

# Curriculum Vitae (CV)

## HALBERT BROWN, JR., MBA, DBA(c)

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### **BUSINESS MANAGEMENT & STRATEGIC HUMAN RESOURCES PLANNER**

#### **Career Profile: (2004 – Present)**

Experienced professional with executive business management experience, annual budgets, strategic planning, grant writing, executive coaching experience, and 18 years leadership in business and health care administration programs. This professional is responsible for contract/vendor management, bi-weekly payroll, and program management with business-to-business and business-to-consumer. Responsible for Human Resources (HR) analysis and planning, information gathering, creating job descriptions, recruitment, and securing administrative and operations department personnel. An expert in HR management including negotiation of employee compensation, directing organizational staffing and managing labor relations.

### **PROJECT/PROGRAM MANAGER, NONPROFIT ORGANIZATIONS**

#### **Career Profile: (2007 – Present)**

Proactive executive leader in his community. Executive Director, Heartland National Tuberculosis Center (HNTC), University of Texas at Tyler Health Science Center (UTHSCT). Project Manager, University of Texas at San Antonio (UTSA), Institute of Economic Development. Executive Director, Universal Nursing Services of Texas (UNST). Past President of SCORE, Counselors to America's Small Business, awarded Minority Advocate of the Year by Small Business Development Center (MED-Week, 2013). Awarded Small Business Week SCORE Counselor of the Year (2017). Elected as Division Director, District 55 for Toastmasters International. Voted in as President and charter member of Rising Toastmasters Club, an organization that aims to improve public speaking and leadership for its members. Past Co-Chairman, National Black HIV/AIDS Awareness Day in San Antonio; participated in grant initiatives, led four-day HIV/AIDS education and awareness festivities for five years. Awarded the Volunteer of the Year (2009) and Community Leadership Award (2012) for successful fundraising efforts.

### **UNIVERSITY ADJUNCT ASSOCIATE PROFESSOR**

#### **Career Profile: (2012 – Present)**

Adjunct Faculty in School of Business. Skilled in teaching Business Management, Marketing, Organizational Leadership, Organizational Behavior, Business Ethics, Social Responsibility, and Business Communication at three local campuses, Texas A&M University-San Antonio, University of Phoenix, and Webster University. Teaches Health Care Management courses: Financial Management, Managed Care/Insurance in Health Care Organizations, and Healthcare Ethics. Articulate in communicating complex ideas to students including teaching business startup, healthcare economics and legal issues in healthcare. Professional education activities include publishing numerous financial education articles in periodicals. Selected by Relias Learning, LLC as the subject matter expert (SME) for the Home and Community Support Services Agency (HCSSA) in the state of Texas for Home Health and Hospice programs. Responsible for course creation, review and revision for healthcare employee background checks and regulations governing Rights of the Elderly in the state of Texas.

**EDUCATION**

**Doctor of Business Administration (Health Care Management) - ABD** 2015 - Present  
Walden University (College of Management and Technology) Online Campus

- Applicant is in ABD status working with Doctoral Committee. Successfully completed all doctoral course work in the Health Care Management Program. Proposal approved through Doctoral Committee (DDBA/9000). Target timeframe for Doctoral Study Completion/Graduation: JAN/FEB 2025

**Master of Business Administration (Aviation)** 2003  
Embry-Riddle Aeronautical University 3.73 GPA Daytona Beach, FL

- Selected Who's Who Among Students in American Universities and Colleges (2003).

**MBA Program, Certificate in Leadership and Management in Health Care/Health Services Program**  
Park University 4.00 GPA 2003  
Corpus Christi, TX

**Bachelor of Science in Liberal Arts** 1997  
University of New York (Regents) 3.56 GPA Albany, NY

**Bachelor of Science in Professional Aeronautics** 1997  
Embry-Riddle Aeronautical University 3.56 GPA Daytona Beach, FL

**PROFESSIONAL / EDUCATION / MARKETING EXPERIENCE**

**Executive Director** 40 hours weekly 04/2021 – Present  
Heartland National Tuberculosis (TB) Center (HNTC) San Antonio, TX  
*University of Texas Health Science Center at Tyler*

- The Executive Director plans, directs and manages HNTC operations. Immediately makes improvements in efficiency for all three organization departments. Supervises 11 directors, nurse consultants, trainers, and program specialists to accomplish Tuberculosis (TB) consultation and product development for regional and state distribution.
- Develops and implements strategic plans that meet HNTC goals and objectives created in partnership with multiple agencies; provides complex executive work; leads the day-to-day direction, guidance, coordination, administration, operations, planning and marketing functions including developing, monitoring, and sanctioning activities. Ensures organization cohesiveness. Writes Proposal for Notice of Funding Opportunity; submits grant applications.
- Searches for and writes grants, manages contracts and agreements, ensures renewals, technical reviews, scopes of work, budgets and reporting requirements. Successfully co-wrote 7 grants in two years.
- Cultivates partnerships with multiple national and international partners and city and federal agencies to ensure Center and University visibility and advancement. Works closely with Texas Center for Infectious Disease, City Chest, and Texas Biomed organizations to eliminate TB.
- Participates on various state, national and international workgroups representing HNTC and setting standards for the 4 TB Centers of Excellence and Texas Department of Health Services (DSHS) processes.
- Develops HNTC evaluation and performance plans to ensure continuous program quality improvement; oversees training and educational needs assessment and evaluation activities.

- Works with multiple public health agencies and universities to develop working relationships and supervise mini-fellowship and residency experiences.
- Responsible for developing programming including writing technical guidelines and workplace applications to institutional review boards. Implemented milestones and deadlines during product development, which reduced production time by 40%.
- Implements policies and procedures for the TB consulting firm; manages spending for equipment, supplies, travel, and consultant contracts to ensure each department maintains sound financial condition.
- Ensures compliance with applicable laws and regulations; consistent, fair and rational administration of policies and procedures, and timeliness in meeting deadlines.
- Develops positive relationships with key stakeholders, including domestic and international governmental agencies, academic institutions, etc.
- Responsible for the leadership, supervision and oversight for all aspects of the Center and ensures that policies/procedures set forth by the Regional Advisory Group (RAG) are followed, federal rules/regulations pertaining to the cooperative agreements and contracts are followed, performance measures met, and grant activities managed; identified needs, goals, and objectives of the Center are established and met. Exceeds monthly goals and matrices consistently.
- Conducts business with the highest standards of integrity and ethical conduct. Assures support of and compliance with Health Center's Fraud Policy. Zero discrepancies noted.
- Provides customers with a service that assures they are listened to, understood, cared for and treated fairly, intelligently, individually and respectfully. Analyzes partner needs and develops innovative solutions; plans, organizes, and represents HNTC at meetings and conferences.
- Manages multiple contracts and grants including national and international opportunities along the US/Mexico border, in the U.S. Pacific Islands regions, and projects in collaboration with the Division of Global Migration and Quarantine, and other national global partners.
- Successfully guides HNTC through grant, contract and budget audits. Studies and analyzes financial and programmatic operations; presents reports and/or possible solutions to anticipated problems. Manages a \$6.5 million dollar grant aimed at the elimination of TB in the U.S.
- Complies with Human Resource Policies, including time and attendance, non-discrimination and affirmative action. Ensures organizational mandatory training compliance.
- Ensures staff growth, retention and morale; communicates with staff to handle resolution of employee issues, concerns and conflicts; builds trust and transparency while facilitating collaboration in the workplace. Worked to obtain a full staff in the organization in 16 months.
- Proactively addresses internal and external challenges effectively while maintaining a success-oriented and professional demeanor.

**Project Manager**

Institute of Economic Development/Minority Business Development Agency  
*University of Texas at San Antonio (COVID-19 Business Resilience Center)*

40 hours weekly

07/2020 – 04/2021

San Antonio, TX

- Project management expert with extensive experience in Government Contracting. Built the new business center, implemented policies & procedures, and managed COVID-19 Business Resilience Center. Assisted clients with information to acquire better access to seek contracts and various avenues for capital access in order to grow and become more resilient.



- Planned the Agency’s capital structure, managed investments and coordinated expansion plans with managing Partners. Presented aforementioned plans to the Board of Directors.
- Planned and managed the company’s financial plan, directs and distributes cash flow and runs the company payroll system. Orchestrated investments totaling \$110,000 for the planning, initial setup and successful launch of a new home health agency. Negotiated operational contracts for business-to-business and business-to-consumer activities.

**Executive Director/Administrator**

40 hours weekly

2007 - 2019

Universal Nursing Services, LLC

San Antonio, TX

- Senior Program Manager. Founding member, responsible to the Board of Directors for operating \$1.02 million home health business; estimated staffing for personnel/operational needs, purchased major items/supplies, and supervised LLC Contracts. Managed operations and a health care staff of 65 employees comprised of nurses, therapists, home health aides, and personal attendants/providers.
- Financial management and analyses resulted in growth in reimbursements by 50% over three years.
- Ensured 100% compliance with Texas regulatory services guidance, successfully Reviewed, revised and updated UNST Policy and Procedures Manuals.
- Supervised LLC operations and ensured all licensing concerns were met, and ensured employee, staff and financial goals and objectives of the strategic plan were accomplished.
- Supervised hiring of Clinical, Therapy, Social Services staff, created an excellent business office management team.

**Mentor/Counselor**

3 hours weekly

2010 – 2019

Service Corps of Retired Executives (SCORE) #164

San Antonio, TX

*Counselors to America’s Small Businesses*

- Conducted 3-5 face-to-face counseling sessions to clients per week on business start-up basics, business planning, marketing and franchising.
- Conducted email and online counseling to prospective entrepreneurs on business start-up basics, business planning, marketing and franchising.
- Ensured available resources were available to clients and volunteers for successful mentoring/counseling sessions.

**Chairman, Board of Directors**

5 hours monthly

2011 - 2012

People’s Choice of San Antonio Federal Credit Union

San Antonio, TX

- Interpreted financial ratios, analyzed financial statements and created annual budgets for a 45-year old credit union. Coordinated a successful merger with Air Force Federal Credit Union.
- Presided over membership meetings and meetings of the board of directors.
- Directed the affairs of the credit union in accordance with bylaws, rules, regulations and sound business practices. Accountable to membership funds totaling over \$2,000,000 dollars.
- Developed plans to raise equity from religious sources and private individuals. Restructured five-year strategic plan and marketing plan to improve financial operations adhering to tax compliance rules.
- Established special loan and collection programs, authorized the charge-off of uncollectible loans.

**President/Vice-Chairman/Facilitator (Instructor)**

12 hours monthly

2013 - 2015

Service Corps of Retired Executives (SCORE) #164

San Antonio, TX

*Counselors to America’s Small Businesses*

- Strategic Planning Director and Program Manager. Supervised 35 business mentors and managed programmatic activities in training, marketing, and growth in capacity for the San Antonio program. Implemented a three-year Strategic Plan for membership growth, increased volunteer engagement and fundraising efforts needed to expand client services and agency exposure in San Antonio.
- Presided over general membership meetings and meetings of the board executive committee.

- Competent public speaker; represented SCORE at multiple business conferences, seminars and workshops covering start-up, growth and operating small businesses.
- Ensured professionalism by the 35 volunteer mentors, conducted 3-5 face-to-face counseling sessions to clients per week on business start-up basics, business planning, marketing and franchising.
- Facilitated monthly three-hour workshops to 10-40 clients interested in starting businesses. Topics included Start-up Basics, Making a Business Plan, Business Law Basics and Marketing for Success.
- Conducted email and online counseling to prospective entrepreneurs on business start-up basics, business planning, marketing and franchising.
- Savvy with startups and growth-oriented companies in markets throughout Texas. Protected confidentiality of business information entrusted to the Chapter by clients.

**Subject Matter Expert (SME) - Texas**

8-10 hours monthly

2014 - 2019

Relias Learning, LLC

San Antonio, TX

- Authored a 51,000-word document containing certification process for DADS-HC SSA regulatory policies and procedures and online courses for home health and hospice Administrators.
- Authored multiple education programs and tests relevant for administrator requirements and Texas regulatory guidance. Responsible for course program management for Relias Learning, LLC.
- Monitored evolving regulations and interprets regulatory requirements for certification and compliance for Home Health and Hospice Administrators, Background Checks and Rights of the Elderly courses.
- Gained necessary experience within the healthcare industry, relative to Medicare, Medicaid, Federal healthcare or State of Texas healthcare regulatory requirements.
- Created online assessments to test the knowledge of online courses for home health and hospice.

**Executive Business Coach/Consultant/Instructor**

8-10 hours weekly

2015 - 2019

Interise/Small Business Administration (SBA)

Austin/San Antonio, TX

- Contract Executive Strategic Planning Consultant/Instructor. Delivered the SBA Emerging Leaders Program to 20 business owners/CEOs annually in Austin and San Antonio. Program length encompasses seven months each.
- Provided SBA Emerging Leaders Participants with business coaching, strategic planning expertise, and curriculum-supported materials to entrepreneurs for completion of a three-year strategic growth plans.
- Delivered three-hour Emerging Leaders workshops for completion of the seven-month program:
  - Introduction to Goalsetting
  - Stages of Small Business Growth
  - Financial Analysis as a Business Tool
  - Targeting Your Ideal Customer Base
  - Sales Strategies, Resources and Systems
  - Access New Capital: Public & Private
  - Setting Initial Strategic Planning Goals
  - Financial Statement Analysis
  - Understanding How Others See Your Financials
  - Positioning the Business in Competitive Landscape
  - Human Resources & Management
  - Accessing New Markets: Business with Governments

**Adjunct Professor**

10 hours weekly

2017 - Present

Texas A&M University-San Antonio

San Antonio, TX

College of Business

Department of Management & Marketing

- Set up and taught Financial Management in Health Care Organizations, Managed Care/Insurance in Health Care, Business Communication, Principles of Marketing, Global Management, and Business Ethics courses for College of Business undergraduate students. Technically competent. Used Blackboard Online Learning System to create work for the classroom.
- Created Syllabi and lesson plans for effective management, communication, business decision-making, marketing, financial management, and ethics for School of Business undergraduate students.
- Lectured and communicated effectively for students with diverse backgrounds to include various cultures, business professionals, healthcare professionals, military veterans, and civilians.

**Adjunct Associate Professor**

7 hours weekly

2015 - 2020

Webster University (College of Management and Business)

San Antonio, TX

- Organized and taught Business Management, Entrepreneurial Process, and Strategic Marketing graduate courses for Master of Business Administration students. Used Online Learning System to create work for the classroom.
- Created Syllabi and lesson plans for effective management, communication, business decision-making, and Marketing for graduate Business Administration students.
- Challenged and motivated students by facilitating in-depth discussions and classroom activities.
- Lectured and communicated effectively for students with diverse backgrounds to include various cultures, business professionals, healthcare professionals, military veterans, and civilians.
- Recruited and hired to teach the courses for the George Herbert Walker School of Business and Technology to instruct the following graduate courses:
  - Business Management (BUSN/5000)                      Entrepreneurial Process (ENTR/5000)
  - Marketing Management (MRKT/5000)                      Managing Human Resources (HRMG 5000)

**Associate Professor**

8-10 hours weekly

2012 - 2020

University of Phoenix (College of Business)

San Antonio, TX

- Successfully completed University of Phoenix College Facilitation Certification Workshop SEPT – OCT 2012. Hired as an Associate Professor in Healthcare and Business Management Departments.
- Organized and prepared course materials for various courses. Consistently demonstrates fairness in class preparation and grading of course work; and provides timely feedback to students.
- Conducted class using multiple technological options for local campus students; and used course-related software, including Websites, e-mail, and online discussions to prepare students for courses.
- Set up classes and providing clear course expectations for prospective students; publishes course syllabus, objectives and expected dates of classes.
- Successfully instructed undergraduate courses in Strategic Business Management content area:
  - Business Communication and Critical Thinking (BCOM/275)
  - Business Communications (COM/295)
  - Organizational Behavior for Managers (MGT/312)
  - Critical Thinking and Decision-Making in Business (PHL/320)
  - Innovative and Creative Business Thinking (MGT/411)
  - Global Business Strategies (MGT/448)
  - Strategic Management (MGT/498)
  - Integrated Business Topics (BUS/475 - Capstone)
- Successfully instructed courses in the following Healthcare Management Content areas:
  - Healthcare Economics
  - Healthcare Finance
  - Healthcare Organizations
  - Healthcare Human Resource
  - Organizational Behavior
  - Healthcare Marketing
  - Healthcare Delivery
  - Healthcare Ethics and Law
  - Healthcare Evaluation and Quality
  - Healthcare Leadership and Management
  - Healthcare Policy
  - Professional Development
  - Healthcare Public Health
  - Healthcare Research
- Successfully instructed the following Healthcare Management courses annually:
  - Health Care Management (HCS/325)
  - Health Care Ethics and Social Responsibility (HCS/335)
  - Human Resources in Health Care (HCS/341)
  - Managing Change in the Workplace (HCS/426)
  - Legal Issues in Health Care: Regulation and Compliance (HCS/430)

- Healthcare Economics: The Financing of Health Care (HCS/440)
- Health Administration Capstone (HCS/449)
- Healthcare Policy: The Past and the Future (HCS/455)
- Leadership and Performance Development (HCS/475)
  
- Selected as Instructor in the following Graduate Master of Business Administration Courses:
  - Introduction to Business Administration (MGT/521 – Management)
  - Organizational Leadership (LDR/531)
  - Strategic Planning and Implementation (STR/581)

**Director of Marketing**

JAN 2005 - 2010

Universal Nursing Services of Texas

San Antonio, TX

- Executive responsible in the strategic planning, marketing research, feasibility study, brand development, for a start-up home health company. Authored an aggressive marketing plan and five-year strategic plan.
- Directed health care marketing strategy for new business lines in Nursing, Therapy, Social Services and long-term care services.
- Talented, developed consistent brand messaging throughout Bexar County metropolitan district and customer segments.
- Launched an aggressive marketing campaign to penetrate a saturated market. Responsible for an average of 50% growth in sales during the first three years of operation in start-up. Recruited, hired and trained the company marketing team.
- Created brand labels, logos, marketing portfolio and supervised the business development professionals.
- Grew business from one account to generating over \$1 million dollars per year.

**Director, Operations and Marketing**

AUG 2004 - 2005

A&B Home Health Care, INC.

New Braunfels, TX

- Planned, organized and authored A&B Home Health Care, INC. Business Plan, Partnership Agreement, Marketing Plan and Operational Plan for start-up home health care facility. Ensured adherence to Plan of Actions and Milestones.
- Completed feasibility study within 50 miles surrounding New Braunfels to gather supporting documentation to open a new health care business in the local area.
- Successfully launched the Marketing campaign with San Antonio/New Braunfels Economic Development Center/Small Business Development Center for successful opening of new business.

**Air Traffic Control Manager**

40 hours weekly

MAR 1993 – MAY 2003

United States Navy

Kingsville/Corpus Christi, TX

- Ranked as the number one Command Chief Petty Officer over his 35 peers. Responsible to the Commanding Officer for fiscal and programmatic management. Enjoyed a 100% accident-free safety record year after year! Provided oversight and coordination with airwing flight commanders and FAA Liaison concerning the development, administration, or enforcement of FAA regulations and standards concerning military and civilian aviation safety. Successfully led the 65-person Air Traffic Control Division through three Type Commander inspections.
- Provided oversight of operational agreements with other air traffic facilities, developed procedures for handling military air operations, and training and standardization operating procedures in the assigned area of specialization. Supervised 145 air traffic controllers at three military airports.
- Conducted air traffic control planning, research and development to ensure flight safety within the National Airspace System (NAS), reported errors and substandard performance to Commanding Officers, Type Commanders, and FAA Liaison within areas of responsibility.





- Senior Command Financial Specialist (three years)
- Career Counselor (five years)

**COMMUNITY INVOLVEMENT/AFFILIATIONS**

<b>Member, Texas Public Health Association</b>	2023 – Present San Antonio, TX
<b>Member, NTCA</b> National Tuberculosis Controllers Association	2021 – Present Smyrna, GA
<b>Member, Stop TB USA</b> Stop TB USA Coordinating Board	2021 – Present Washington, DC
<b>President, Board of Directors</b> Olympia Oaks Homeowners Association	2007 - 2019 Universal City, TX
<b>Chairman, Home Health</b> Alamo Area Home Care Council Board of Directors	2007 - 2012 San Antonio, TX
<b>Chairman, Medical/HealthCare Affinity Group</b> Alamo Black Chamber of Commerce Board of Directors	2007 - 2010 San Antonio, TX
<b>2009 Volunteer of the Year</b> Black Effort Against the Threat of AIDS (BEAT-AIDS)	2009 San Antonio, TX
<b>Co-Chair, NBHAAD Organization Committee</b> National Black HIV/Aids Awareness Day (NBHAAD)	2008 - 2013 San Antonio, TX
<b>Chairman, NBHAAD 1<sup>ST</sup> Annual Golf Tournament</b> NBHAAD Golf Committee/Tournament Director	2008 San Antonio, TX
<b>Chairman, NBHAAD 2<sup>ND</sup> Annual Golf Tournament</b> NBHAAD Golf Committee/Tournament Director	2009 San Antonio, TX
<b>Chairman, Alamo City Black Chamber Golf Tournament</b> ACBCC Golf Committee/Tournament Director	2009/2010 San Antonio, TX
<b>Member, NLAAD Organization Committee</b> National Latino Aids Awareness Day (NLAAD)	2008/2009 San Antonio, TX
<b>Chairman, Home Health &amp; Health Fairs</b> Alamo Area Home Care Council Board of Directors	2007 - 2010 San Antonio, TX
<b>Member, Advisory Board</b> Everest Institute	2007- 2009 San Antonio, TX
<b>Secretary, Board of Directors</b> Alamo City Black Chamber of Commerce	2007- 2010 San Antonio, TX

<b>Honorary Commander, 12<sup>th</sup> Flying Training Wing</b> Randolph Air Force Base	2007 - 2009 Randolph AFB, TX
<b>Volunteer, Marshall (Hole # 4)</b> Valero Texas Open, TPC San Antonio	2006 - 2016 San Antonio, TX
<b>Volunteer, Marshall (Hole #3)</b> AT & T Championship, Oak Hills Country Club	2007 - 2017 San Antonio, TX
<b>Co-Chair, NBHAAD Organization Committee</b> National Black HIV/Aids Awareness Day (NBHAAD)	2008 - 2013 San Antonio, TX
<b>Co-Founder &amp; President,</b> Diversified Power Investment Club (DPIC)	2009 - 2014 Universal City, TX
<b>Co-Editor, Newsletter Ministry</b> Greater Corinth Baptist Church	2009 - 2012 San Antonio, TX
<b>Co-Founder &amp; President,</b> Leo Saturn Capital Holdings A Real Estate Investment Holding Company	2009 - Present Universal City, TX
<b>Member, Board of Directors</b> People's Choice of San Antonio (PCSA) Federal Credit Union	2010 - 2011 San Antonio, TX
<b>Freelance Writer</b> SNAP News Periodical	2010- 2012 San Antonio, TX
<b>Vice-Chair, SCORE Counselors of America</b> Chapter #164	2010 - 2013 San Antonio, TX
<b>Chairman, Board of Directors</b> People's Choice of San Antonio (PCSA) Federal Credit Union	2011 - 2012 San Antonio, TX
<b>Secretary, Board of Trustees</b> Greater Corinth Baptist Church	2011 - 2012 San Antonio, TX
<b>Toastmasters International</b> Founding Member, Rising Toastmasters President, Rising Toastmasters	2012- Present 2012 2013- 2014 San Antonio, TX
<b>President, SCORE Counselors of America</b> Chapter #164	2013 - 2015 San Antonio, TX
<b>Minority Advocate of the Year</b> Minority Enterprise Development Week <i>Minority Business Development Agency</i>	2013 San Antonio, TX

<b>SCORE 1<sup>ST</sup> Annual Golf Tournament</b> SCORE Golf Committee/Tournament Director	2013 San Antonio, TX
<b>Co-founder/ Head of Church Operations</b> Kingdom Outreach Center (New Church)	2013- Present San Antonio, TX
<b>Member</b> Case Management Society of South Texas	2007 - 2008 San Antonio, TX
<b>Toastmasters International</b> Area Governor, H-30 <b>District 55</b>	2014 - 2015 San Antonio, TX
<b>Subject Matter Expert (SME) - Texas</b> Home Health and Hospice (HCSSA Programs) Relias Learning, LLC	2014 – Present  San Antonio, TX
<b>Toastmasters International</b> Division H Director <b>District 55</b>	2015 - 2016 San Antonio, TX
<b>Toastmasters International</b> Club Coach <b>District 55</b>	2015 - 2016 San Antonio, TX
<b>SCORE Counselor of the Year</b> 2017 Small Business Week San Antonio SCORE Chapter 164	2017 San Antonio, TX