

## LEO T. McAULEY BROWN

### Education:

- **PhD** Doctor of Philosophy in Education Management (*In progress*)  
Hampton University, Graduate College, Hampton, Virginia  
Dissertation Title: *Halting the Exodus in Academe: Exploring Retention of Academic Medicine Faculty*  
Dissertation Chair: Barbara D. Holmes, PhD  
(*ABD status, proposed Final Defense date is December 2015*)
- **MEd** Master of Education in Educational Leadership and Policy Analysis  
University of Missouri, College of Education, Columbia, Missouri  
Research Focus: *The Extent to Which a Pay-for-Performance Program Changes Faculty Job Satisfaction and Work Motivation*  
Advisors: Joe Donaldson, PhD and M. Carol Maher, PhD
- **BSMgt** Bachelor of Science in Management  
Troy University, Sorrell College of Business, Troy, Alabama
- 16 hours of additional graduate coursework in Organizational Leadership  
Brenau University, College of Business and Mass Communications, Gainesville, Georgia

### Professional Experience:

**March 2014 – Present**

**Emory Healthcare**

#### **Sr. Manager, Operations**

- Responsible for managing the day-to-day operations of the Emory Department of Gynecology and Obstetrics at Emory University Hospital Midtown.
- Manage a professional staff of 10FTE and maintain dotted line reporting for 20FTE.
- Implement staffing, recruiting, and retention strategies for all staff.
- Facilitate strategic implementation of performance goals for team members.
- Responsible for the administrative operational management of the Midtown clinical practice site to include the Emory Perinatal Center and the Emory Gynecology and Obstetrics multi-specialty practice.
- Manage resources in line with budget.
- Partner with Physician Site Leader and Division Directors to provide onsite management of all activities related to the Divisions of General Obstetrics/Gynecology, Maternal Fetal Medicine, Family Planning and Gynecologic Oncology at the Midtown practice.
- Collaborate with physicians at the Midtown clinical practice site to development and implement a new business development outreach plan to grow patient volume.
- Directly supervise all non-clinical staff and work collaboratively with the clinical practice leader to provide onsite support of the clinical staff.
- Monitor all organizational key metrics in the areas of Patient Access, Service and Referral Management, Clinical Quality and Revenue Cycle and implement solutions to improve performance.
- Partner with physician leaders to proactively manage and monitor of all provider schedules at the Midtown practice to include establishing new provider schedules and modifying existing provider schedules to enhance access of key patient types.
- Design master provider schedules and templates that optimize provider efficiency, office flow and practice growth.

- Monitor appointment slot utilization, next available appointment types by provider and proactively identify improvements to schedule to improve access.
- Partner with physician leaders and members of the management team to coordinate the application to the American Congress of Obstetricians and Gynecologists for Safety Certification in Office Practice Excellence (SCOPE) and achieve certification for the Midtown practice site.

***June 2012 – February 2014***

***Sr. Director, Human Resources and Administration  
Director, Human Resources***

***University of Louisville Physicians***

***June 2013 – February 2014***

***June 2012 – June 2013***

- Reported to the Chair of the Department of Obstetrics, Gynecology and Women's Health; serve as HR leader for the department with 45 Faculty/Physicians, 79 Adjunct Faculty, 90 Healthcare Staff, and 20 University Staff).
- Managed a professional staff of 7 FTE.
- **Administrative Duties and Accomplishments**
  - Served as the principal administrative leader in the department.
  - Served as strategic advisor to the Chairman and provide counsel and advice in the development, integration, and implementation of the department's strategic goals and initiatives.
  - Served as project manager for the Chairman, collaborating with the Chairman, School of Medicine, University Medical Center, and University of Louisville Physicians, to develop the project objectives and manages the project to completion.
  - Managed the administrative overhead budget for the department. With specific emphasis on providing direction and oversight in the development and monitoring of the budget with the goal of reducing expenses.
  - Handled all human resources related issues for all faculty and staff.
  - Designed and implemented a new competency based performance evaluation tool for staff.
  - Redesigned and streamlined the faculty annual performance evaluation process.
  - Designed and implemented the staff new hire process and job-aid checklist for managers.
  - Initiated and created new job titles to allow best use of economies of scale, optimize department efficiency, and prevent future layoffs.
  - Realigned faculty salaries based upon AAMC benchmarks.
  - Met with each faculty member to review guidelines for promotion and tenure and created a plan for promotion for each faculty member.
  - Recommended to the Chairman, appropriate faculty rank for new faculty based upon candidate's success in research, teaching, and service.
  - Successfully managed two 401K dissolutions as the result of a company merger.
  - Identified and facilitated two major Reductions-in-Force (RIF) within 2 weeks of employment due to department merger with the University of Louisville Physicians (faculty practice plan).
  - Reorganized the department organizational structure to eliminate duplication of efforts, streamline workflow and better serve the students and faculty.
  - Created the department policy on volunteers and observers to minimize liability for the department.
  - Collaborated with the Dean's office on the School of Medicine's new faculty professionalism policy.
  - Created and implemented the departmental Gratis Faculty Approval Process.

- Created and implemented the departmental Faculty Developmental Fund Policy
- Collaborated with the Dean's office on the Gratis Faculty Application and Approval Process.
- **Compliance Duties and Accomplishments**
  - Generated proforma financial information for the negotiations of the Joint Operating Agreement with the University of Louisville Medical Center and KentuckyOne Health that resulted in a \$17million benefit to the Department.
  - Maintained oversight of medical staff appointment, renewal and risk management.
  - Served as first contact on all patient complaints to bring complaints to swift resolution.
  - Partnered with division directors regarding physician clinical schedules to maximize revenue opportunities.
  - Restructured embryologist clinical schedule to avoid issues with lack of coverage.
  - Recruited and hired a second embryologist to ensure overlap of coverage.
  - Partnered with Director of Women's Service to facilitate closure and consolidation of a patient clinic to result in a savings of \$500,000 annually for the department.
  - Addressed and resolved an infertility patient issue to avoid malpractice litigation.
  - Partner with third-party billing companies to resolve outstanding patient revenue and collection issues.
  - Collaborated with Clinic Manager to ensure adequate coverage of Resident Clinic, and bring discrepancies to resolution.
  - Met weekly with Finance Team to review department finances, clinical revenues, and progress toward financial goals.

**May 2011 – June 2012**

***Chief Human Capital Officer***

***Executive Director, Human Capital***

**Kansas City Public Schools**

***December 2011 – June 2012***

***May 2011 – December 2011***

- Served as the Chief Human Capital Officer, provided leadership to the Department of Human Capital Management and Support Services (HR) for the District with a staff of 20 FTEs and a budget of approximately \$40million for 2500 district employees.
- Maintained oversight for pay-for-performance, staffing, performance management, benefits, employee relations, workers compensation, wellness and labor relations.
- Served as Project Director for the PIONEER (Pay Incentives based On Need for Excellent Education Reform) Project. A pay-for performance program for teachers and principals in the District. This is a \$13.6million Teacher Incentive Fund (TIF) grant funded by the US Department of Education.
- Designed and implemented the first ever faculty tenure review.
- Successfully submitted the Annual Progress Report for the Teacher Incentive Fund federal grant within, 2 months of employment.
- Instituted an employee handbook.
- Instituted district Wellness Initiative, including free flu shots, wellness committee, and incentives for healthy lifestyle changes.
- Built and maintained a collaborative relationship with the President of the Kansas City Federation of Teachers (AFT union local chapter).
- Successfully spearheaded the issuance of the SY2011-2012 contracts for classified staff by June 25, 2011. This was the earliest the contracts were delivered in at least 10 years—before the last day of work for certified staff.

- Served as lead facilitator of all situations regarding EEO, FMLA, Union Grievances, ADA until a Director of Employee and Labor Relations position was filled.
- Successfully recruited an Employee Relations Specialist and Risk Management Specialist for the District
- Created and implemented two new job descriptions: *Employee Services Generalist* and *Sr. Employee Services Generalist*.
- In collaboration with the Chief Financial Officer, reviewed the RFPs and selected the new broker to handle Worker's Compensation for the District.
- Led the effort to redesign the performance management instruments and processes for the following employee groups: teachers, building leaders (principals and vice principals), instructional coaches, guidance counselors, nurses, and classified staff.
- Led the effort to have the first-ever, District Annual Staffing Strategy Calendar.
- Led the effort to have the first-ever, District HR Calendar.
- Planned and executed the first district New Employee Reception.
- Successfully negotiated free flu shots for all employees.
- Developed in collaboration with the Department of Curriculum and Instruction the first approach for tenure and retention decisions in the District, to be effective March 2012.
- Partnered with Kansas City Civic Council (community business leaders) on the HR Task Force with the District.
- Completed Board Policy Monitoring and Reporting for all applicable HR policies using Policy Governance.

***November 2005 – May 2011***

***Emory University***

***Assistant Director, Human Resources and Administration***

***January 2011 – May 2011***

***Interim Asst. Director, Human Resources***

***September 2010 – December 2010***

- Reported to the Associate Dean of Administration, served as staff human resources leader for the Emory University School of Medicine.
- Served as strategic partner to the University HR Leadership Council as official representative of the School of Medicine on all HR matters.
- Provided guidance and policy interpretation to 26 departments, 10 centers and 5 units within the School of Medicine.
- Advised administrators and human resources representatives throughout the School of Medicine on human resources related issues pertaining to staff in the School's academic departments.
- Collaborated with the Executive Associate Dean and Chief Financial Officer for the Fiscal Year Salary Planning and Compensation.
- Successfully facilitated a major reorganization with the Office of Information Technology within the first month of employment.
- Resolved all employee relations issues.
- Approved all employment visas for the School of Medicine (faculty and staff).

***Senior Human Resources Associate***

***December 2007 – December 2010***

- Served as the department leader of all human resources functions including, hiring and on boarding, employee development, payroll and timekeeping, employee relations, compensation, training and development for all Emory University and Emory Healthcare employees (46 Faculty/Physicians, 44 University Staff and 59 Healthcare Staff).
- Provided leadership as a member of the following committees: Steering Committee, Department Management Team, Faculty Committee on Appointments and Promotions,

Volunteer Faculty Appointment Committee, Dean's Task Force on Community and Diversity.

- **Administrative Duties and Accomplishments**
  - Performed all sourcing, screening and actively participated in all faculty recruitment and interviews.
  - Advised the Chairman on salary proposals for new faculty while maintaining internal equity.
  - Revised and implemented the Resident Vacation and Leave Policy, Request Form and Tracking tool.
  - Revised and implemented the Faculty Time Away from Work Policy, Request Form and Tracking tool.
  - Collaborated with the Residency Program Director to redesign the annual residency program interviews to include proper behavioral interviewing techniques.
  - Streamlined, documented and initiated new physician and mid-level credentialing processes.
  - Created, implemented and facilitated New Faculty Orientation and the associated on-boarding process.
  - Developed and implemented faculty and staff policy regarding employee records and retention.
  - Created and implemented the Staff and Faculty Out-of-Office Notification Policies.
  - Designed applications for the Volunteer Clinical Faculty appointment and reappointment and instituted the appointment review process.
  - Designed, implemented and facilitated 360° Feedback for all employee mid-cycle and annual performance reviews.
  - Provided training to all managers on proper employee relations counseling procedures.
  - Provided full-cycle employment visa processing (initiations and renewals).
- **Compliance Duties and Accomplishments**
  - Re-initiated the Advance Practice Nurse Agreement protocols between doctors and mid-level providers at Grady Memorial Hospital and The Emory Clinic.
  - Ensured Joint Commission compliance regarding all employee files.
  - Recruited and hired two nurse practitioners.
  - Generated physician financial proforma information for approval by Administrator in preparation for all new physicians.
  - Interviewed and hired all clinical staff members (nurses, medical assistants, patient service representatives, and managers).
  - Identified and quickly resolved a major sexual harassment complaint within the Division of Reproductive Endocrinology and Infertility.
  - Partnered with Administrator of Clinical Operations, and Clinical Manager, to address and resolve all employee performance issues.

***Training Consultant and Program Manager***

***November 2005 – December 2007***

- Provided 360° Feedback coaching to University leaders.
- Developed Leadership Competencies for University constituents using the Lominger Instrument.
- Collaborated with the Center for Teaching and Curriculum in developing a Faculty Development Series for junior faculty members.

- Developed the Program Administrative Assistant Learning and Development Certificated that is used for succession planning at Emory College of Arts and Sciences
- Successfully completed an Organizational Development and Training initiative with the entire School of Nursing (approximately 75 employees both faculty and staff).
- Managed the entire Mentor Emory Program with 5 project team members.
- Successfully managed year program budget (never over budget).
- Increased program participation by 54% from 2006-2007.
- Developed and created the entire programmatic layout of the project so that it was aligned with the University leadership development initiative.
- Updated program website.
- Recruited mentors and mentees to serve as participants in the program.

**April 2000 – November 2005**

**Georgia-Pacific Corporation**

***Human Resources Generalist***

***2004 – 2005***

***Organizational Management Specialist/HR Web Support Specialist***

***2003 – 2004***

***Personnel Specialist***

***2002 – 2003***

***Human Resources Data Processor***

***2000 – 2002***

- Spearheaded effort to implement the Employee Self-Service and Management Self-Service on-line applications, which led to a \$6 million cost-saving for the company.
- Advised managers on HR policies and procedures.
- Promoted consistently each year to positions of increasing responsibility.
- Recognized for consistently building productive team activities and workshops for various teams undergoing reorganization, re-engineering, and/or internal conflicts.
- Developed and facilitated cross-training knowledge sharing effort that improved productivity by 66%
- Provided leadership during the annual incentive compensation planning and processing.
- At the recommendation of Human Resource Managers, developed and administered programs that enabled manager's subordinates to overcome obstacles preventing quality production and performance.
- Performed training evaluations for classes based on Kirkpatrick's Model of Evaluating Training Programs.
- Developed training materials and performed delivery for the payroll Conversion Workshops during divestitures and acquisitions.
- Processed payroll and organizational changes in SAP and managed divisional Benefits Open Enrollment.
- Maintained company organizational structures.
- Processed benefits changes consisted with FMLA and COBRA policies.

**Honors and Awards**

- 2014 Nominee, K. Patricia Cross Award – *Assoc. of American Colleges & Universities*
- 2013 2013 HR Game Changer Award – *Workforce Magazine*
- 2002 Corporate HR Group of the Year – *Georgia Pacific Corporation*
- 1999 DMR Scholarship

**International Presentations:**

- 2015: Clute Institute International Conference on Education – *Critical Challenges Facing African American Men in Pursuit of the Doctoral Degree: What Institutions Must Do*, San Juan, Puerto Rico
- 2014: Conference on Higher Education Pedagogy - *Breaking the Code: Encouraging Perspective Sharing Among Black Male Doctoral Students*, Virginia Polytechnic Institute and State University, Blacksburg, VA

**National Presentations:**

- 2014: Association of Blacks in Higher Education Annual Conference – *Breaking the Code: Encouraging Perspective Sharing Among Black Male Doctoral Students*, Atlanta, GA
- 2012: *Revisiting Teacher Evaluation* – Carnegie Foundation for the Advancement of Teaching, Washington, DC
- 2012: *Building Human Capital Systems* – Carnegie Foundation for the Advancement of Teaching, Stanford University, Palo Alto, CA
- 2011: *Transforming a Dysfunctional HR Department* – American Association of School Personnel Administrators, Reno, NV

**Local Presentations (Selected List):**

- 2011: *Managing Change* – Beulah Heights University, Atlanta, GA
- 2010: *Joining Forces, Building a Successful Team* – Center for Working Families, Atlanta, GA
- 2009: *Behavioral Interviewing for Graduating Residents* – Ob/Gyn Resident Didactics Series – Emory University, Atlanta, GA
- 2009: *Joining Forces, Building a Successful Team* – Spelman College – 100 Emerging Leaders, Atlanta, GA
- 2009: *Change Management Strategies for Success* – Spelman College, Atlanta, GA
- 2007: *Sustaining a Mentoring Program* – Emory Healthcare Annual Nursing Leadership Program, Atlanta, GA
- 2006: *How to Develop and Deliver a Mentoring Program* – Emory Healthcare Annual Nursing Leadership Program, Atlanta, GA
- 2006: *Summer Leadership Retreat* – Associated Colleges of the South, Atlanta, GA
- 2006: *Good CARBS: Communication and Relationship Building Skills* – Chick-Fil-A, Decatur, GA
- 2004: *Good CARBS: Communication and Relationship Building Skills* – Spelman College, Atlanta, GA
- 2002: *Developing and Implementing Employee Self-Service and Manager Self-Service Web Applications Using SAP* – Consortium of Shared Service Business Executives Annual Meeting – Atlanta, GA

**Professional Service and Memberships:**

- 2013 – Present: Member, Association of Blacks in Higher Education
- 2013 – 2014: Member, Technical Working Group on STEM, U.S. Dept. of Education
- 2012 – Present: Grant Reviewer, United States Department of Education
- 2012 – 2013: Member, The Council of the Great City Schools

**Professional Service and Memberships (continued):**

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- 2011 – 2013: Member, American Assoc. of School Personnel Administrators
- 2011 – Present: Member, Society of Human Resources Management (SHRM)
- 2011: Immediate Past President, Jewell Jackson McCabe Emerging Leaders Institute
- 2010 – 2011: Board of Directors, Jewell Jackson McCabe Emerging Leaders Institute
- 2007 – 2011: Member, Assoc. of American Medical Colleges (AAMC), HR Committee
- 2005 – 2008: Board Member, Butler Street YMCA/JD Winston Branch
- 2005 – 2007: Member, American Society of Training and Development (ASTD)

**Certifications:**

- Lominger - 360° Feedback and Leadership Architect
- DDI – Targeted Selection
- Achieve Global Facilitator
- DiSC Behavior Assessment

**Computer Software Proficiency:**

SAP, PeopleSoft, ADP, Banner, Kronos, Cognos Data Warehouse, Seagate Crystal Reports, Microsoft Office Suite