

CURRICULUM VITAE**C. R. Macchi, Ph.D., M.Ed., LMFT, CFLE**

500 N. 3rd Street, Phoenix, Arizona 85004-2135

(602) 496-1355 | crmacchi@asu.edu<https://search.asu.edu/profile/2038488>**EDUCATION**

Doctor of Philosophy, Kansas State University, Manhattan, Kansas	2006
Major: Human Ecology, specializing in Marriage and Family Therapy	
Dissertation: <i>Systemic change processes: A framework for exploring weight loss and weight loss maintenance processes within the individual and family context</i>	
Major Professor: Candyce S. Russell, Ph.D.	
Master of Science, Friends University, Wichita, Kansas	1999
Major: Family Therapy	
Master of Arts, Northern Seminary, Lombard, Illinois	1992
Major: Education	
Bachelor of Arts, University of California, Santa Barbara, California	1989
Major: Sociology	

ACADEMIC APPOINTMENTS**Arizona State University, Integrated Behavioral Health Doctorate Program**

Phoenix, Arizona

Clinical Professor (FSC) 2025-present

Clinical Professor (FSC), Program Director, Chair of Internship Programs 2022-2024

Core integrated behavioral health faculty member developing and offering courses, advising students on culminating projects, and managing the doctoral internship program for students training to become doctoral-level behavioral health providers and healthcare managers in primary care settings.

Clinical Associate Professor (FSC), Associate Chair of Internship Programs 2016-2022

Clinical Assistant Professor (FSC), Assistant Chair of Internship Programs 2012-2016

Kansas State University, Family Therapy Master's and Doctorate Programs

Manhattan, Kansas

Research Assistant Professor, School of Family Studies and Human Services 2007-2012

Graduate Faculty Associate, KSU Graduate School 2010-2012

Research Assistant, School of Family Studies and Human Services 2006

Graduate Research Assistant, School of Family Studies and Human Services 2005

Administered contracts in collaboration with other agencies to provide training of Home-Based Family Therapy clinicians; supported clinicians' skill development by providing various services and programs: development and use of a resources and registration management website, core training conferences, online training modules, and videoconferences covering DSM diagnoses and ethics; and lead a research team composed of undergraduate and graduate students that conducted library research, analyzed therapist data, and evaluated outcomes of the trainings. Additional faculty responsibilities have included teaching undergraduate and graduate courses, providing clinical supervision to master's and doctoral MFT students, advising on thesis development, and serving on committees.

Project Manager and Graduate Research Assistant, Kansas State Research and Extension 2004-2006

USDA/CYFAR New Communities Project grant for *Teen Leadership for Physically Active Lifestyles*. Principal investigators: Johannes, E. & Fink, C., five-year (2004-2009) award of \$670,000

Developed systems supporting and training county agents and youth engaged in community development initiatives promoting physical activity; coordinated efforts and provided training through an action research approach with state, county, and local stakeholders focused on the intermediary role of county extension agents in Kansas extension offices (Ellsworth, Meade, Morris); and conducted quantitative and qualitative studies examining the work of community leaders.

Graduate Research Assistant, School of Family Studies and Human Services	2003-2004
<i>Illness representations of Multiple Sclerosis: Impact on self and family</i> , grant-funded pilot research project working as an assistant to Russell, C., White, M., and Parker-White, C. Conducted library research, developed an online and mail-in survey, and performed qualitative and statistical analyses of survey participant responses.	

Friends University, Family Therapy Master's Program

Lenexa, Kansas

Adjunct Professor, Family Therapy Program	2006-2010
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Adjunct Instructor, Family Therapy Program	2003-2006
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Taught and supervised graduate family therapy students. Courses covered clinical theories, therapist professional development, ethical clinical practice, and specialized therapy topics.

External Program Director, Graduate School	2005-2006
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Assisted the Graduate Division with an exploratory project focused on developing a new master's degree program in Family Life Education for online delivery.

Ph.D. Intern, Family Therapy Program	2005-2006
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Taught graduate courses and supervised master's students during their clinical internships.

ADDITIONAL ACADEMIC AFFILIATIONS & SERVICE

Suprastructure Project Director, College of Health Solutions, Arizona State University	2020-present
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Work with Academic Success Hub, other ASU colleges, the Provost's Office, and the Learning Futures Collaboratory to design a unified data management system that supports the CHS curricular alignment initiative

Curriculum Committee, College of Health Solutions, Arizona State University	2016-2025
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Work with a team of CHS leadership and faculty to review new and established curricular programs and courses

MyDBH Platform, Lead, Doctor of Behavioral Health Program, Arizona State University	2013-2025
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Work with DBH faculty, CHS IT team, and CHS Student Support team to develop, implement, and improve the student data management system that assists with student performance monitoring and supports efficient administration of degree program policies, processes, and procedures

Training Affinity Network, Lead, College of Health Solutions, Arizona State University	2020-2025
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Work with CHS Translational Teams, Affinity Networks, and Research Hub to propose, develop, and implement a training resources website that supports students, faculty, and staff involvement in translational science efforts within the college and grant-funded projects

Integrated Behavioral Health Program Search Committee, College of Health Solutions, Arizona State University	2021, 2023-2024
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Work with the committee to hire program clinical faculty

Peer Teaching Review Committee, College of Health Solutions, Arizona State University (Co-Lead – 2020-2021)	2019-2024
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Work with a team of faculty to develop, implement, and evaluate a faculty peer teaching review process that supports professional collaborations that support ongoing instructional improvements across the college

Xplor, Project Director, College of Health Solutions, Arizona State University	2019-2022
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Work with the ASU Learning Futures Collaboratory and outside contractors to design and develop an online workforce development platform that provides learners with personalized learning pathways and digital credentials

Open Skills Network (OSN) Pilot Group (Provost's Office, Learning Futures Collaboratory)	2021
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Work with a cross-university team focused on identifying Rich Skill Descriptors (RSDs) that support college curricular alignment projects and the development of university meta-competencies

Biomedical Informatics Search Committee, College of Health Solutions, Arizona State University	2020-2021
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Work with the committee to hire program faculty

ASU Innovation Collaboratory Summit - Digital Credentials Workgroup	2020
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Work with a multi-disciplinary team to develop standards and processes for implementing learner digital credentials

Dissemination & Implementation (D&I) Degree Program Planning, Co-Lead, College of Health Solutions, Arizona State University	2019-2020
Work with a team of faculty to assess existing D&I training programs and propose the establishment of a doctoral-level degree within the college	
Technology Infrastructure Subcommittee, Lead, College of Health Solutions, Arizona State University	2019
Work with the CHS IT team to develop a plan for building a technical infrastructure that supports the new CHS vision and mission	
Academic Program Lead (APL), Integrated Behavioral Health & Science of Healthcare Delivery, College of Health Solutions, Arizona State University	2018-2020
Represent the two programs during the formation of the CHS Academic Success Hub developing policies, processes, and procedures that support implementation of the new college vision and structure	
DBH Program Interim Director, College of Health Solutions, Arizona State University	2016, 2018
DBH representative to the CHS Deans, Directors, and Chairs (DDC) monthly meeting while the department director was on family leave, and addressed program administrative tasks and initiatives	

TEACHING AND SUPERVISION EXPERIENCE

Arizona State University

Clinical Associate Professor in the Doctor of Behavioral Health Program (Online Program)

- IBC 601 – *Models of Integrated Primary Care (revised course)*
- IBC 603 – *Brief Interventions in Primary Care (revised course)*
- IBC 613 – *Cognitive & Affective Bases of Health (revised course)*
- IBC 624 – *Integrated Behavioral Healthcare for Children and Adolescents (redesigned course)*
- IBC 634 – *Strategies and Techniques for Behavior Change in Primary Care (revised course)*
- IBC 640 – *Family and Couples in Primary Care (developed & revised course)*
- IBC 660 – *Healthcare Legal, Ethical, and Professional Issues (developed course)*
- IBC 684 – *Clinical Internship (revised course)*
- IBC 684 – *Management Internship (revised course)*
- IBC 728 – *Cultural Diversity, Health, and Illness (redesigned course)*
- IBC 793 – *Culminating Project (redesigned course)*

Kansas State University

Research Assistant Professor in the School of Family Studies and Human Services (

- FSHS 301 – *Helping Relationship*
- FSHS 506 – *Middle Childhood and Adolescence*
- FSHS 704 – *Introduction to Marriage and Family Therapy*
- FSHS 727 – *Clinical Approaches to Family Health and Illness (developed course)*
- FSHS 823 – *Personal Integration*
- FSHS 872 – *Principles of Marriage and Family Therapy II: Family*
- FSHS 885 – *MFT Clinical Practicum*
- FSHS 986 – *MFT Supervision Practicum*

Adjunct Instructor in the Marriage and Family Therapy master's program

- FSHS 864 – *Clinical Theory and Practice*

Graduate Teaching Assistant in the School of Family Studies and Human Services

- FSHS 300 – *Introduction to Marriage and Family Therapy (developed course)*
- FSHS 350 – *Family Relations and Gender Roles*
- FSHS 506 – *Middle Childhood and Adolescence (revised course)*
- FSHS 704 – *Introduction to Marriage and Family Therapy*

Friends University

Adjunct Professor, Clinical Supervisor of students in the Family Therapy master's program

- MSFT 602, 625, 655 – *Clinical Internship – Beginning, Intermediate, and Advanced*

Adjunct Instructor in the Family Therapy master's program

- MSFT 611 – *Cognitive-Behavioral Therapy*
- MSFT 612 – *Structural-Strategic Approaches to Therapy*
- MSFT 621 – *Violence in Couples and Families*

MSFT 625 – *Clinical Internship – Intermediate*
 Ph.D. Intern, Instructor in the Family Therapy master's program
 MSFT 503 – *Marriage and Family Therapy Foundations*
 MSFT 512 – *Clinical Foundations I*
 MSFT 581 – *Orientation to Ethical Practice*
 MSFT 611 – *Cognitive-Behavioral Approaches to Therapy (revised course)*
 MSFT 612 – *Structural-Strategic Approaches to Therapy (revised course)*
 MSFT 621 – *Violence in Couples and Families*
 Ph.D. Intern, Clinical Supervisor of students in the Family Therapy master's program
 MSFT 602 – *Clinical Internship – Beginning*
 MSFT 625 – *Clinical Internship – Intermediate*

PROFESSIONAL ASSOCIATIONS AND DESIGNATIONS

American Association of Family Practitioners (AFP), Member	2014-present
American Association for Marriage and Family Therapy (AAMFT)	
Clinical Fellow	2007-present
Approved Supervisor	2002-present
Member	1998-2007
Arizona Association for Marriage and Family Therapy (AzMFT)	
Member	2016-present
Board of Directors	2017-2019
Association of American Colleges & Universities (AAC&U), Associate Member	2018-present
American Psychological Association (APA), Member	2018-present
Collaborative Family Healthcare Association (CFHA), Member	2011-present
Chair of the Research and Evaluation Committee	2018
Voting Member of Research and Evaluation Committee	2015-present
<i>Families, Systems, & Health</i>	
Journal Editor	2024-2030
Kansas Association for Marriage and Family Therapy (KAMFT), Member	1998-2012
Board Member-at-Large	2007-2009
President	2010
Past-President	2011
National Council on Family Relations (NCFR), Member	2005-present
Certified Family Life Educator (CFLE)	2006-present
Society of Teachers of Family Medicine (STFM), Member	2014-present

PROFESSIONAL SKILLS & TRAINING

<i>Tackling Implicit Bias and Microaggressions (Part 2)</i> , Office of Equity and Inclusion, Arizona State University	2022
<i>Implicit Bias and Microaggression (Part 1)</i> , Office of Equity and Inclusion, Arizona State University	2021
<i>ASU Sync Training</i> , Arizona State University	2020
<i>Team Science Training</i> , Colorado Clinical & Translational Sciences Institute, Colorado State University	2020
<i>Effective College Instruction</i> , Association of College and University Educators (ACUE) and the American Council on Education (ACE)	2017-2018
<i>Quality Matters Training</i> , EdPlus, Arizona State University	2013
Qualitative data analysis using QSR NVivo and quantitative data analysis using SPSS and AMOS statistical software	
Conducting research using case study, action research, grounded theory, or survey research methods involving in-depth interviews, focus groups, and survey designs	
Website design and maintenance, including conceptual and functional features that support the development; delivery of online learning modules through gated user access and user interactions; and membership collaboration, resourcing, and support	

HONORS/AWARDS

Faculty Innovation Award, College of Health Solutions, Arizona State University	2017
Service to the Profession Award, Kansas Association for Marriage and Family Therapy	2012

Award for Best Graduate Paper, Women's Studies Program, Kansas State University	2006
Macchi, C. R. (2006). <i>The development of an intersectional framework for family therapy: Learning from feminist critiques of therapy</i> . Kansas State University, Manhattan, Kansas.	
Honor Society of Phi Kappa Phi, Member	2006
Bella M. Baldwin Scholarship, Kansas State University	2005
Psi Chi Honor Society, Member	1999

TRAINING RESEARCH INTERESTS

Area #1 – Improving training and workforce development efforts that support integrated healthcare

Focused on the development of targeted training programs that assess and provide learners with personalized learning pathways targeting knowledge and skills gaps. Exploring key factors associated with effective and efficient training programs designed to support learner development of team-based core competencies.

Area #2 – Support learner development of effective treatment strategies and skills to support patient medical management and health behavior change processes occurring within family systems

Focused on applying a family systems framework to conceptualize, plan, implement, and evaluate integrated treatment approaches that support sustainable patient and family health behavior change efforts.

MANUSCRIPTS

Published Peer-Reviewed Papers

- Macchi, C. R.**, & Kessler, R. (2025, in press). Where is integrated care on the continuum of change? *Fam Syst Health*, 43(4).
- Kessler, R., & **Macchi, C. R.** (2025). The Milbank newsletter suggests integrated behavioral health works and saves money and asks why are we not doing it? *Fam Syst Health*, 43(3), 413-415. <https://doi.org/10.1037/fsh0001029>
- Macchi, C. R.**, & Kessler, R. (2025). Anatomy of an article: Expanding and improving the integrated care literature. *Fam Syst Health*, 43(2). <https://doi.org/10.1037/fsh0001007>
- Kessler, R., & **Macchi, C. R.** (2025). Much has changed, but much is the same. *Fam Syst Health*, 43(1), 1-4. <https://doi.org/10.1037/fsh0000979>
- Faucette, R., Bertram Grant, S., Mendenhall, T., & **Macchi, C. R.** (2025). Advancing integrated health care through Family, Systems, and Health: A brief report. *Fam Syst Health*, 43(1), 22-26. <https://doi.org/10.1037/fsh0000983>
- Littenberg, B., Bonnell, L., Callas, P., Hitt, J., **Macchi, C. R.**, Martin, M., McEntee, M.L., Mullin, D.J., Rose, G.L., van Eeghen, C. (2025). Degree of behavioral health integration and patient outcomes. *Journal of the American Board of Family Practice*, 38, 834-845. <https://doi.org/10.3122/jabfm.2025.250052R1>
- Littenberg, B., Clifton, J., Crocker, A. M., Baldwin, L.-M., Bonnell, L. N., Breshears, R. E., Callas, P., Chakravarti, P., Clark/Keefe, K., Cohen, D. J., deGruy, F. V., Eidt-Pearson, L., Elder, W., Fox, C., Frisbie, S., Hekman, K., Hitt, J., Jewiss, J., Kaelber, D. C., . . . van Eeghen, C. (2023). A cluster randomized trial of primary care practice redesign to integrate behavioral health for those who need it most: Patients with multiple chronic conditions. *The Annals of Family Medicine*, 21(6), 483-495. <https://doi.org/10.1370/afm.3027>
- Cordes, C. C., Martin, M. P., **Macchi, C. R.**, Lindsey, A., Hamm, K., Kaplan, J., & Moreland, D. (2022). Expanding interprofessional teams: Training future health care professionals in screening, brief intervention, and referral to treatment (SBIRT). *Fam Syst Health*, 40(4), 559-565. <https://doi.org/10.1037/fsh0000755>
- Rose, G. L., Weldon, T. L., McEntee, M. L., Hitt, J. R., Kessler, R., Littenberg, B., **Macchi, C. R.**, Martin, M. P., Mullin, D. J., & van Eeghen, C. (2022). Practice integration profile revised: Improving item readability and completion. *Fam Syst Health*, 41(2), 201–206. <https://doi.org/10.1037/fsh0000723>
- Littenberg, B., Clifton, J., Crocker, A., van Eeghen, C., Baldwin, L., Bonnell, L., Breshears, R., Callas, P., Chakravarti, P., Cohen, D., deGruy, F., Eidt-Pearson, L., Elder, W., Fox, C., Frisbie, S., Hekman, K., Hitt, J., Jewiss, J., Kathol, R., O'Rourke-Lavoie, J., Leibowitz, G., **Macchi, C. R.**, Martin, M., . . . Kessler, R. (2022). Integrating behavioral health and primary care for multiple chronic diseases: Clinical trial of a practice redesign toolkit. *Annals of Internal Medicine*, 20(Supplement 1), 2679. <https://doi.org/10.1370/afm.20.s1.2679>
- Hitt, J. R., Brennhofner, S. A., Martin, M. P., **Macchi, C. R.**, Mullin, D., van Eeghen, C., Littenberg, B., & Kessler, R. S. (2021). Further experience with the Practice Integration Profile: A measure of behavioral health and primary care integration. *J Clin Psychol Med Settings*. <https://doi.org/10.1007/s10880-021-09806-z>
- Crocker, A. M., Kessler, R., van Eeghen, C., Bonnell, L. N., Breshears, R. E., Callas, P., Clifton, J., Elder, W., Fox, C., Frisbie, S., Hitt, J., Jewiss, J., Kathol, R., Clark/Keefe, K., O'Rourke-Lavoie, J., Leibowitz, G. S., **Macchi, C. R.**, McGovern, M., Mollis, B., . . . Littenberg, B. (2021). Integrating Behavioral Health and Primary Care (IBH-PC) to improve patient-centered outcomes in adults with multiple chronic medical and behavioral health conditions: Study protocol for a pragmatic cluster-randomized control trial. *Trials*, 22(1), 200. <https://doi.org/10.1186/s13063-021-05133-8>

- Lindsey, A. C., Janich, N., **Macchi, C. R.**, Cordes, C. C., Mendoza, N. S., Vazquez, E., & Heath-Martinez, C. (2021). Testing a Screening, Brief Intervention, and Referral to Treatment (SBIRT) interdisciplinary training program model for higher education systems. *Fam Syst Health*, 39(2), 212-223. <https://doi.org/10.1037/fsh0000582>
- Mullin, D. J., Hargreaves, L., Auxier, A., Brennhofner, S. A., Hitt, J. R., Kessler, R. S., Littenberg, B., **Macchi, C. R.**, Martin, M., Rose, G., Trembath, F., & van Eeghen, C. (2019). Measuring the integration of primary care and behavioral health services. *Health Services Research*, 54(2), 379-389. <https://doi.org/10.1111/1475-6773.13117>
- Macchi, C. R.**, Kessler, R., Auxier, A., Hitt, J. R., Mullin, D., van Eeghen, C., & Littenberg, B. (2016). The Practice Integration Profile: Rationale, development, method, and research. *Fam Syst Health*, 34(4), 334-341. <https://doi.org/10.1037/fsh0000235>
- Kessler, R. S., Auxier, A., Hitt, J. R., **Macchi, C. R.**, Mullin, D., van Eeghen, C., & Littenberg, B. (2016). Development and validation of a measure of primary care behavioral health integration. *Fam Syst Health*, 34(4), 342-356. <https://doi.org/10.1037/fsh0000227>
- Macchi, C. R.**, Russell, C., & White, M. (2013). Shifting processes model: a conceptual model for sustainable weight management. *Fam Syst Health*, 31(4), 326-337. <https://doi.org/10.1037/a0033521>
- Macchi, C. R.**, Johnson, M. D., & Durtschi, J. A. (2014). Predictors and processes associated with home-based family therapists' professional quality of life. *J Marital Fam Ther*, 40(3), 380-390. <https://doi.org/10.1111/jmft.12016>
- Macchi, C. R.**, & O'Conner, N. (2010). Common components of home-based family therapy models: The HBFT partnership in Kansas. *Contemporary Family Therapy: An International Journal*, 32(4), 444-458. <http://dx.doi.org/10.1007/s10591-010-9127-1>

Professional Magazine

- Kessler, R., van Eeghen, C., Mullin, D., Auxier, A., **Macchi, C. R.**, & Littenberg, B. (2015). Research in progress: Measuring behavioral health integration in primary care settings. *Health Psychologist*.

Edited Book

- Macchi, C. R.** & Kessler, R. (Eds.) (2018). *Training to deliver integrated care: Skills aimed at the future of healthcare*. Springer. <https://doi.org/10.1007/978-3-319-78850-0>

Edited Book Chapter

- Borst, C., Martin, M. & **Macchi, C. R.** (2017). Health problems in couple and family therapy. In J. Lebow, A. Chambers, & D. Breunlin, D. (eds.). *Encyclopedia of Couple and Family Therapy*. Springer. <https://doi.org/10.1007/978-3-319-15877-8>

Website

- Lavoie, J., Canin, B., Hitt, J., **Macchi, C. R.**, Reynolds, P., Stephens, K.A., Wolski, L., & van Eeghen, C. (2021). *Partnering guide for research*. Burlington, Vermont. Available at <https://sites.google.com/view/partneringguide>

RESEARCH FUNDING/GRANT PROPOSALS

Funded Projects

- Macchi, C. R.**, Co-I (2021-2025). *Behavioral Health Workforce Education and Training (BHWET) Program for Professionals*. (HRSA-21-089). Health Resources & Services Administration (HRSA). Awarded a total of \$2,000,000 over four years (William Riley – PI).
- Macchi, C. R.**, Consultant (2020-2023). *PCOR/CER Partnering Guide*. Developed a training program in collaboration with the University of Vermont School of Medicine. Awarded as a subcontract with Patient-Centered Outcomes Research (PCORI) (Connie van Eeghen – PI).
- Macchi, C. R.**, Subject Matter Expert (2020-2022). *Mind the Gap (1H79FG000099-01)*. Developed a training program in collaboration with the Center for Applied Behavioral Health Policy at Arizona State University. Awarded a total of \$200,000 over three years with the Substance Abuse and Mental Health Services Administration (SAMHSA) (Adrienne Lindsey – PI).
- Macchi, C. R.**, Consultant (subaward) (2019-2020). *Pathways to primary care behavioral health integration in the nation's health centers: Creating master adaptive learners where the need is greatest (HRSA-19-086)*. Provide expertise in training and assessing integrated behavioral health provider core competencies in collaboration with the A.T. Still University - School of Osteopathic Medicine in Arizona (ATSU-SOMA). Awarded a total of \$29,975 as a subcontract of a \$4,000,000 five-year collaborative agreement with Health Resources and Services Administration (HRSA) (Rupal Vora – PI).

- Macchi, C. R.**, PI (subaward) (2016-2021). *Large pragmatic studies to evaluate patient-centered outcomes*. Developed a training program in collaboration with the University of Massachusetts School of Medicine and the University of Vermont School of Medicine. Awarded a total of \$426,963 as a subcontract of a \$18,500,000 five-year collaborative agreement with Patient-Centered Outcomes Research (PCORI) (Ben Littenberg - PI).
- Macchi, C. R.**, Instructional Faculty (2015-2018). *Screening, brief intervention, and referral to treatment (SBIRT): Health professions student training (RFA#: TI-15-001)*. Substance Abuse and Mental Health Services Administration (SAMHSA). Awarded a total of \$315,000 over three years (Michael Shaffer – PI).
- Anderson, J. R. & **Macchi, C. R.**, Co-PIs (2009). *Systemic health behavior change and weight maintenance following bariatric surgery*. A research grant proposal submitted to the Office of Research and Sponsored Programs at Kansas State University, University Small Research Grant (USRG). Funded budget: \$500 (Included department and college matches).
- Anderson, J. R. & **Macchi, C. R.**, Co-PIs (2009). *Systemic health behavior change and weight management following bariatric surgery*. A research grant proposal submitted to the College of Human Ecology (CHE) at Kansas State University, Sponsored Research Overhead (SRO). Funded budget: \$5,000.
- O’Conner, N. and **Macchi, C. R.**, Co-PIs (2006-2013). *A program for training and consultation of CMHC practitioners delivering intensive home-based family therapy services*. A training contract with the Kansas Department of Social and Rehabilitative Services and Kansas Health Solutions (KHS). Awarded a total of \$3,253,583 in renewed annual contracts.

Unfunded Projects

- Macchi, C. R.**, PI (2019). *National Center of Excellence for Integrated Health Solutions (FOA #SM-19-012)*. Develop a training program to support providers implementing evidence-based, integrated care approaches that treat patients with co-occurring physical and mental health conditions (including SUD and OUD). Subcontract with University of Massachusetts Medical School (UMass) for \$1,967,251 of a \$10,000,000 five-year grant (Daniel Mullin – PI) with the Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (DHHS-SAMHSA). Proposal unfunded.
- Macchi, C. R.**, PI (2015). *Workforce training program (RFP# WF-15-300)*. U.S. Department of Health and Human Services, Office of the National Coordinator for Health Information Technology (ONC). Submitted a training proposal targeted to receive \$2,000,000 over five years. Proposal unfunded.
- O’Donnell, R., Cordes Clemency, C., & **Macchi, C. R.** (2013). *Academic excellence through diversity program*. Proposed to engage in a multidisciplinary dialogue on healthcare-related issues at the DBH Program conference. A grant sponsored by the Office of the Executive Vice President and University Provost and the Committee for Campus Inclusion, Arizona State University. Amount requested \$5,000. Proposal unfunded.

CLINICAL LICENSES AND EXPERIENCE

Arizona - Licensed Marriage and Family Therapist – clinical level (#LMFT-15135)	2014-present
Kansas - Licensed Clinical Marriage and Family Therapist (#LCMFT-359)	2006-2014
Wyoming - Licensed Marriage and Family Therapist – clinical level (#LMFT-097)	2000-2005

Clinical Practice Settings

Private Individual and Family Therapy Practice, Topeka, Kansas	2006-2012
KSU Family Center, Kansas State University, Manhattan, Kansas	2003-2006
Van Vleck House and Teton Youth & Family Services, Jackson Hole, Wyoming	2000-2003
Counseling and Mediation, Inc., Wichita, Kansas	1999-2000

CONSULTATIONS, REVIEWS, AND TRAININGS

Invited peer reviewer, <i>Family Systems and Health</i> , Collaborative Family Healthcare Association	2015-present
Abstract reviewer, Collaborative Family Healthcare Association Annual Conferences	2011-present
Invited peer reviewer, <i>Family Relations</i> , National Council on Family Relations	2009-2023
Abstract reviewer, American Association for Marriage and Family Therapy Annual Conferences	2005-2022
Invited peer reviewer, <i>Translational Behavioral Medicine: Practice, Policy and Research</i> , Society of Behavioral Medicine	2014
Interviewed for an article titled <i>Could you ever behave like Mel Gibson: How to make sure your fight never escalates to a problematic level</i> . <i>Men’s Health</i> online at http://blogs.menshealth.com/health-headlines/could-you-ever-behave-like-mel-gibson/2010/07/15 (June 15, 2010)	2010
Textbook reviewer of a family therapy text entitled <i>Family Therapy: Integrating Theory, Research, and Practice</i> . Merrill-Prentice Hall	2007

Consultant for health education program development and health educator training, Lifestyle Strategies, LLC, Wichita, Kansas	2003-2005
Contract speaker to patients addressing health behavior changes, Health Institute, St. John's Medical Center, Jackson Hole, Wyoming	2002-2003
Trainer of hospital chaplains, St. John's Medical Center Chaplaincy Program, Jackson Hole, Wyoming	2001-2003
Clinical trainer of adolescent therapeutic group home staff, Van Vleck House youth group home, Jackson Hole, Wyoming	2000-2003

PRESENTATIONS

Peer-Reviewed Professional Organizations

- Macchi, C. R.** & Mendenhall, T. (2025, October). *Writing Workshop - Responsible Writing Practices in the Era of AI*. Workshop speaker selected through a national, peer-review process at the Integrated Care Conference of the Collaborative Family Healthcare Association, Raleigh, NC.
- Bertram Grant, S., Faucette, R., Mendenhall, T., Yu, H., & **Macchi, C. R.** (2025, August). *Mapping the evolution of content areas in APA's Family, Systems, & Health Journal: A systematic review*. Poster selected through a national, peer-review process at the Annual Conference of the American Psychological Association, Denver, Colorado.
- Cordes, C., Mitchell, T., **Macchi, C. R.**, Manson, L., Kaplan, J., & Harrell, L. (2025, April). *AI-Powered Counseling Training: An Interactive Practice Tool for Health Education*. Workshop speaker selected through a national, peer-review process at the American Association of Colleges & Universities Forum on Digital Innovation, San Juan, Puerto Rico, and online.
- Macchi, C. R.**, Shepardson, R., Polaha, J., & Kessler, R. (2024, October). *Are we truly open to new ideas?: The impact of narratives on integrated care practice and research*. Panel speaker selected through a national, peer-review process at the Integrated Care Conference of the Collaborative Family Healthcare Association, San Antonio, TX.
- Cordes, C., **Macchi C. R.**, Manson, L., & Kaplan, J. (2024, October). *Scaling person-centered communication training: A use case for artificial intelligence*. Workshop speaker selected through a national, peer-review process at the Integrated Care Conference of the Collaborative Family Healthcare Association, San Antonio, TX.
- Kessler, R. & **Macchi, C. R.** (2024, October). *Writing skills for publication and grant submission: A workshop with the editors of Families, Systems, & Health*. Workshop speaker selected through a national, peer-review process at the Integrated Care Conference of the Collaborative Family Healthcare Association, San Antonio, TX.
- Martin, M., **Macchi, C. R.**, Clemency Cordes, C., & Kaplan, J. (2023, October). *It's alive! How to create asynchronous, digital simulations for communication skill development*. Workshop speaker selected through a national, peer-review process at the Integrated Care Conference of the Collaborative Family Healthcare Association, Phoenix, AZ.
- Macchi, C. R.** (2023, October). *Use of technologies (e.g., mobile apps, AI, asynchronous patient simulations) in healthcare*. Roundtable Discussion Facilitator at the Integrated Care Conference of the Collaborative Family Healthcare Association, Phoenix, AZ.
- Clemency Cordes, C., Lindsey, A., **Macchi, C. R.**, Martin, M., Kaplan, J., & Hamm, K. (2022, October). *Expanding interprofessional teams: Training future healthcare professionals in Screening, Brief Intervention, and Referral to Treatment (SBIRT)*. Workshop speaker selected through a national, peer-review process at the Integrated Care Conference of the Collaborative Family Healthcare Association.
- Martin, M., McEntee, M., Weldon, T., van Eeghen, C., **Macchi, C. R.**, Kessler, R., & Mullin, D. (2022, September). *Measuring Behavioral Health Integration: A Study to Improve the Clarity and Validity of the Practice Integration Profile*. Poster selected through a national, peer-review process at the Conference of the North American Primary Care Research Group (NAPCRG).
- Rose, G., Weldon, T., McEntee, M., Hitt, J., Kessler, R., Littenberg, B., **Macchi, C. R.**, Martin, M., Mullin, D.J., van Eeghen, C. (2022, April). *A measure for integrated behavioral health in primary care: Improving clarity and utility of a valid measure*. Poster presentation selected through a national, peer-review process at the Annual Meeting & Scientific Sessions of the Society of Behavioral Medicine, Baltimore, MD.
- Berkel, C., Alonso Rodriguez, L., Serrano, M., Ruddo-Stern, J., **Macchi, C. R.**, & Smith J.D. (2021, December). *A multiple case study of workflow mapping to plan and monitor implementation of family-based prevention program in diverse primary care settings*. Poster presentation selected through a national, peer-review process at the 14th Annual Conference on the Science of Dissemination and Implementation in Health.
- Clemency Cordes, C., Lindsey, A., **Macchi, C. R.**, Martin, M., Kaplan, J., & Hamm, K. (2021, October). *Developing antiracist integrated care professionals: A model for the dissemination of higher education*

- curricula across health professionals*. Workshop speaker selected through a national, peer-review process at the virtual Integrated Care Conference of the Collaborative Family Healthcare Association.
- van Eeghen, C., Lavoie, J., **Macchi, C. R.**, van Serke, H., & Hitt, J. (2021, October). *Including all voices in partnering for multiple chronic conditions healthcare research*. Workshop speaker selected through a national, peer-review process at the virtual Integrated Care Conference of the Collaborative Family Healthcare Association.
- van Eeghen, C., Soucie, J., Kelley, K., O'Rourke-Lavoie, J., Stephens, K., van Serke, H., Hitt, J., Reynolds, P., & **Macchi, C. R.** (2021, June). *Expanding partnering capacity for multiple chronic conditions healthcare research using a new stakeholder engagement guide*. Workshop presentation co-author selected through a national, peer-review process at the virtual Conference of the North American Primary Care Research Group (NAPCRG) Practice-based Research Network (PBRN).
- van Eeghen, C., Brown, G., **Macchi, C. R.**, Reynolds, P., Pomeroy, D., Stephens, K., & Lavoie, J. (2020, November). *Development of the Partnering Guide for PCOR*. Poster presentation selected through a national, peer-review process at the Annual Conference of the North American Primary Care Research Group (NAPCRG).
- Macchi, C. R.**, Brennhofner, S., Cordes, C., McEntee, M., & Martin, M. (2019, October). *Training behavioral health providers in primary care: Key strategies and components of effective workforce development programs*. Workshop speaker selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Denver, CO.
- Martin, M., Brennhofner, S., Martin, & **Macchi, C. R.** (2019, October). *Is population health management even a thing?: A national survey of primary care clinics*. Poster presentation selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Denver, CO.
- Littenberg, B., **Macchi, C. R.**, Kessler, R., Pace, W., Bonnell, L., Rose, G., Hitt, J., Natkin, L., Lavoie, J., Crocker, A., Clifton, J., van Eeghen, C. (2019, November). *A large pragmatic clinical trial of Behavioral Health in Primary Care as a model of testing practice innovations at scale*. Poster presentation selected through a national, peer-review process at the Annual Conference of the North American Primary Care Research Group Annual Meeting, Toronto, Canada.
- Macchi, C. R.** & van Eeghen, C. (2018, October). *Use of Practice Integration Profile to inform quality improvement processes*. Workshop speaker selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Syracuse, NY.
- Mullin, D., Hargreaves, L., Auxier, A., Brennhofner, S., Hitt, J., Kessler, R., Littenberg, B., **Macchi, C. R.**, Martin, M., Rose, G., Trembath, F., van Eeghen, C. (2018, October). *A factor analysis of the Practice Integration Profile*. Poster presentation selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Syracuse, NY.
- Mullin, D.J., Hargreaves, L., Auxier, A., Brennhofner, S., Hitt, J., Kessler, R., Littenberg, B., **Macchi, C. R.**, Martin, M., Rose, G., Trembath, T., van Eeghen, C. (2018, August). *Measuring the integration of primary care and behavioral health services: A factor analysis of the practice integration profile*. Poster presentation selected through a national, peer-review process at the Annual Conference of the North American Primary Care Research Group Annual Meeting, Chicago, IL.
- Burhman, Y., Sidman, C., & **Macchi, C. R.** (2018, February). *A framework for learner agency and evidence of learning using digital badges and ePortfolios*. Workshop speaker selected through a national, peer-review process at the Association of American Colleges and Universities, Philadelphia, PA.
- Macchi, C. R.**, van Eeghen, C., Lavoie, J., Pinckney, R., & Rose, G. (2017, October). *Listening to and collaborating with patients: A pragmatic approach to determining patient needs and interests*. Workshop speaker selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Houston, TX.
- Lindsey, A., **Macchi, C. R.** & Clemency Cordes, C. (2017, October). *Utilizing web-based patient simulations to advance clinical skills mastery*. Workshop speaker selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Houston, TX.
- Kessler, R., Auxier, A., Mullin, D., **Macchi, C. R.**, van Eeghen, C., Hitt, J., van Luling, J., & Littenberg, B. (2016, November). *Development and validation of a measure of primary care*. Poster presentation selected through a national, peer-review process at the North American Primary Care Research Group Annual Meeting, Colorado Springs, CO.
- Kessler, R., Auxier, A., Hitt, J., Littenberg, B., **Macchi, C. R.**, Mullin, D., & van Eeghen, C. (2016, November). *Variability in the implementation of integrated behavioral health*. Poster presentation selected through a national, peer-review process at the North American Primary Care Research Group Annual Meeting, Colorado Springs, CO.

- Macchi C. R.**, Robinson, P. & Kessler R. (2016, October). *Identifying protocols for assessing and teaching core competencies for integrated care*. Panel presentation selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Charlotte, NC.
- Macchi C. R.** & Kessler R. (2016, January). *Integrating behavioral health practice in medical training*. Workshop speaker selected through a national, peer-review process at the Society of Teachers of Family Medicine Conference on Medical Student Education, Phoenix, AZ.
- Macchi, C. R.** (2015, April). *BYOD videoconferencing paves the way for workforce pursuing advanced degrees*. Workshop speaker selected through a national, peer-review process at the National Conference of the United States Distance Learning Association, St. Louis, MO.
- Kessler R., Auxier A., **Macchi, C. R.**, & Mullin D. (2014, December). *Improving primary care: Measurement of primary care behavioral health integration: rationale, measurement, validation, applications, and initial data*. Workshop speaker selected through a national, peer-review process at the Society of Teachers of Family Medicine Conference on Practice Improvement, Tampa, FL.
- Kessler, R., Mullin, D., & **Macchi, C. R.** (2014, October). *Measuring Integration: An empirical, Lexicon-based approach*. Workshop speaker selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Washington, D.C.
- Macchi, C. R.** (2013, October). *Online program behavioral health internship*. Workshop speaker selected through a national, peer-review process at the Annual Conference of the Collaborative Family Healthcare Association, Denver, CO.
- Macchi, C. R.** (2009, November). *Effects of therapist self-care and supervision on home-based clinical work*. National Council on Family Relations. Poster presentation selected through a national, peer-review process at the NCFR Annual Conference, San Francisco, CA.
- Garrett, K. & **Macchi, C.R.** (2008, November). *Therapist self-care: Protecting the lens through which families are viewed*. National Council on Family Relations. Roundtable presentation selected through a national, peer-review process at the NCFR Annual Conference, Little Rock, AR.
- Macchi, C. R.** (2007, November). *Systemic change processes: Exploring weight loss and weight loss maintenance*. National Council on Family Relations. Poster presentation selected through a national, peer-review process at the NCFR Annual Conference, Pittsburgh, PA.
- Garrett, K., **Macchi, C. R.**, Baptist, J., Sander-Hahs, E. (2007, November). *Research team: A template for design, development, and administration*. National Council on Family Relations. Workshop presentation selected through a national, peer-review process at the NCFR Annual Conference, Pittsburgh, PA.
- Macchi, C. R.**, Johannes, E., & Fink, C. (2007, April). *Research to practice dilemmas: Extension's intermediary role in rural community health initiatives*. Workshop presentation selected through a national, peer-review process at the 21st Century Families: From Research to Reality Conference, Little Rock, AR.
- Johannes, E., Fink, C. & **Macchi, C. R.** (2005, May). *Kansas Teen Leadership for Physically Active Lifestyles: A Community Youth Development Approach*. Children, Youth, and Families at Risk (CYFAR). Workshop presentation selected through a national, peer-review process at CYFAR annual conference, Boston, MA.
- Johannes, E., Fink, C. & **Macchi, C. R.** (2005, April). *Kansas Teen Leadership for Physically Active Lifestyles*. National Priester Extension Health. Workshop presentation selected through a national, peer-review process at the National Priester Extension Health Conference, Louisville, KY.

Invited Speaker for Community, State, and National Organizations

- Macchi, C. R.**, An, P., & Thuong, D. (2023, October). *The Practice Integration Profile goes global: Results from Southeast Asia*. Invited workshop speaker at the Global Integrated Health Care Conference, Phoenix, AZ.
- Fogelson, M. & **Macchi, C. R.** (2021, July). *Opening up the learning-earning ecosystem: Learner agency: RSDs as tools for individual empowerment*. Invited panelist at the Open Skills Summit of the Open Skills Network.
- Reitz, R., Ogbeide, S., Pozun, C., Jacobs, B., Simmons, P., George, D., & **Macchi, C.R.** (2020, October). *The great debate 5.0: Integrated care's questions and controversies*. Invited speaker at the Annual Conference of the Collaborative Family Healthcare Association.
- Macchi, C. R.** (2019, July). *Trends of integrated healthcare & workforce development*. Invited speaker at Community Care Network of Kansas, Topeka, KS.
- Macchi, C.R. (2019, July). *Graduate education discussion panel*. Invited panelist for the Collaborative Family Healthcare Association, Denver, CO.
- Martin, M. & **Macchi, C. R.** (2018, October). *Behavioral health integration: A public health initiative*. Invited speaker at the Annual Fall Conference of the Arizona Public Health Association, Phoenix, AZ.
- Lindsey, A. & **Macchi, C. R.** (2017, March). *When one size does not fit all: Addressing issues throughout an SBIRT project life cycle*. Invited webinar presenter for Nonpartisan and Objective Research Organization (NORC) at the University of Chicago.

- Macchi, C. R.** (2016, October). *Education for teams that are integrating behavioral care: What's needed and how to get it*. Invited speaker at the Transforming Primary Care and Behavioral Health Conference, Essex, VT.
- Macchi, C. R.** (2016, August). *Healthcare transformation: Enhancing team-based care in primary care settings*. Invited speaker at the National Chronic Disease Invitational Academy for the National Association of Chronic Disease Directors (NACDD), Denver, CO.
- Macchi, C. R. & Robertson, J. M.** (2012, March). *The ethics implications of social networking and social media*. Invited speaker at the Annual Clinical Conference of the Kansas Association for Marriage and Family Therapy, Overland Park, KS.
- Macchi, C. R.** (2012, February). *Balancing act: A holistic review of health and wellness for individuals and families*. Invited speaker at the Kansas State Cooperative Extension Meeting, Manhattan, KS.
- Macchi, C. R.** (2011, March). *Therapeutic support for patients managing health conditions in family contexts*. Kansas Medical Education Foundation. Invited workshop speaker at the Psychiatric Grand Rounds for Stormont Vail Medical Center, Topeka, KS.
- Macchi, C. R. & O'Conner, N.** (2009, September). *Ethical implications of home-based family therapist self-care*. Association of Community Mental Health Centers of Kansas, Inc. Invited speaker at the Association of Community Mental Health Centers (ACMHC) Annual Conference, Wichita, KS.
- Macchi, C. R.** (2009, March). *Systemic health behavior change: Managing diabetes in the family context*. St. Francis Health Center's Diabetes Center. Invited plenary speaker at the Diabetes Center Bee Annual Health Fair for St. Francis Health Center, Topeka, KS.
- Macchi, C. R.** (2008, October). *Systemic health behavior change processes: Exploring weight loss and weight loss maintenance*. Kansas Department of Education and Kansas Department of Health and Environment. Invited workshop speaker at the Kansas Coordinated School Health Conference, Kansas City, MO.
- Macchi, C. R.** (2007, November). *Systemic change processes: Exploring weight loss and weight loss maintenance*. Kansas Medical Education Foundation. Invited workshop speaker at the Psychiatric Grand Rounds for Stormont Vail Medical Center, Topeka, KS.
- Macchi, C. R.** (2002, April). *Discovering fulfillment in the 'possible'*. Invited lecture presentation at the Brain Injury Support Group for St. John's Medical Center, Jackson Hole, WY.

College of Health Solutions & Arizona State University

- Macchi, C. R.** (2024, December). *Using ChatGPT to explore course redesign options*. Invited presenter at the CHS AI Community of Practice.
- Macchi, C. R.** (2020, October). Invited panelist at the CHS Graduate Programs Showcase.
- Macchi, C. R. & Defaria, R.** (2020, April). *Xplor platform*. Invited speaker at the Digital Credentials Summit of the ASU Learning Future's Collaboratory.
- Lindsey, A., Clemency Cordes, C., & **Macchi, C.R.** (2019, March). *Implementation strategies for multi-disciplinary SBIRT student training programs*. Workshop speaker selected through a peer-review process at the ASU Annual Integrated Health Care Conference, Tempe, AZ.
- Lindsey, A. & **Macchi, C. R.** (2017, March). *Utilizing web-based patient simulations to advance clinical skills mastery*. Workshop speaker at the Annual CHS Integrated Health Care Conference, Scottsdale, AZ.
- Clemency Cordes, C., & **Macchi, C. R.** (2013, July). *Integrated behavioral health interventions for depression and anxiety: Return on investment in the accountable care organization*. Workshop speaker at the 14th Annual Summer Institute of the ASU Center for Applied Behavioral Health Policy, Sedona, AZ.
- Clemency Cordes, C., & **Macchi, C. R.** (2013, July). *The practice and teaching of mindfulness*. Workshop speaker at the 14th Annual Summer Institute of the ASU Center for Applied Behavioral Health Policy, Sedona, AZ.

Contracted Trainer

- Macchi, C. R. & Ingram, J.** (2012). *Reactive attachment disorder: Assessment and diagnosis*. Videoconference available at several sites in Kansas: Hutchinson, Overland Park, Manhattan, Pittsburg, Salina, and Wichita, KS.
- Macchi, C. R. & Ingram, J.** (2011, October). *Ethical issues of therapists' involvement in social networking*. Videoconference available at several sites in Kansas: Hutchinson, Overland Park, Manhattan, Pittsburg, Salina, and Wichita, KS.
- Macchi, C. R.** (2004, July). *Adolescent sexuality*. Workshop presentation for the Kansas Children's Service League, Concordia and Salina, KS.
- Macchi, C. R.** (2004, July). *Dual family membership*. Workshop presentation for the Kansas Children's Service League, Topeka, KS.
- Macchi, C. R.** (2004, July). *PTSD: Beyond the basics*. Workshop presentation for the Kansas Children's Service League, Manhattan, KS.

- Macchi, C. R.** (2004, June). *Eating disorders*. Workshop presentation for the Kansas Children's Service League, Salina, KS.
- Joy, A. & **Macchi, C. R.** (2004, April and June). *Sexual addiction*. Workshops presentation for the Kansas Children's Service League, Topeka and Manhattan, KS.
- Macchi, C. R.** & Osby, J. (2004, April, June, and August). *Families and forgiveness*. Workshop presentations for the Kansas Children's Service League, Salina, Topeka, and Manhattan, Kansas.
- Macchi, C. R.** (2004, April). *Conduct disorder in adolescents*. Workshop presentation for the Kansas Children's Service League, Manhattan, KS.
- Macchi, C. R.** & Bruner, B. (2004, April). *The effects of domestic violence on children*. Workshop presentation for the Kansas Children's Service League, Holton, KS.
- Macchi, C. R.** & Jones, N. (2004, March). *Working with birth parents*. Workshop presentation for the Kansas Children's Service League, Concordia, Salina, and Topeka, KS.
- Macchi, C. R.** (2004, February). *Attention deficit disorder*. Workshop presentation for the Kansas Children's Service League, Salina, KS.
- Macchi, C. R.** (2004, February). *Fostering exceptional children with special needs*. Workshop presentation for the Kansas Children's Service League, Manhattan, KS.
- Macchi, C. R.** & Bruner, B. (2004, February). *Children and depression*. Workshop presentation for the Kansas Children's Service League, Holton, KS.
- Macchi, C. R.** & Britt, S. (2003, November). *Grief and bereavement during the holidays*. Workshop presentation for the Kansas Children's Service League, Salina, KS.

COMMUNITY INVOLVEMENT

Project Angel Heart, Denver, Colorado – Food delivery, fundraising events	2025
Val Vista Lakes Homeowners Association, Gilbert, Arizona, Member of Maintenance Committee	2021
Maricopa Community Colleges/Glendale Community College, Phoenix, Arizona, Member of Behavioral Health Sciences Occupational Program Advisory Board (BHS-OAB)	2017
Kansas Department of Social and Rehabilitative Services and Kansas Health Solutions, Member of the Unified Training Advisory Group (UTAG)	2009-2012
K-State Safe Zone Program, Kansas State University, Manhattan, Kansas, Safe Zone Ally	2008-2012
Kansas Behavioral Sciences Regulatory Board, Member of the Marriage and Family Therapy Advisory Committee (2 two-year terms)	2008-2012
St. Francis Health Center's Diabetes Center, Topeka, Kansas, Clinical Community Member of the Advisory Council	2008-2012
Kansas Diabetes Advisory Council, Member of the Patient Self-Management Implementation Group	2008-2009
St. John's Hospital, Jackson, Wyoming, Suicide Prevention Coalition, Teton County, Wyoming, Member, At-Risk Youth Committee	2002-2003