

## **Curriculum Vitae**

**PAMELA S. WHITTEN**

Senior Vice President for Academic Affairs & Provost

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### **EDUCATION**

- PhD 1996      **University of Kansas, Department of Communication Studies**  
Specific Areas of Research: New technology and communication; Technology in health care organizations; Social impacts and effects of health technologies; Diffusion of innovations; Telemedicine
- MA 1986      **University of Kentucky, Department of Communication**  
Major Area of Study: Organizational Communication
- BSM 1985      **Tulane University, School of Business, *Magna Cum Laude***  
Beta Gamma Sigma and Alpha Lambda Delta Honor Societies

### **ADMINISTRATIVE EXPERIENCE**

#### **Senior Vice President for Academic Affairs and Provost (February 2014-Present)**

The SVP & Provost serves as the chief academic officer for the University of Georgia and is the senior of the five Vice Presidents who report directly to the President.

#### **Responsibilities:**

- Serve as chief academic officer. Develop, manage and provide oversight for all academic programs at the University of Georgia. The current portfolio for UGA includes 17 schools and colleges with almost 38,000 students, including 29,000 undergraduates and 8,700 graduate and professional students.
- Oversee all scholarship and research for the university. Establish research productivity goals, ensure provision of central and school/college-level research support services, determine strategic priorities. Develop and launch innovative research initiatives.
- Manage the university's statewide public service and outreach activities. Through the work of units across campus, UGA serves every county in Georgia and beyond by developing leaders, creating jobs and addressing critical challenges to position Georgia as a competitive force regionally, nationally and internationally.
- Oversee and manage all student services functions, including recruitment, admissions, registrar, financial aid, student affairs and housing.
- Manage all international and global issues, including study abroad programs, three residential campuses abroad, international partnerships, and global scholarship.
- Foster diversity and reward excellence among faculty by implementing active and systemic recruiting practices across campus and ensuring that faculty have clear and discipline-specific performance expectations.
- Oversee university information technology strategy and operations, including information

- security, data and analytics.
- Provide budget management and oversight for all units reporting to the Office of the Senior Vice President for Academic Affairs and Provost.

#### **Direct Reports:**

- **Vice Presidents**

Five Vice Presidents report directly to the Provost.

- Vice President for Information Technology
- Vice President for Instruction
- Vice President for Public Service and Outreach
- Vice President for Research
- Vice President for Student Affairs

- **Associate Provosts**

Seven Associate Provosts report directly to the Provost.

- Academic Fiscal Affairs
- Academic Programs
- Faculty Affairs
- Honors Program
- Institutional Diversity
- International Education
- Libraries

- **Deans**

The University of Georgia has 17 schools and colleges and 18 deans who report directly to the Provost.

- Augusta University/University of Georgia Medical Partnership
- College of Agricultural and Environmental Sciences
- College of Education
- College of Engineering
- College of Environment and Design
- College of Family and Consumer Sciences
- College of Pharmacy
- College of Public Health
- College of Veterinary Medicine
- Franklin College of Arts and Sciences
- Graduate School
- Grady College of Journalism and Mass Communication
- Odum School of Ecology
- School of Law
- School of Public and International Affairs
- School of Social Work
- Terry College of Business
- Warnell School of Forestry and Natural Resources

- **Other Units**

Other units that report directly to the Office of the Provost include:

- Accreditation and Institutional Effectiveness
- Georgia Museum of Art

- Institute of Higher Education
- Performing Arts Center
- Skidaway Institute of Oceanography
- UGA-Griffin Campus
- **Current Board Memberships**
  - Georgia Athletic Association Board  
*Vice Chairman*  
*Chair of Facilities and Development Committee*
  - UGA Foundation Board  
*Trustee (Ex-Officio)*  
*Member, Costa Rica Board*  
*Member, Foundation Fellows Committee (Ex-Officio)*
  - UGA Real Estate Foundation, Trustee
  - UGA Research Foundation, Vice Chair
  - Georgia Museum of Art Board of Advisors
  - Georgia Humanities Board of Directors
  - Achievement Rewards for College Scientists (ARCS) Atlanta Chapter

#### **Major Collaborative Institutional Accomplishments:**

##### **Created and launched key initiatives to transform the academic culture at UGA.**

- **Forged ahead with ambitious plans to create exceptional undergraduate instructional experiences while improving time to degree**
  - Created and fully deployed university-wide experiential learning initiative. Effective Fall 2016, all 29,000 undergraduates embed a tailored experiential learning experience into their required curriculum.
  - Completed a small-class size initiative through the targeted hiring of 56 new faculty members to reduce class sizes in critical areas to help students in 81 majors graduate in a more timely manner. Initiative resulted in 319 new course sections, the majority of which have fewer than 20 students.
  - Revamped academic advising services to include hiring 35 additional advisors, creating Exploratory Center for incoming freshman with undecided majors, revising orientation advising, enhancing advising services for transfer students, and implementing online advising tools.
  - Increased summer enrollment to shorten time to degree and generate revenue for the university. Summer enrollment rose from 13,515 in summer 2014 to 16,447 in summer 2017, a 22% increase.
  - Increased total online course offerings by 200% from 2013 to 2017.
  - Developed new university-wide linked degree programs to provide 100+ opportunities for UGA students to graduate in five years or less with both undergraduate and graduate degrees.
- **Increased research productivity**
  - Revamped institutional support services for grants and contracts.
  - Increased research expenditures by 37% since 2014.
  - Identified three signature research themes and now apply themes strategically to inform resource allocation and to raise awareness of the impact of UGA research.
  - Made exciting, world-changing faculty hires. In addition to normal faculty hires due to

turnover, have achieved great success in targeted hiring initiatives to recruit senior-level extraordinary research faculty as well as multidisciplinary informatics faculty. In addition, successfully recruited five Georgia Research Alliance (GRA) Eminent Scholars since 2014. This represents more success in GRA hiring (a highly prestigious state initiative) than was accomplished at UGA in the entire preceding decade.

- Ramped up nontraditional fundraising to support scholarly activities.
- **Developed and deployed programs to advance long-term strategy of improving university rankings and reputation**
  - Created position of Associate Provost for Faculty Affairs to increase support services and professional development for faculty members.
  - Added 21 endowed chairs and professorships, bringing total to 272.
  - Received INSIGHT into Diversity Higher Education Excellence in Diversity Award for three consecutive years. Also successfully established Women's Leadership Initiative.
  - Introduced campus-wide Entrepreneurial Initiative.
  - Deployed university-wide Informatics Institutes.
  - Produced \$5.25 billion economic impact on state of Georgia.
  - Continued with investment in capital projects and faculty resources to address demand for STEM degrees, which has grown 5% since 2011. Increased enrollment in College of Engineering by 68% since 2014.
  - Developed and implemented strategic plan to encompass short- and long-term goals to grow graduate enrollment at UGA.
  - Elevated UGA's U.S. News and World Report ranking from 21st among public universities in 2016 to 18th in 2017. Ranking among all universities improved from 62nd to 56th.

#### **Dean of the College of Communication Arts & Sciences, Michigan State University (2009-2014)**

Served as the chief executive and academic officer for a college with 3,000 students; reported directly to the Provost of MSU.

#### **Responsibilities and Accomplishments:**

- Served as chief academic officer. Developed, managed and provided oversight for all academic programs for the College of Communication Arts & Sciences. The college served 3,000 students in 4 undergraduate and 10 graduate degree programs.
- Provided leadership and oversight for 12 direct reports: five department chairs, three associate deans, chief budget officer, technology director, communications director, and chief development officer. Responsible for budget and operational oversight.
- Managed college through significant recession-related budget cutting requirements. Through rigorous analyses, made bold decisions regarding priorities and set clear agenda that tied economic and human resource allocation to priority areas.
- Deployed several significant faculty hiring initiatives resulting in increased faculty headcount, new instructional opportunities for students, and increased research grants for the college.
- Launched exciting new curricular initiatives, including the Media Sandbox for digital media arts students.
- Created culture of enhanced research productivity across college through enhanced support services for research grants as well as novel initiatives such as the Trifecta, a tri-college program that launched teams of interdisciplinary researchers in the pursuit of external funding to test communication technologies for health.
- Served as chief fundraiser for the college, which required significant interactions with individual alumni across the country, as well as the pursuit of nontraditional fundraising opportunities

- through awards and gifts from corporate and nonprofit agencies.
- Deployed strategic communication campaign for the college.
- Inherited management of public TV and radio stations and cut seven-figure deficit within 12 months to create a fiscally-stable entity within the university.

**Associate Dean for Research and Graduate Education, College of Communication Arts & Sciences, Michigan State University (2007-2009)**

Provided leadership for the research and graduate education functions of the college and reported directly to the Dean.

**Responsibilities and Accomplishments:**

- Managed all operational and support services related to graduate education within the college. This included initial recruitment, application, and selection processes. It also included ongoing support, resource allocation, and quality oversight for enrolled graduate students.
- Oversaw graduate coordinator support activities within each of the 5 departments for the 10 graduate programs in the college.
- Served a liaison role with the MSU Graduate School to link college accomplishments with overall university goals.
- Created and launched services to address weak research infrastructure within the college.
- Identified research funding collaborations and opportunities for faculty across the college.
- Served a liaison role with the Office of the Vice President for Research and Graduate Studies to better align college goals with university goals. Identified and implemented key partnership opportunities for faculty across campus.
- Provided oversight for graduate and research office budgets.
- Served as senior associate dean in dean's leadership team.

**Assistant Dean, College of Communication Arts & Sciences, Michigan State University (2006-2007)**

Provided leadership and project management for a variety of strategic initiatives within the college.

**Responsibilities and Accomplishments:**

- Launched Family Research Initiative and assumed transitional responsibilities to ultimately oversee the graduate and research offices for the college.
- Identified new fundraising opportunities.
- Enhanced collaboration with academic partners across the university, as well as with public service and outreach.

**Director, Information Technology Services and Research (ITSR), Assistant Professor, Department of Family Medicine, University of Kansas Medical Center, Kansas City, Kansas (1995-1998)**

Served as inaugural director for KUMC telemedicine program to develop statewide clinical service delivery and launch research portfolio.

**Responsibilities and Accomplishments:**

- Developed and implemented organizational infrastructure for telemedicine and e-health, as well as other emerging information and communications technologies related to supporting medical practice throughout Kansas.
- Established robust and supportive relationships with statewide stakeholders.

- Determined short- and long-term strategic goals and implemented means to operationalize and measure success.
- Developed and evaluated effective communication linkages and support systems for primary care practices throughout Kansas.
- Identified opportunities for medical specialty care access throughout Kansas via technology solutions.
- Researched, created, and administered procedures for efficient day-to-day operations for the program.
- Developed and supervised coordination of training programs related to telemedicine and other information technologies originating from the program.
- Created and supervised liaison relationships with rural facilities throughout Kansas.
- Generated external grant funding and supervised academic research projects.

#### ACADEMIC APPOINTMENTS

2014-Present	Senior Vice President for Academic Affairs & Provost, University of Georgia
2014-Present	Professor, Department of Communication Studies, Franklin College of Arts & Sciences; Department of Health Policy & Management, College of Public Health; Department of Advertising & Public Relations, Grady College.
2009-2014	Dean, College of Communication Arts & Sciences, Michigan State University
2007-2009	Associate Dean for Research and Graduate Education, College of Communication Arts & Sciences, Michigan State University
2006-2007	Assistant Dean, College of Communication Arts & Sciences, Michigan State University
2006-2007	Program Director, Family Research Initiative, Michigan State University
2005-2006	Professor, Department of Communication and Regenstrief Center for Healthcare Engineering, Purdue University
2005-2014	Professor, Department of Telecommunication, Information Studies & Media, Michigan State University
2004-2005	Professor and Director, Health & Risk Communication Center, College of Communication, Michigan State University
2001-2005	Associate Professor, Department of Telecommunication, Michigan State University
1998-2001	Assistant Professor, Department of Telecommunication, Michigan State University
1998-2005	Research Fellow, College of Human Medicine, Institute of Healthcare Studies, Michigan State University
1996-1998	Assistant Professor, Department of Family Medicine, University of Kansas Medical Center
1996-1998	Courtesy Faculty, Communication Studies, University of Kansas

1995	Instructor, Department of Family Medicine, University of Kansas Medical Center
1993-1995	Teaching Assistant, University of Kansas
1993	Lecturer, Clayton State College
1993	Lecturer, Gordon College, Barnesville, Georgia
1988	Instructor, University of Maryland, Frankfurt, West Germany Campus
1986	Instructor, University of Louisville
1985-1986	Teaching Assistant, University of Kentucky

### **COURSES TAUGHT**

Telemedicine Freshman Seminar (University of Georgia)  
 Women in Leadership Freshman Seminar (University of Georgia)  
 Introduction to Telecommunication Technology (Michigan State University)  
 Telecommunication: Media and Technology (Michigan State University)  
 Telemedicine: Technology and Healthcare (University of Kansas, Michigan State University, Purdue University)  
 Project Management (Michigan State University)  
 Information Technology and Telecommunication (Helsinki School of Economics)  
 Communication and Emerging Technologies (Michigan State University)  
 Communication Theory (University of Kansas and University of Maryland)  
 Managerial Communication (Clayton State College and Gordon College)  
 Organizational Communication (University of Kansas and University of Maryland)  
 Public Speaking (University of Kansas, Clayton State College, Gordon College, University of Maryland, University of Louisville, University of Kentucky and Michigan State University)  
 Telecommunication: Theory & Research (Michigan State University)  
 Telecommunications Policy in Europe (Michigan State University)  
 Telecommunication Management (Michigan State University)  
 Freshman Seminar: Facebook, Ethics, and Issues in a Virtual World (Michigan State University)  
 Health and Technology (Michigan State University)

### **GRANTS (External Sampling)**

2010-2013	Co-Principal Investigator, "Evidence Based Computer Centers II (ARRA)," funded by the U.S. Department of Commerce, \$6,056,819.
2010-2013	Co-Principal Investigator, "Broadband Adoption through Education and E-entrepreneurship in Michigan's Urban Cores (ARRA)," funded by the U.S. Department of Commerce, \$5,215,507.
2009-2013	Principal Investigator, "Implementation of a Telepsychiatry Program in Rural Oncology Clinics," funded by the National Institutes of Health, \$378,162.

- 2008-2010 Co-Principal Investigator, "Connecting Rural Youth and Rural Enterprise to the Information Economy," funded by U.S. Department of Agriculture, \$397,821.
- 2007-2009 Principal Investigator, "Enhancing Social Capital and Community Connectedness in Rural Youth Populations via Communication Technology," funded by W.K. Kellogg Foundation, \$390,000.
- 2007-2010 Co-Principal Investigator, "Geriatrics Education Center of Michigan," funded by HRSA (Health Resources and Services Administration), \$432,000.
- 2007-2008 Co-Investigator, "Vulnerable Medicaid Population Assessment," funded by Michigan Dept. of Community Health, \$799,106.
- 2007-2009 Co-Investigator, "Michigan Health Information Network: Upper Peninsula Health Information Exchange (MIHiN)," funded by Marquette General Health System, \$63,142 (sub-only).
- 2007-2008 Co-Investigator, "Food Stamp Nutrition Education Project (MI Nutrition Network)," funded by Michigan Department of Human Services, \$80,913 (sub-only).
- 2006-2009 Co-Investigator, "Midwest Alliance for Telehealth & Technology Resources (MATTER)," funded by Office of Health Information & Technology, HRSA, \$1,237,655.
- 2005-2006 Principal Investigator, "Low Literacy Website for Parents of Pediatric Patients," funded by Michigan Department of Community Health, \$165,000.
- 2005-2006 Principal Investigator, "Michigan Telehospice Project: Providing Innovative End-of-Life Care for Patients and Families throughout Michigan," funded by Department of Health Resources and Services Administration, Office for Advancement of Telehealth, \$100,000.
- 2004-2005 Principal Investigator, "Electronic Health Literacy for Michigan's Medicaid Populations," funded by Michigan Department of Community Health, \$318,980.
- 2004 Principal Investigator, "The Search for an Interdisciplinary Understanding of Online Cancer Services," funded by the National Institutes of Health, R13 conference grant, \$20,000.
- 2003-2006 Evaluator, "Senior Wellness Outreach Project Combining Senior Group Education, Rural Telehealth Opportunities and Health Screenings for 400 Persons in Isabella County, Michigan", Central Michigan District Health Department, Department of Human Health & Services, \$314,277.
- 2003-2006 Principal Investigator, "Employing a Wireless Mobile solution to Bring Telemedicine to the Nursing Home Bedside" funded by Department of Commerce, Technology Opportunities Program, \$573,170.
- 2003-2004 Principal Investigator, "Health Literacy: Electronic Communications," funded by Michigan Department of Community Health, \$143,000.



- 2003-2010 Co- Principal Investigator, “Breast Cancer and the Environment Research Center,” National Institute of Environmental Health, National Center Institute, \$8,446,773.
- 2002-2003 Principal Investigator, “Ensuring Low Literate Adult Access to Online Health Information,” funded by Michigan Department of Community Health, \$50,000.
- 2001-2003 Principal Research Investigator, “Southwest Michigan Telehealth Network,” funded by Michigan Department of Community Health, \$174,908.
- 2001-2002 Principal Research Investigator, “Telehome Care Network for the Rural Management of Diabetes,” funded by Michigan Department of Community Health, \$150,393.
- 2000-2003 Principal Investigator, “Integrating a Care Continuum Through Telepsychiatry: Solving the Challenges of Medicaid Managed Care,” funded by Department of Commerce, TOP, \$257,000.
- 2000-2002 Principal Investigator, “Providing Tele-Home Care to Chronically Ill Rural Older Adults,” funded by National Institutes of Health, \$74,000.
- 2000-2002 Principal Research Investigator, “Minimizing the Distances: Expanding Telecommunication Connectivity for the Upper Peninsula Health Care Network,” funded by State of Michigan, Rural Health Initiative, \$200,000.
- 2000-2001 Principal Research Investigator, “Using Telehealth to Link Beaver Island to Northwest Michigan Health Providers,” State of Michigan, Rural Health Initiative, \$96,546.
- 2000-2001 Principal Research Investigator, “Rural Management of Diabetes for the New Millennium,” funded by State of Michigan, Rural Health Initiative, \$80,140.
- 2000-2003 Principal Research Investigator, “Close to Home, Close to Health: A Seven- County Telemedicine Project in Michigan’s Upper Peninsula,” funded by Health Resources and Services Agency (Office for the Advancement of Telehealth), \$879,100.
- 1999-2002 Principal Investigator, “Telehospice: A Bistate Proposal to Improve End-of-Life Care,” funded by the Department of Commerce, NTIA, \$424,785.
- 1999-2000 Research Consultant, “Tele-Kidcare: Bringing Healthcare into Schools,” funded by the National Telecommunication and Information Administration, \$424,945.

#### **REFEREED PUBLICATIONS (Representative Sample)**

Lauckner, C., & Whitten, P. (2016). The State and Sustainability of Telepsychiatry Programs. *Journal of Behavioral Health Services & Research*, 43(2):305-318.

Lauckner, C. & Whitten, P. (2014). Barriers and Contributors to Success in Telemedicine: A Qualitative Study of a Struggling Telepsychiatry Project and a Sampling of highly successful programs. *Journal of the International Society for Telemedicine and e-Health*, 2(1), 71-76.

Whitten, P., Nazione, S., & Lauckner, C. (2013). Tools for Assessing the Quality and Accessibility of

Online Health Information: Initial Testing among Breast Cancer Websites. *Informatics for Health and Social Care*, 38, 366-381.

Whitten, P., Nazione, S., Smith, S. W., & LaPlante, C. (2011). An Examination into Audience Targeting and the Use of Storytelling or Statistical Evidence on Breast Cancer Websites. *Patient Education and Counseling*, 85, e59-e64.

Whitten, P., Holtz, B., Cornacchione, J. & Wirth, C. (2011). Evaluating Telehealth Websites for Literacy Indicators and Information Content. *Journal of Telemedicine & Telecare*, 17(1) 31-35

Clark-Hitt, R., Dean, Marleah, Smith, S. W., Nazione, S., Charkles, A.K., & Whitten, P. (2010). Relative Frequency of Breast Cancer Website Information Topics: Environmental Risk, Prevention, Detection, Treatment, Awareness, Social Support, and Survivorship. *Journal of Health & Mass Communication*, 2, 36-55.

Whitten, P., Holtz, B., & LaPlante, C. (2010). Telemedicine: What Have We Learned? *Applied Clinical Informatics*, 1, 132-141.

Whitten, P., & Cornacchione, J. (2010). The Multiple Contexts of Borders that Impact Telemedicine as a Healthcare Delivery Solution. *Journal of Borderland Studies*, 25, 206- 218.

Whitten, P., Holtz, B., Krupinski, E., Alverson, D., & LaPlante, C. (2010). An Independent Investigation into the Deployment of the Federal Communications Commissions' Rural Health Care Pilot Project. *Journal of Telemedicine and e-Health*, 16(10), 1005-11.

Whitten, P., Holtz, B., Krupinski, E., & Alverson, D. (2010). Challenges of the Rural Health Care Pilot Program Broadband Initiative. *Journal of Telemedicine and e-Health*, 16(3), 370-2

Whitten, P., Holtz, B., & Nguyen, L. (2010). Keys to a Successful and Sustainable Telemedicine Program. *International Journal of Technology Assessment in Health Care*, 26, 211-216.

Whitten, P., Holtz, B., & Nazione, S. (2009). Searching for Barriers to Adoption of the Videophone in a Hospice Setting. *Journal of Technology in Human Services*, 27, 307- 322.

Holtz, B, Whitten, P. (2009). Managing Asthma with Mobile Phones: A Feasibility Study. *Journal of Telemedicine and e-Health*, 15(9), 907-909.

Whitten, P., Holtz, B., Meyer, E., & Nazione, S. (2009). Telehospice: Why Won't Hospice Providers Use Telehealth? Explaining Slow Adoption in Home Hospice Care. *Journal of Telemedicine and Telecare*, 15(4), 187-190.

Whitten, P., Bergman, A., Meese, M.A., Bridwell, K., & Jule, K. (2009). St. Vincent's Home Telehealth for CHF Patients. *Telemedicine and e-Health Journal*, 15(2), 148-153.

Mackert, M., & Whitten, P. (2009). Long Term Success of a Telehealth Network: A Case Study of the Upper Peninsula Telehealth Network. *Int. J. Healthcare Technology Management*, 10(1/2), 66-81.

Whitten, P., & Holtz, B. (2008). Provider Utilization of Telemedicine: The Elephant in the Room. *Telemed J E Health*, 14(9), 995-997.

Tracy, J., Rheuban K., Waters R.J., DeVany M., & Whitten, P. (2008). Critical Steps to Scaling

Telehealth for National Reform. *Telemed J E Health*, 14(9), 990-994.

Gammon, D., Johannessen, L.K., Sorensen, T., Wynn, R., & Whitten, P. (2008). An Overview and Analysis of Theories Employed in Telemedicine Studies. A Field in Search of an Identity. *Methods Inf. Med*, 47(3), 260-269. Review.

Whitten, P., Smith, S., Munday, S., & LaPlante, C. (2008). Communication Assessment of the Most Hit Breast Cancer Websites: Evaluation of Design and Theoretical Criteria. *Journal of Computer Mediated Communication*, 13, 880-911.

Whitten, P., Mylod, D., Gavran, G., & Sypher, H. (2008). "Most Wired Hospitals" Rate Patient Satisfaction: Considering the Role of IT as a Variable in Health Care Institution Quality Assessment. *Communications of the ACM*, 51(4), 96-102.

Mackert, M., Whitten, P., & Garcia, A. (2008). Interventions for Low Health Literate Audiences. *Journal of Computer-Mediated Communication*, 13, 504-515.

Whitten, P., & Buis, L. (2008). Use of Telemedicine for Haemodialysis: Perceptions of Patients and Health-care Providers, and Clinical Effects. *Journal of Telemedicine and Telecare*, 14, 75-78.

Whitten, P., Buis, L., Love, B., & Mackert, M. (2008). Health Education Online for Individuals with Low Health Literacy: Evaluation of the Diabetes and You Website. *Journal of Technology in Human Services*, 26(1), 77-88.

Mackert, M., & Whitten, P. (2007). Successful Adoption of a School-Based Telemedicine System. *Journal of School Health*, 77(6), 327-30.

Whitten, P., Johannessen, L.K., Soerensen, T., Gammon, D., & Mackert, M. (2007). A Systematic Review of Research Methodology in Telemedicine Studies. *Journal of Telemedicine and Telecare*, 13(5), 230-235.

Whitten, P., Buis, L. & Love, B. (2007). Physician-Patients E-Visit Programs: Implementation and Appropriateness. *Disease Management & Health Outcomes*, 15(4), 207-214.

Whitten, P., & Mickus, M. (2007). Home Telecare for COPD/CHF Patients: A Measurement of Outcomes and Perceptions. *Journal of Telemedicine and Telecare*, 13: 69-73.

Whitten, P., & Buis, L. (2007). Private Payer Reimbursement for Telemedicine Services in the United States. *Journal of Telemedicine and eHealth*, 13(1), 15-23.

Whitten, P. (2006). Will We See Data Repositories for Telehealth Activity in the Near Future? *Journal of Telemedicine and Telecare*, 12(2), 65-71.

Whitten, P., & Mackert, M. (2005). Addressing Telehealth's Foremost Barrier: Provider as Initial Gatekeeper. *International Journal of Technology Assessment in Health Care*, 21(4), 517-521.

Whitten, P., & Love, B. (2005). Patient and Provider Satisfaction with the Use of Telemedicine: Overview and Rationale for Cautious Enthusiasm. *Journal of Postgraduate Medicine*, 51(4), 294-300.

Whitten, P., Doolittle, G., & Mackert, M. (2005). Providers' Acceptance of Telehospice. *Journal of Palliative Medicine*, 8(4), 730-735.

Whitten, P., & Kuwahara, E. (2004). A Multi-phase Telepsychiatry Program in Michigan: Organizational Factors Impacting Utilization and Perceptions. *Journal of Telemedicine and Telecare*, 10, 254-261.

Whitten, P., Notman, M., Maynard, C., Henry, R., & Glandon, R. (2004). Interactive Health Communication Technologies in the Public Health Sector: Positive Perceptions Still Outpace Actual Utilization. *Journal of Technology in Human Services*, 22(3), 25-40.

Whitten, P., Doolittle, G., & Mackert, M. (2004). Telehospice in Michigan: Use and Patient Acceptance. *American Journal of Hospice & Palliative Care*, 21(3), 191-195.

Whitten, P., & Rowe-Adjibogoun, J. (2003). Researching Health Communication Technology Intervention Projects: The Challenge of Achieving Utilization Levels Sufficient for Evaluation. *Journal for Technology in Human Services*, 22(3), <http://www2.uta.edu/cusssn/jths/vol22.htm>.

Whitten, P., Doolittle, G., Mackert, M., & Rush, T. (2003). Telehospice: End-of-Life Care Over the Lines. *Nursing Management*, 34(11), 36-39.

Whitten, P., & Kuwahara, E. (2003). Telemedicine from the Payor Perspective: Considerations for Reimbursement Decisions. *Disease Management & Health Outcomes*, 11(5), 291-298.

Whitten, P., & Richardson, J. (2002). A Scientific Approach to the Assessment of Telemedicine Acceptance. *Journal of Telemedicine and Telecare*, 8, 246-248.

Whitten, P., Mair, F., Haycox, A., May, C.R., Williams, T.L., & Hellmich, S. (2002). Systematic Review of Cost-effectiveness Studies of Telemedicine Interventions: Economic Benefits of New Technology are Assumed, Rather than Known. *British Medical Journal*, 324, 1434-1437.

Cook, D., & Whitten, P. (2002). Telemedicine in Kansas from 1994-2001: A Longitudinal Investigation of Organizational Issues Impacting the Development of Telemedicine Adoption and Diffusion. *Journal of Healthcare Information Management*, June, 16(3), 60-66.

Whitten, P., Doolittle, G., & Hellmich, S.A. (2001) Telehospice: Using Telecommunication Technology for Terminally Ill Patients. *Journal of Computer Mediated Communication*, 6(4), <http://www.ascusc.org/jcmc/vol6/issue4/whitten2.html>.

Whitten, P., Steinfield, C., & Hellmich, S.A. (2001) EHealth: Market Potential and Business Strategies. *Journal of Computer Mediated Communication*, 6(4), <http://www.ascusc.org/jcmc/vol6/issue4/whitten.html>.

Whitten, P., Eastin, M.S., & Davis, S. (2001). Telemedicine in the Michigan Upper Peninsula Region: An Evaluation of the First Five Years. *Journal of Telemedicine and Telecare*, 7(5), 288-299.

Whitten, P., Kingsley C., Cook, D., Swirzynski, D. & Doolittle, G. (2001). School-Based Telehealth: An Empirical Analysis of Teacher, Nurse, and Administrator Perceptions. *Journal of School Health*, 71(5), 173-179.

Whitten, P., & Mair F. (2000). Telemedicine and Patient Satisfaction: Current Status and Future Directions. *Telemedicine Journal and e-Health*, 6(4): 417-423.

- Whitten, P., Zaylor, C., & Kingsley, C. (2000). An Analysis of Telepsychiatry Programs from an Organizational Perspective. *Cyberpsychology and Behavior*, 3(6), 911- 916.
- Whitten, P., Kingsley, C., & Grigsby, J. (2000). Results of a Meta-Analysis of Cost-Benefit Research: Is this a Question Worth Asking? *Journal of Telemedicine and Telecare*, 6(1), S4- S6.
- Mair, F., & Whitten, P. (2000). A Systematic Review of Studies of Patient Satisfaction with Telemedicine: Research which Yields More Questions than Answers? *British Medical Journal*, 320, 1517-1520.
- Whitten, P., Sypher, B.D., & Patterson, J. (2000). Transcending the Technology of Telemedicine: An Analysis of Telemedicine in North Carolina. *Health Communication*, 12(2), 109-135.
- Doolittle, G.C., Whitten, P.S., Clemens, C., & Cook, D.J. (1999). Patient, Caregiver, and Provider Perceptions of a Telehospice<sup>SM</sup> Service. *Telemedicine Journal*, 5(1), 55.
- Steinfeld, C., & Whitten, P. (1999). Community Level Socioeconomic Impacts of Electronic Commerce. *Journal of Computer Mediated Communication*, 5(2), <http://www.ascusc.org/jcmc>.
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- Whitten, P., Cook, D.J., & Doolittle, G. (1998). An Analysis of Provider Perceptions for Telehospice. *The American Journal of Hospice & Palliative Care*, 15(5), 267-275.
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- Whitten, P., Collins, B., & Mair, F. (1998). Nurse and Patient Reactions to a Developmental Home Telecare System. *Journal of Telemedicine and Telecare*, 4(3), 152-160.
- Whitten, P., & Collins, B. (1997). The Diffusion of Telemedicine: Communicating an Innovation. *Science Communication*, 19(1), 21-40.
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## **BOOKS**

Whitten, P., Kreps, G., & Eastin, M. (Eds.) (2011). *Advances in Cancer Online Information Services*. New York: Hampton Press.

Whitten, P. & Cook, D. (Eds.) (2004). *Understanding Health Communication Technologies*. Jossey-Bass.

Maheu, M., Whitten, P., & Allen A. (2001). *E-Health, Telehealth & Telemedicine*. Jossey Bass.

## **BOOK CHAPTERS (Selected)**

Whitten, P. & Lauckner, C. (2012). A Primer for Using Social Media and Mobile Apps in Healthcare. In G. Kreps, A. Singhal, & D. K. Kim (Eds.), *Global Health Communication Strategies in the 21st Century*. New York: Peter Lang Publishing.

Whitten, P., Cook, D., & Cornacchione, J. (2011). Telemedicine: Reviewing the Past, Looking Towards the Future. In T.L. Thompson, T. Parrott, & J.F. Nussbaum (Eds.), *Handbook of Health Communication* (pp. 84-99). New York, NY: Routledge.

Whitten, P., Nazione, S., & Cornacchione, J. (2010). Interactive Medicine. In Y. Yih (Ed.) *Handbook of Healthcare Delivery Systems*.

Mackert, M., Whitten, P., & Holtz, B. (2009). Health Infonomics: Intelligent Applications of Information Technology. In M. Pankowska (Ed.), *Distributed Business and Decision- Making Environments: Creating Information System Ecology*. Hershey, PA: IGI Global.

Whitten, P., Dutta, M.J., Carpenter S., & Bodie, G.D. (2008). News Media and Health Care Providers at the Crossroads of Medical Adverse Events. In K. Henriksen, J. Battles, M. Keyes, & M.L. Grady (Eds.), *Advances in Patient Safety: New Directions and Alternative Approaches*. Vol. 1, Assessment. AHRQ Pub. No. 08-0034-1. Rockville, MD: Agency for Healthcare Research and Quality.

Whitten, P. & Dutta-Bergman, A. (2007). Patient and Provider Satisfaction. In S.L. Dimmick, J.C. Kvedar, & R. Wootton (Eds.), *Home Telehealth*. (pp. 36-43). London: Royal Society of Medicine Press.

Whitten, P. (2007). Interactive Media Technology and Telemedicine. In D. Atkins and C. Lin (Eds.), *Communication Technology and Social Change: Theory, Effects and Applications*. (pp. 223-239). Lawrence Erlbaum Associates, Inc.

Whitten, P., Steinfield, C., & Buis, L. (2006). The State of Ecommerce in Health: An Examination, Diagnosis, and Prognosis. In M. Murero & R. Rice (Eds.), *The Internet and Health Care: An International Perspective*.

Whitten, P. (2006). Telehome Health: Using Telecommunication Technologies to Deliver Health Care to Seniors in Their Homes. In D. C. Park & L. Liu (Eds.), *Medical Adherence and Aging Social and Cognitive Perspectives on Medical Adherence*. (pp. 269- 290). Washington, DC: American Psychological Association.

Steinfield, C., & Whitten, P. (2003). Community Level Socioeconomic Impacts of Electronic Commerce. In C. Steinfield (Ed.), *New Directions in Research on E-Commerce*. (pp. 293- 307).

Whitten, P. (2002). The State of Telecommunication Technologies to Enhance Older Adults' Access to Health Services. In W.A. Rogers & A.D. Fisk (Eds.), *Human Factors Interventions for the Health Care of Older Adults*. (pp. 121-146).

Whitten, P., & Gregg, J.L. (2001). Telemedicine: Using Telecommunication Technologies to Deliver Health Services to Older Adults. In M.L. Hummert & J. Nussbaum (Eds.), *Communication, Aging and Health: Multidisciplinary Perspectives*. (pp. 3-22).

Whitten, P., Eastin, M., & Cook, D. (2000). The Role of the Organization in the Success of Web-Based CME programs. In R. Rice & J. Katz (Eds.), *The Internet and Health Communication*. (pp. 261-285).

Whitten, P. (1997). Telemedicine in Kansas: Using Technology to Bring Healthcare to Rural Areas. In B.D. Sypher (Ed.), *Case Studies in Organizational Communication* (2nd ed.). (pp. 297-311). New York: The Guilford Press.

#### **PEER-REVIEWED CONFERENCE PRESENTATION (Selected Sample)**

Whitten, P., & Lauckner, C., & Cornacchione, J. (2012). "The Use of Social Media in Healthcare: A Review of the Literature." Paper presented at the annual conference of the International Communication Association. Phoenix: AZ.

LaPlante, C., Whitten, P., & Cornacchione, J. (2011). "The Current State of Social Media in Health." Paper presented at the annual meeting of the Association of Internet Researchers. Seattle: WA.

Whitten, P., & Nazione, S. (2010). "A Robust Evaluation of Breast Cancer Websites Using Design, Information, Health, and Literacy Worksheets." Paper presented at the 2010 National Communication Association Conference. San Francisco: CA. November.

Whitten, P., & Holtz, B. (2010). "Midwest Alliance for Telehealth and Technology Resource Center Final Assessment." Presented at the 2010 American Telemedicine Association Conference. San Antonio: Texas. May.

Whitten, P., Holtz, B., Cornacchione, J., Wirth, C. & Nazione, S. (2010). "Systematic Evaluation of Design, Information, Content, and Literacy of Telehealth Websites." Presented at the 2010 American Telemedicine Association Conference. San Antonio: Texas. May.

Whitten, P., Holtz, B., Krupinski, E., & Alverson, D. (2010). "FCC's Rural Health Care Pilot Program Broadband Initiative: Results from Part One of a Two-Part Study." Poster presented at the 2010 American Telemedicine Association Conference. San Antonio: Texas. May.

Whitten, P., Holtz, B., & Nazione, S. (2009). "Telehospice: Failure to Adopt Videophones at the Program Level and Recommendations for a Successful Implementation (Keynote)." Presented (via videoconference) at the International Conference on Successes & Failures in Telehealth 2009. Brisbane: Australia. November.

Whitten, P., Quinlan, P., Nazione, S., & Branam, K. (2009). "Caring for Underserved Children's Mental Health Needs through Telepsychiatry in Schools." Paper presented at the Annual CyberTherapy and CyberPsychology 2009 Conference. Villa Caramora: Italy. June.

Whitten, P., Holtz, B., Davis, S., Young, R. (2009). "The Organizational Structure and Architecture of Telemedicine: Keys to Success." Paper presented at the 2009 American Telemedicine Association Conference. Las Vegas: NV. April.

Whitten, P., & Holtz, B. (2009). "Monitoring Asthma via Mobile Phones: A Feasibility Study." Presented at the 2009 IADIS e-Society Conference. Barcelona: Spain. February.

Whitten, P., Nazione, S., & Holtz, B. (2008). "Increasing Access to Health Information through a Multidimensional Evaluation of Health Websites." Poster presented at the NIH Summit: The Science of Eliminating Health Disparities. National Harbor: MD. December.

Whitten, P. & Holtz, B. (2008). "Monitoring Asthma via Mobile Phones: A Telemedicine Application." Poster presented at the 2008 American Association of Respiratory Congress Annual Conference. Anaheim: CA. December.

Whitten, P., Nazione, S., Holtz, B., Silk, K., & Smith, S. (2008). "Development of a Tool to Test the Literacy, Health, Information, and Design Content of Websites." Poster presented at the 2008 Breast Cancer and the Environment Research Center Conference. Birmingham: AL. November.

Whitten, P. (2008). "The Multiple Contexts of Borders that Impact Telemedicine as a Healthcare Delivery Solution." Presented at the Communication Across Borders Conference. Israel. July.

Whitten, P., Holtz, B., Davis, S., & Young, R. (2008). "Organizational Structures and Architectural Design: Impacts on Telehealth Effectiveness." Presented at the 13th Annual International Meeting and Exposition of the American Telemedicine Association. Seattle: WA, April.

Whitten, P., Johannessen, L.K., Soerensen, T., Gammon, D. & Mackert, M. (2007). "A Systematic Review of Research Methodology in Telemedicine Studies." Presented at the 12th Annual International Meeting and Exposition of the American Telemedicine Association in Nashville: TN. May.

Whitten, P., Buis, L., & Mackert, M. (2007). "The Role of Provider Perceptions in a Midwestern EMR Deployment." Presented at the 12th Annual International Meeting and Exposition of the American Telemedicine Association. Nashville: TN. May.

Whitten, P., Mackert, M., Love, B., & Buis, L. (2006). "Health Information Online for Low Literate Adults: An Evaluation in Two Populations." Presented at the 11th World Congress on Internet in Medicine. Toronto: Canada. October.

Whitten, P., Bergman, A., Agarwal, V., & Gabor, E. (2006). "Communication Technologies and Healthcare: Diagnosis of Theoretical Contributions to the Study of Telemedicine." Paper presented at the International Communication Association. Dresden: Germany. June.

Whitten, P., Love, B., Buis, L., & Mackert, M. (2006). "Providing Health Information to Adults with Low Health Literacy." Presented at the 2006 American Telemedicine Association Conference. San Diego: CA. May.

Whitten, P., Buis, L., & Mackert, M. (2006). "Providers and the Electronic Medical Records System at Michigan State University." Paper presented at the 2006 American Medical Informatics Association Spring Congress. Phoenix: AZ. May.

Whitten, P., Mackert, M., Love, B., Buis, L. & Winn, B. (2005). "Internet Generation by Disparities:



Ensuring Low-Literate Adult Access to Online Health Information.” Presented at the Association of Internet Researchers. Chicago: IL. October.

Whitten, P., Mackert, M., & Love, B. (2005). “Ensuring Low-Literate Adult Access to Online Diabetes Education – A Research Program.” Presented at the Annual Research Meeting of Academy Health. Boston: MA. June.

Hopp, F., Whitten, P., Subramanian, U., Woodbridge, P., Mackert, M., Goldsmith, A., & Lowery, J. (2005) "Opportunities and Barriers in Tele-Health." Presented at the Health Services Research and Development 2005 National Meeting: Improving Care for Veterans with Chronic Illnesses. Baltimore: MD. February.

Whitten, P. (2004). “Results from a 3-Year Study in Michigan’s Upper Peninsula.” Paper presented at the American Telemedicine Association 2004 Annual Meeting. Tampa: FL. May.

Whitten, P. (2003). “Analysis of Consumer Acceptance Across Three Michigan Telehome Health Projects.” Paper presented at the American Telemedicine Association Fall Forum: Remote Telemonitoring & Home Telehealth. Ft. Lauderdale: FL. September.

Whitten, P., & Rowe-Adjibogoun, J. (2003). “When Patients Are Consumers and Physicians Are Providers: Using Telepsychiatry to Challenge Traditional Doctor-Patient Dynamics.” Paper presented at the American Ethnological Society. Providence: RI. April.

Whitten, P. (2002). “Telehome Health for COPD & CHF Patients in Michigan.” Paper presented at the 4th International Congress on Gerontology. Miami Beach: FL. November.

Whitten, P. (2002). “Access and Outcomes through the Michigan Telepsychiatry Project.” Paper presented at the American Telemedicine Association Annual Conference. Los Angeles: CA. June.

Whitten, P. (2002). “Telehealth: Using Telecommunication Technologies to Enhance Delivery of Health Care for Women.” Paper presented at the American Psychological Association’s Women’s Health Conference. Washington D.C. February.

Whitten, P., & Hellmich S.A. (2000). “Telehospice: A Bi-State Project to Improve End-of-Life Care.” Paper presented at Healthcare Information and Management Systems Society. Los Angeles: CA. November.

Whitten, P., Doolittle, G., & Hellmich, S.A. (2000). “Telehospice: Using Technology to Virtually Link Nurses and Patients.” Paper presented at National Communication Association. Seattle: WA. November.

Whitten, P., Eastin, M., Beery, S., & Miller, V. (2000). “The New Age of Creating Websites: The Complexity of the Interrelationship between Web Characteristics and User Commitment.” Paper presented at the International Communication Association. Acapulco: Mexico. May.

Whitten, P. (2000). “The State of Telecommunication Technologies to Enhance Older Adult’s Access to Health Services.” Paper presented at Human Factors Interventions for the Health Care of Older Adults. FL. February.

Whitten, P., Kingsley, C., & Grigsby, J. (1999). “Results of a Meta-Analysis of Cost-Benefit Research: Is This a Question Worth Asking?” Paper presented at TeleMed 99. London: United Kingdom. December.

Whitten, P., Cook, D., Swirczynski, D., Kingsley, C., & Doolittle, G. (1999). "School-Based Telemedicine: An Empirical Analysis of Teacher, Nurse and Administrator Perceptions."

Whitten, P. (1999). "Telehealth Applications in the Future of Health Psychology." Symposium presented at the American Psychological Association. Boston: MA. August.

Whitten, P. (1998). "Tele-Kidcare for School." Paper presented at TeleMed 98. London: United Kingdom. November.

Whitten, P. (1998). "Telemedicine: A Synergistic Phenomenon." Paper presented at The Information Connection: Implementing Effective Technologies in Healthcare, The University of Vermont. Burlington: VT. January.

Whitten, P., & Collins, B. (1997). "The Multifaceted Provision of Telehome Health Services." Paper presented at International Conference on Telemedicine and Telecare, Royal Society of Medicine. London: United Kingdom. November.

Whitten, P., Zaylor, C., & Ermer, D. (1997). "Telepsychiatry in Rural America: A State Initiative." Paper presented at American Psychiatric Association. San Diego: CA. May.

Whitten, P. (1995). "Why Does our Hospital Need Telemedicine?: The Introduction of New Technology in a Health Care Network." Paper presented at the annual convention of the Speech Communication Association. San Antonio: TX. November.

Whitten, P. (1995). "Transcending the Technology of Telemedicine: An Examination of Telemedicine from an Organizational Perspective." Paper presented at the International Communication Association Conference. Albuquerque: NM. May.

Whitten, P., & Franken, E.A. (1995). "A Survey of Rural Primary Care Practitioners' Attitudes and Perceptions of Telemedicine." Paper presented at Second International Conference on the Medical Aspects of Telemedicine & Second Annual Mayo Telemedicine Symposium. Rochester: MN. April.

#### **INVITED PRESENTATIONS AND PANELS (Selected Sample)**

Whitten, P. (2012). "Sustaining and Realizing the Promise of Telemedicine." Presented in workshop at the University of Michigan Health Systems Telemedicine Symposium. Ann Arbor: MI. September.

Whitten, P. (2011). "Michigan State University's Vision for Communication Education and Research." Presented at Seoul National University. Seoul: South Korea. October.

Holtz, B., & Whitten, P. (2009). "Utilizing Mobile Phones to Improve Health." Panel presented at the 2009 International Communications Association Conference. Chicago: IL. May.

Whitten, P., Nazione, S., Holtz, B., & Silk, K. (2009). "Evaluating Access to Health Information on the Web: A Multidimensional Approach." Panel presented at the 2009 International Communications Association Conference. Chicago: IL. May.

Whitten, P., Holtz, B., Sprang, R., Gregg, J., Cornacchione, J., & LaPlante, C. (2010). "Telemedicine: An Innovative Platform for Health Interventions." Panel presented at the 2010 Kentucky Conference on

Health Communication. Lexington: KY. April 2010.

Whitten, P. (2008). "Telehealth Opportunities to Enhance Care through Communication Technology." Developmental Disabilities Conference. Grand Rapids: MI. April.

Whitten, P. (2008). "Telehealth Activities in Michigan: The State of the State." Presented at the 2008 Michigan Rural Health Conference. Mount Pleasant: MI. April.

Whitten, P. (2005). "Medical Informatics and Telemedicine." Presented to Physician Leadership Series, Ascension Health. Cincinnati: OH. October.

Whitten, P. (2005). "The Role of Informatics and Data Repositories in Telehealth Research." Paper presented at AHRQ-CMS-OHSU Telemedicine Workshop. Boston: MA. March.

Whitten, P. (2004). "Doctoral and Early Career Pre-Conference in Health Communication: Opportunities and Challenges of Moving Health Communication Forward." Panel at the National Communication Association. Chicago: IL. November.

Whitten, P. (2004). "Telepsychiatry in Michigan: Organizational Issues Make or Break the Success of a Telehealth Program Services." Presented at the Tromso Telemedicine Conference (TTeC 2004). Tromso: Norway. July.

Whitten, P. (2004). "Telehealth Evaluation Results: Rhetoric, Reality and Practical Implications, Innovation and Evaluation." Presented at the 2004 International Telehealth Conference. Anchorage: AK. March.

Whitten, P. (2003). "Patient and Provider Satisfaction/Quality." Presented at the SPRY Foundation Conference on Computer-Based Technology and Caregiving for Older Adults. Bethesda: MD. October.

Whitten, P. (2003). "Evaluation impacts of Telemedicine, Norwegian Centre for Telemedicine." Paper presented in workshop at the Tromso Telemedicine Conference. Tromso: Norway. September.

Whitten, P. (2002). "Telehospice: Connecting Patients, Provider and Care." Presented at Building Bridges of Excellence in Supportive Palliative Care International Conference. Windsor: Ontario. June.

Whitten, P. (2002). "EHealth and Telemedicine: Achieving Added Value in Health and Home Care?" Keynote address at A Joint Meeting between the Telemedicine & EHealth Forum of the Royal Society of Medicine and the NHS Executive: "From Innovation to Implementation and Sustainability." London: United Kingdom. May.

Whitten, P. (2001). "Acceptance of Telemedicine." Presented at the State-of-the-Art Symposium on Telemedicine/Telehealth. Ann Arbor: MI. August.

Whitten, P. (2001). "Telehospice in Michigan." Presented at 14th Annual Continuing Education Program on Issues in Aging. Troy: MI. May.

Whitten, P. (2000). "Telemedicine and E-Health: The Role of New Technologies in Managed Care." Paper presented at Communication in the Age of Managed Care. College Station: Texas. May.

Whitten, P. (2000). "Telehospice Report." Paper presented at NW Hospice Conference. Phoenix: AZ.

Whitten, P. (1998). "An Analysis of Telemedicine: History, Obstacles and Opportunities." Paper presented at the German American Academic Council's Conference: Elderly: Their Health and Functioning. Wadern: Germany.

#### **PRIOR ADMINISTRATIVE EXPERIENCE**

**External Communications Manager, Southern Regional Medical Center, Riverdale, Georgia (1990-1992)**

##### **Responsibilities included:**

- Developing and implementing strategic communication programs to build support for the hospital among the Southside Atlanta business community.
- Developing proactive media relations program to effectively communicate hospital messages and agendas to key audiences.
- Bolstering existing and creating new communication channels to maximize two-way flow of communication with public at large.
- Determining external communication strategic goals and developing appropriate marketing programs to meet goals (e.g., physician recruitment, increasing female market share).
- Managing and monitoring all media relations.

**Internal Communications Manager (under contract from U.S. Department of Defense), Merchants National Bank & Trust Co., Frankfurt, West Germany (1988-1990)**

##### **Responsibilities included:**

- Defining objectives and responsibilities of this newly created position.
- Conducting initial evaluative research to gage outstanding organizational communication issues and problems.
- Developing and implementing organizational strategic plans to facilitate and maximize effective communication within and between organizational headquarters and 75 + branches throughout Germany, Holland, and Greece.
- Preparing and delivering communication materials and presentations in corporate headquarters and branches spanning three European countries.

#### **SELECTED HONORS AND AWARDS**

2011 American Telemedicine Association Fellowship  
2010 MSU Distinguished Faculty Award  
2008 MSU Outreach Scholarship Award  
2007-8 CIC-ALP Leadership Fellowship  
2006 Linkugel Distinguished Alumni Lecture Series Award, University of Kansas  
2004 National Library of Medicine and American Medical Women's Association: Local Legends in Medicine  
2002 Michigan State University Teacher-Scholar Award  
2001 Phi Kappa Phi Honor Society