

Eileen M. Eisen-Cohen, PhD, MSW

Objective To improve the wellbeing of Arizonans by supporting effective public programs through teaching, strategic thinking, evidence-based programming, and data-based decision-making.

Key Experience, Skills, and Strengths

- ❖ 13 years university faculty at ASU, UA, NAU
 - ❖ 30 years in public service program administration/program management
 - ❖ 24 years management and supervisory experience
 - ❖ 20 years relationship management; public, private, and community stakeholders
 - ❖ 9 years senior management
 - ❖ 12 years organizational development, strategic planning, and change management
 - ❖ 23 years public policy, applied research, and program evaluation
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Education

Arizona State University, Tempe

PhD in Public Administration; Public Policy and Program Evaluation 2005

Arizona State University, Tempe

MSW in Social Work; Planning, Administration, and Community Practice 1989
Certified Independent Social Worker 1992-1994

University of California, Santa Barbara

BA with Honors in Sociology 1985

Teaching Experience

Arizona State University, Tempe, AZ, School of Public Affairs

Teaching Associate Professor and Online Program Coordinator 2020-Current
Master of Public Administration and Master of Public Policy, Undergraduate Public Service and Public Policy, Undergraduate Leadership Certification in Public Administration programs. Coordinator of online programs. Courses include: Program Evaluation, Women, Politics, and Public Policy, Health Policy, Public Management and Policy, Contemporary Policy Issues, Leadership and Change, Leadership in Public Organizations, Public Affairs and Public Policy in the 21st Century, Diversity, Ethics, and Leading Change.

Arizona State University, Tempe, AZ School of Public Affairs and Watts College

Faculty Associate 2006 – 2020

With Dean Jonathan Koppell, adapted the Public Service and American Democracy curriculum to meet the criteria for the Cultural Diversity and Social and Behavioral Sciences designations for the General Studies requirements. Master of Public Administration and Master of Public Policy, Undergraduate Public Service and Public Policy, Undergraduate Leadership Certification in Public Administration programs.

University of Arizona, MEZ College of Public Health, Tucson, AZ Lecturer

2012 - Current

Master of Public Health and Undergraduate Bachelor of Science in Public Health
Courses include: Fundamentals of Evaluation (MPH and BS), Project Design, Implementation & Evaluation in Maternal and Child Health/Global Health.

Northern Arizona University, Flagstaff, AZ Part-Time Faculty

2008 - 2019

Master of Administration and Bachelor of Science in Public Administration programs.

Courses include: Principles and Strategies of Program Evaluation, Applied Program Planning and Evaluation, Ethics, Policy, and Administration, Fundamentals of Administration, Leading Change, Public Agency Personnel Administration.

Professional Experience**Maricopa County Department of Public Health, Phoenix, AZ***Manager, Office of Performance Improvement*

2011 – 2020

- Manage all aspects of two departmental offices, including contracts and subcontracts from multiple funding sources, intergovernmental funding agreements, scopes of work, grant writing/management and reporting (federal and state), recruit, hire, coach and supervise 11 program staff, develop and manage multiple budgets (approximately \$1 million), submit program reports to funders, and present results at statewide and national conferences. Collaborated with multiple agency partners: federal, state, and community-based organizations.
- Member of the Senior Management Team setting Departmental policy, co-designed the department reorganization to actualize a *Policy, Systems, and Environmental Approaches* Framework for the Department, liaison with local, state, federal, and national organizational partners.
- Led the 4th largest U.S. local health department to achieve Public Health Accreditation, creating systems and processes, integrating quality improvement and enforcing the standards of Public Health.
- Developed an Integrated Scope of Work with eight program offices responding to a complex, \$3.5 million grant from the Arizona Department of Health Services.
- Established a Continuous Quality Improvement (CQI) program to integrate a Culture of Quality Improvement throughout the Department, improving program outcomes and administrative efficiencies.
- Institutionalized strategic and operational planning for all programs and divisions for program planning, decision-making, and program improvement.
- Formed a departmental Workforce Development Program with broad participation, identifying professional competency needs, creating a three-year action plan and implementing training solutions.
- Created an evidence-based database portal to track and advise programs on best-practice solutions for population health. Provided training. Won national award recognition for the system.
- Designed and operationalized a Departmental Performance Management system incorporating key performance measures for 20 programs and Departmental Accreditation plans. Responsible for evaluating and reporting the performance metrics for the department with County management.
- Initiated collaborative effort between the health department, all local non-profit hospitals, and federally qualified health centers to collaborate on a coordinated community health needs assessment and health improvement planning infrastructure for improved health outcomes with a unique fee-funded collaborative paid for by the partners. Conducted research, wrote reports/briefs, and presented findings.
- Established a community population health planning and indicators dashboard for population health data and community collaboration efforts (www.MaricopaHealthMatters.org).
- Published research studies following the design and implementation of new study initiatives for the department.

Manager, Office of Public Health Policy

2014 – 2018

- Oversaw the high-level strategy and operations for the Office of Public Health Policy, including securing funding, liaison with the Arizona Department of Health Services staff, and setting MCDPH policy agenda with the Senior Management Team and staff.
- Tracked state and federal legislation tracking, providing training, policy research, writing letters of support and policy briefs.
- Supervised program office of six policy staff establishing the department's policy agenda.
- Administered office including budget, strategic planning, work flow, grant writing/management and reporting (foundations and state sources), human resource functions, program reporting, and creating and monitoring requests for proposals and scopes of work for contractors.

Evaluator, Office of Tobacco and Chronic Disease

2003 – 2011

- Evaluated programs for process and outcome measures, including: school-based tobacco prevention programs for middle, high school, and college advocacy programs; community and worksite tobacco cessation programs; community development networks.
- Researched attitudes of owners and managers of multi-unit housing on tobacco-free policies, compiling results, reported findings to multiple stakeholder audiences.
- Prepared multiple literature reviews, compiling, and translating best-practices and research information for health department and community level application.
- Supervised staff, member of the program management team, submit program reports to funders, and presented results at statewide and national conferences. Collaborated with multiple agency partners: federal, state, and community-based organizations.

Prevention Team Leader, Office of Tobacco and Chronic Disease

2001-2003

- Designed, implemented, and evaluated an evidence-based, capacity-building prevention program to implement school-based tobacco prevention in over 500 middle schools, 50 high-schools, and 10 colleges and university campuses impacting lower tobacco use prevention rates in youth and young adults.
- Managed school-based contracts, community-based subcontracts, created RFP scopes of work, grant management and reports, supervised 13 program staff, develop budgets, submit program reports to funders, and presented results at national and international conferences. Collaborated with multiple agency partners: federal, state, and community-based organizations.

Arizona State University, Arizona Prevention Resource Center*Senior Program Coordinator*

1995-2001

- Coordinated the training and technical assistance program for AmeriCorps and Vista programs as a subcontractor to the AZ Governor's Office and the Governor's Commission on Service and Volunteerism. Reviewed AmeriCorps applications. Developed training of trainers' design and materials, logistics, community assessment and program evaluation tools.
- Coordinated statewide prevention program providing training and technical assistance program in tobacco prevention strategies for communities, including staffing grassroots coalitions, committees, and workgroups, implemented multi-tiered evaluation to include a two-year longitudinal study of program outcomes with a three-university research team.
- Collaborated with multiple agency partners: state and community-based organizations. Managed budgets, scopes of work, grant writing/management and reporting, and presentations for funders, staff, community stakeholders, and conferences.

Southwest Behavioral Health (formerly Phoenix South), Phoenix, AZ

Prevention Specialist, Program Evaluator

1989-1995

- Implemented evidence-based prevention program with several elementary schools in the Roosevelt Elementary School District for students with potential for high-risk behavior.
 - Conducted a culturally influenced process and outcome evaluation with multiple sites in south Phoenix.
 - Collaborated with multiple agency partners, conducted program evaluation activities, created staff policies and procedures manual and training.
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Professional and Community Service

Arizona Evaluators Network: Board Member and Communications Co-Chair, 2022-current.

ASU Global Center for Applied Health Research: RADxUP DSMB Advisory Board Member 2021-current.

Southwest Interdisciplinary Research Center: Emeritus Community Advisory Board Member, 2020-current.

Southwest Interdisciplinary Research Center: Community Advisory Board Member, 2003-2020.

Public Health Accreditation Board (PHAB): Evaluation and Quality Improvement Committee Member 2019-2020.

National Association of City & County Health Officers: National Workgroups, 2015-2020.

Health Improvement Partnership of Maricopa County: Steering Committee Member 2013-2019.

Journal of American College Health, Reviewer, 2019

University of Arizona, College of Public Health: Internship Supervisor, 2014-current.

Arizona State University, School of Social Work: Fieldwork Supervisor, 1997, 2013-2014.

American Society of Public Administration, AZ Chapter: Board Member 2003-2011.

Coalition for Tobacco Free Arizona: Executive Committee Member, 2005-2010.

Governor's Division for Community and Youth Development [AZ]: Grant Reviewer, 2001-2008.

Arizona Evaluators Network: Board Member and Phoenix Cluster Chair, 2006-2007.

Arizona Department of Education, Safe and Drug Free Schools: Grant Reviewer, 2000-2005.

Arizonans for Prevention: Executive Board Member and Officer, 1992-1994, 1998-2000.

Awards

Educator of Influence, Northern Arizona University	2017
Outstanding Faculty Associate Award, School of Public Affairs, Arizona State University	2015-2016
Public Health Foundation, 1 st Place Winner, <i>Community Guide</i> Stories from the Field	2013
National Association of Counties, Innovative Practices	2010, 2009, 2008, & 2005
Coalition for Tobacco Free Arizona, Leadership Award	2006
Innovation Award, Arizona State University	1996

Publications, Presentations, and Conference Proceedings

McCullough, J.M., Eisen-Cohen, E., & Lott, B. (2020). Barriers and facilitators to intra-organizational collaboration in public health: Relational Coordination across public health services targeting individuals and populations. *Health Care Management Review, 45*(1), 60-72.

- McCullough, J.M., Eisen-Cohen, E., & Salas, B. (2016). Partnership capacity for community health improvement plan implementation: Findings from a social network analysis. *BioMed Central*, 16, 566-577.
- Eisen-Cohen, E. (2011). *Maricopa County community health assessment*. Maricopa County Department of Public Health, Phoenix, AZ: Author.
- Eisen-Cohen, E. (2005). *Arizona college students: Willing advocates for campus tobacco policy*. Dissertation Abstracts International.
- Partners for Public Health: Models of Academic Health Departments*. NACCHO 360 Annual Conference and American Public Health Association Annual Conference. Virtual. 2020
- Lessons Learned of an Academic Health Department*. Western Region Academic Health Summit. Las Vegas, NV. 2019
- Collaborative Data Design: A Tool for Multisector Alignment* with W. Riley, and J.M. McCullough. All In: Data for Community Health. National Meeting. Baltimore, MD. 2019
- A Follow-Up Evaluation of a Shared Use Project in Six Sites*. Evaluation 2018. Annual Conference of the American Evaluation Association. Cleveland, OH. 2018
- Aftermath of Silo-Busting: Measuring Collaboration in Your Organization* American Evaluation Association, Cleveland, OH (October 2018 invited) and NNPHI Public Health Improvement Training, Atlanta, GA. 2018
- Evaluating Shared Use Projects Using Community Based Participatory Research and Evaluation* with M. Parsai, B. Lott, and R. Henry. American Evaluation Association, Washington, DC. 2017
- Achieving Public Health Accreditation After an Action Plan* National Association of City and County Health Officers Annual Conference, Pittsburgh, PA. 2017
- Integrating the Public Health Core Functions and Essential Services with Workforce Development for Public Health Professionals* with L. Govindarajan. National Network of Public Health Institutes, New Orleans, LA. 2016
- Academic Partnerships and Evidence Based Practice Implementation* Arizona Public Health Association 87th Annual Conference, Phoenix, AZ. 2015
- Social Network Analysis of a Health Department-led Community Health Improvement Partnership* with J. Mac McCullough and Bianca Salas. Public Health Services & Systems Research Keenland Conference, Lexington, KY. 2015
- Incorporating Evidence-based Approaches in a Local Health Department: Examples of Program Planning, Implementation, Evaluation, and Improvement* Arizona Public Health Association Conference, Phoenix, AZ. 2015
- Conception to Consensus Building for a Coordinated Community Health Needs Assessment Among Non-Profit Hospitals, Federally Qualified Health Centers, and Public Health* National Association of City and County Health Officials Annual Conference, Kansas City, MO. 2015

- Evaluating a Community Health Improvement Plan (CHIP) Partnership by Using PARTNER, a Social Network Analysis Tool Maricopa County, AZ.* National Association of City and County Health Officials Annual Conference, Kansas City, MO. 2015
- Health Policy Networks in 15 Big Cities* National Association of City and County Health Officials Annual Conference, Kansas City, MO. 2015
- Raising the Bar Using a New Performance Management System to Advance Accreditation* National Association of City and County Health Officials Annual Conference, Kansas City, MO. 2015
- Conducting Community Health Needs Assessments: Public Health Program Theory and Design* Guest speaker Phoenix Children's Hospital, Residency Program, Phoenix, AZ. 2014
- Evaluation Measures: Outputs vs Outcomes* Arizona Department of Health Services, Phoenix, AZ. 2014
- Asset Mapping for Successful Community Health Programs* Maricopa County Department of Public Health, Phoenix, AZ. 2013
- Performance Management for Public Health Leadership* Maricopa County Department of Public Health Phoenix, AZ. 2013
- We Influence Change": Applying PDSA to Increase the Reach of WIC within the Maricopa County Department of Public Health* National Network of Public Health Institutes, New Orleans, LA. 2013
- "De-Siloifying" the Public Health Department: Cross-Jurisdiction Collaboration for Improvement* Centers for Disease Control and Prevention Atlanta, GA. 2013
- P³ for a Successful Community Health Needs Assessment: Partners, Process, and Participants* Arizona Department of Health Services Phoenix, AZ. 2012
- Evaluating a Public Health Teleworking Initiative* American Evaluation Association San Antonio, TX. 2010
- Teleworking: An Alternative Work Environment* Arizona Public Health Association Phoenix, AZ. 2009
- Evaluating a Joint Venture Between the Maricopa County Public Health Departments' Tobacco Use Prevention Program and Employee Health" Initiatives* Department Reveals Program Success American Evaluation Association Denver, CO. 2008
- An Asset-Based Approach to Prevent Youth Tobacco Use* International Union for Health Promotion and Education Conference. Columbus, OH. 2007
- Capacity Building for Program Evaluation in a Local Tobacco Control Program* American Evaluation Association, Portland, OR. 2006
- Arizona College Students: Willing Advocates for Campus Tobacco Policy* World Conference on Tobacco or Health, Chicago, IL. 2006
- Characteristics of College Student Advocacy: The Arizona College Study* Western Social Science Association, Phoenix, AZ. 2006
- Building Capacity for Effective Tobacco Prevention in Schools (On a Budget!)* National Conference on Tobacco or Health. Phoenix, AZ. 2004
- Effective Tobacco Prevention with High Risk Incarcerated Youth: Results of the Maricopa County Program.* American Public Health Association. San Francisco, CA 2003

