Exposition. [https://www.researchgate.net/publication/325878555\\_Purdue\\_Mission\\_to\\_Mars\\_Recruiting\\_High\\_School\\_Students\\_into\\_a\\_Polytechnic\\_College](https://www.researchgate.net/publication/325878555_Purdue_Mission_to_Mars_Recruiting_High_School_Students_into_a_Polytechnic_College)

McCart, A. *Competency Models in Health Information Management*. American College of Healthcare Executives, Kentucky Chapter Quarterly Newsletter, March 2023.

McCart, A. *Benchmarking in Health Administration*. American College of Healthcare Executives, Kentucky Chapter Quarterly Newsletter, October 2022.

McCart, A. UofL Health Administration Students Achieve Success, *Kentucky Hospital Association Newsletter*, September 2022.

McCart, A. *Growing a Healthy Workforce: Leading in the Eight Dimensions of Organizational Wellness*. 220 pages. ISBN-13: 978-1720551591 (Create Space-Assigned). BISAC: Health and Wellness. Release date: August 2018.

McCart, A. *The Alchemist's Tao Te Ching: Transforming Your Lead into Gold*. 200 pages. ISBN-13: 978-1718636972 (Create Space-Assigned). BISAC: Philosophy / Mind & Body. Release date: June 2018.

### Conference and Professional Presentations

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Fones, J.M., Jain, A., McCart, A., Nash, D., Yarbrough, G., *Population Health Management: Outcomes, Access, and Financial Implications*. American College of Healthcare Executives, Kentucky Chapter. UofL Health Jewish Heart Hospital. Louisville, Kentucky. July 19, 2024.

Betz, P., Blackburn, D., Blackburn, E., Carmical, S., McCart, A., Yanes, J. Improving the Health Status of Your Community. American College of Healthcare Executives, Kentucky Chapter. Pikeville Medical Center. Pikeville, Kentucky. June 28, 2024.

McCart, A. *Unlocking the Code: Effective Communication to be Care, Committed, and Curious*. Humana Corporation, IT Learning Week. Title: February 20, 2024. Invited Presentation.

Beard, R., Harrington, W. McCart, A., Savani, D., Scott, L., *Management and Prevention of Hospital Acquired Infections*. American College of Healthcare Executives, Kentucky Chapter. St. Elizabeth Healthcare, Erlanger, Kentucky. May 8, 2024.

Brown, L., Johnson, C., Matzek, K., McCart, A., Townsend, C., *Inclusive Leadership*. American College of Healthcare Executives, Kentucky Chapter. St. Elizabeth Healthcare, Erlanger, Kentucky. May 8, 2024.

Doom, S., Strack, K., Graff, C., Collins, C., Gabbard, B., Mahoney, F., McCart, A. *Financial Sustainability of Healthcare Organizations: A Plan of Action*. Healthcare Financial Management Association Annual Conference. Lexington, Kentucky. February 21, 2024.

Robinson, D., Mitzel, W., McCart, A. McGregor, J. Riley, S. *Talent Management for Developing Bench Strength*. American College of Healthcare Executives, Kentucky Chapter. St. Elizabeth Healthcare, Erlanger, Kentucky. November 29, 2023.

Coppock, A., Hall, V., Mitzel, W. McCart, A. Wood, J., *Developing High-Performance Teams*. American College of Healthcare Executives, Kentucky Chapter. St. Elizabeth Healthcare, Erlanger, Kentucky. November 29, 2023.

McCart, A. Sowards, C., James, K., Esposito, A. *Leading for Diversity in Organizations and Communities*. Louisville Healthcare CEO Council, Healthcare Institute of Managerial Excellence Louisville, Kentucky. June 9, 2023.

McCart, A., Bewley, L. Zahndt, R. *External Partnerships and Competency-Based Practicum Experiences in Health Management Education*. CBE Exchange. Presentation. Annual Conference of the Competency-Based Education Network. Amelia Island, Florida. (October 2023).

McCart, A., *CBE Program Evaluation: Using a Data-Driven Approach to Ensure Curriculum Alignment with Nationally Recognized Competency Models*. CBE Exchange. Presentation. (November 2020)

McCart, A., *Developing Strategies that Align Industry Standards with CBE Programs to Drive Enrollment Growth*. CBE Exchange. Presentation. (November 2020).

Berkowitz, Brett, McCart, A., *Scaling Your Student Systems for Success in CBE*. CBE Exchange, Palm Springs, CA. Presentation. (October 2019).

Berkowitz, B., Dorsey, C., McCart, A., Pirkel, K., Zaker, S. Panel: *The Many Flavors of Competency-Based Learning*. CBE Exchange Conference, Palm Springs, CA. Presentation. (October 2019).

McCart, A.L., Turner, M. J., Webster, R. D, Nandigjav, M. Dialogue on Diversity Conference: *Am I the youngest person in the room again? Young faculty perspectives in higher education*. Bellarmine University. Presentation (April 2017).

McCart, A. L. (2017). *How to Develop, Implement, and Use an Ethical Framework in Technology Leadership: A Case Study on Teaching Ethical Leadership to Engineering Technologists*. Indianapolis, IN: Indiana University's Leadership Engagement and Discovery Conference. Presentation. (April 2017).

McCart, A. (2016). Humana, Inc. Clinical Business Solutions Team. Training to discuss Humana's upcoming merger and acquisition. Helping them make the most of the merger and to set goals for their professional and personal life.

### **External Grants and Contracts Awarded**

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Co-PI, Funded project, \$170,000; Healthcare Institute of Managerial Excellence. The CEOc (Louisville Healthcare CEO Council)'s Center for Healthcare Workforce Innovation project to provide education and training through co-designing a healthcare-specific management and supervisor training program known as the Healthcare Institute of Managerial Excellence. Dates: August 2023 – January 2025. Cohort II & III.

Co-PI: Healthcare Institute of Managerial Excellence. The CEOc (Louisville Healthcare CEO Council)'s Center for Healthcare Workforce Innovation project to provide an education and training program known as the Healthcare Institute of Managerial Excellence. \$91,500. Dates: October 2022- August 2023.

Integrative, Multi-Disciplinary, Entrepreneurial Capstone Experiences, Role: Co-PI. This grant supported the transformation of a traditional engineering capstone course into a multidisciplinary, entrepreneurial capstone experience using the Lean LaunchPad methodology. Sponsoring Organization: Venture Well. Total Award: \$35,750. Date: May 2015 - August 2016.

New Albany Commercialization, Role: Co-PI This grant supported transforming a traditional engineering capstone course into a multidisciplinary, entrepreneurial capstone experience using the Lean LaunchPad methodology. Total Award: \$12,500. Date: May 1, 2015 - August 15, 2015.

Exploratory SAIL Grant, Study Abroad Trips., Role: PI. A grant is a travel grant to be used to explore possible programs to be offered in a future term. Total Award: \$4,000. Date: January 2018 – May 2018

Funded project: Modern Apprenticeship Pathways to Success. Map out a four-course sequence that satisfies the SHRM HR Registered Apprenticeship Program (RAP)—provided subject matter expertise in mapping out logistics for HR Apprentices to enroll in course sequence for HR RAP.

### **Service to the Profession and Community Engagement Activities**

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**American College of Healthcare Executives, Kentucky Chapter:** President-Elect, Board of Directors. Education committee co-chair and member. Advancement Committee Co-chair and member. The mission of the Kentucky ACHE Chapter is to be Kentucky's most prominent membership society for healthcare executives; to meet its members' professional and networking needs, to provide ACHE Category Education within the Commonwealth of Kentucky; to promote high ethical conduct and to advance healthcare leadership and management excellence in Kentucky.

**CAHME | Commission on Accreditation of Healthcare Management Education.** Site Visit Observer. Apprentice. Commission on Accreditation of Healthcare Management Education (CAHME) serves the public by advancing the quality of healthcare management education globally. CAHME is an interdisciplinary group of educational, professional, clinical, and other health sector organizations devoted to quality improvement of education for healthcare management and administration professionals.

**Association of University Programs in Health Administration (AUPHA).** Finance Committee Member, Annual Conference Planning Committee. The Association of University Programs in Health Administration (AUPHA) is a global

network of colleges, universities, faculty, individuals and organizations dedicated to the improvement of health and healthcare delivery through excellence in healthcare management and policy education.

**Kentuckiana Health Collaborative, Member.** The Kentuckiana Health Collaborative is a non-profit coalition of businesses and healthcare stakeholders working to solve the complex health problems that face our local community to improve the health status and healthcare delivery in Greater Louisville and Kentucky. The KHC works to accomplish this mission through a variety of healthcare measurement and community health initiatives that leverage employer engagement, multi-stakeholder collaboration, and education to transform and optimize healthcare.

**The University of Louisville.** Advisory Board Member, Bachelor of Science in Healthcare Leadership program, University of Louisville. Working with a board of healthcare executives to advise and continue the ongoing success of the online Healthcare Leadership (HCL) program for the University of Louisville. The program is designed for individuals with substantial experience in the healthcare field who are missing the proper credentials for increased pay or promotions within their organization.

**One Southern Indiana.** Chair- Health and Wellness Coalition, June 2016-February 2020. Served as inaugural chair for the One Southern Indiana Chamber of Commerce Health and Wellness Coalition. Created a number of programmatic events for members of the One Southern Indiana Chamber.

**One Southern Indiana.** Committee Member, One Southern Indiana Chamber Advocacy Council, New Albany, Indiana. Evaluate and vote on the strategic direction of the Chamber of Commerce regarding Business, Industry, Community, and Education decisions that the 1,050-business member organization should support.

Examination of Workplace Wellness Factors, January 2017 – May 2017

Meeting with human resources employees and executives of 25 organizations to discuss their workplace wellness programs. The meetings lasted one to two hours and covered the Centers for Disease Control Health Scorecard.