

William Holcomb, PhD, MBA

Education

University of Chicago, Illinois (M.B.A., 2002)

Major: Business Administration

University of Missouri - Columbia (M.P.A., 1986)

Major: Public Administration

University of Missouri - Columbia (Ph.D., 1979)

Major: Counseling Psychology

University of Missouri - Columbia (M.S., 1976)

Major: Psychology

Miami University - Oxford, Ohio (M.A., 1973)

Major: European History

Wright State University (B.A., 1972)

Major: History and Religion

Academic Appointments

Assistant Professor (Adjunct) of Management, College of Business, University of Missouri – Columbia (both graduate and undergraduate studies)

Clinical Associate Professor of Psychiatry, Department of Psychiatry, University of Missouri - Columbia

Assistant Professor (Adjunct) of Psychology, Department of Psychology, University of Missouri - Columbia

Lecturer, Health Services Management, Department of Health-Related Professions, University of Missouri - Columbia

Assistant Professor (Adjunct), Department of Public Administration, University of Missouri - Columbia

Professional Experience

1. 1994 - present, Chief Executive Officer, Behavioral Health Concepts, Inc., Columbia, Missouri.

Duties: Serve as consultant to healthcare, business, and government in program development and evaluation, clinical outcome, quality assurance and improvement, and other management needs. Design outcome measures and oversee programs to evaluate customer, client, and employee satisfaction.

2. 1994 - 1996, Consultant to Bosnia through World Health Organization.

Duties: Responsible for designing and providing on-site training to Bosnian teachers and health care professionals to assist Bosnian children in dealing with war-related trauma. Worked jointly with the Division of Child Psychiatry of the University of Missouri - Columbia on the project.

3. 1994 - 1996, Director, University Physicians/Department of Psychiatry Outpatient Clinic at outpatient clinic.

Duties: Directed overall functioning of University psychiatry outpatient services at Green Meadows, Department of Psychiatry participation and contracting with managed care networks and other providers, and program development. Also provided direct clinical services at Green Meadows.

4. 1991 - 1994, Chief Executive Officer, Riverside Hospital, Jefferson City, Missouri.

Duties: Opened and served as the administrator for a 34-bed private psychiatric hospital serving children, ages 3-11; adolescents, ages 12-17; and adults. The hospital is JCAHO accredited and Medicare certified. In addition to inpatient services, the hospital also provides outpatient and partial hospitalization programs. The hospital also operates an outpatient clinic in Osage Beach, Missouri. The hospital is owned by Sterling Healthcare from Bellevue, Washington.

5. 1987 - 1991, Superintendent, Fulton State Hospital, Fulton, Missouri.

Duties: Served as the appointed authority and head of operations for a 500-bed JCAHO accredited state mental hospital with an operating budget of approximately \$30 million. The hospital consisted of 20 adolescent beds, 30 acute beds, 110 long-term beds, 90 geriatric beds, and approximately 250 forensic beds. In addition, the hospital oversees community placement of approximately 700 patients.

6. 1984 - 1987, Coordinator of Treatment Services at Mid - Missouri Mental Health Center, Columbia, Missouri.

Duties: Responsible for all adult ambulatory services including outpatient and day treatment programs and nine counseling clinics in ten counties in central Missouri. Directly responsible for approximately 100 employees who provided services to approximately 3,000 patients per month. Served as facility Staff Development Officer, Director of Community Education and Prevention, and supervised several discipline chiefs including Psychology, Social Work, and Vocational Rehabilitation. Served on numerous committees including the Executive Committee, the Quality Assurance Council, the Patient Care Monitoring Committee, the Management Information Committee, and the Staff Development Committee. Also saw crisis intervention cases and did pre-trial mental evaluations when necessary. Served as Quality Assurance Officer for the facility.

7. 1982 - 1984, Chief of Evaluation, Office of Planning and Evaluation, Missouri Department of Mental Health, Jefferson City, Missouri.

Duties: Supervised statewide evaluation projects concerned with issues of clinical outcome, quality assurance, management effectiveness, resource allocation and cost benefit analyses. Directly supervised evaluators who specialized in research design, data file management, and operations research.

Coordinated work of the state professional review committee who review and recommend approval for all research with Department of Mental Health clients.

Initiated efforts to coordinate all the Department of Mental Health Quality Assurance officers.

8. 1976 - 1982, Clinical Psychologist at Fulton State Hospital, Fulton, Missouri.

Duties: Designed and initiated a ward government and a behavior modification program for psychotic patients, co-designer and co-director of a male/female therapeutic community, treatment team leader of a multi-discipline treatment team in an acute intensive treatment unit. Designed special treatment programs for anxiety patients, child abusers, suicidal patients, and people who were actively hallucinating or were delusional. Utilized bio-feedback, especially treatment of incapacitating anxiety disorders. Interpretation of psychometric tests, writing psychological reports, diagnostic and treatment recommendations, individual and group psychotherapy with acute psychiatric patients.

Other responsibilities: Designed and initiated in-service training for psychologists and multi-discipline treatment teams.

Actively involved in both clinical research and program evaluation.

Have written over 2,000 psychological evaluations including court ordered pre-trial psychological evaluations.

Provided testimony in court in civil and criminal commitment cases and in determination of need for appointment of guardians for patients.

Facilitated many types of therapy groups including: Alcohol and drug abuse, suicide prevention, anxiety management, anger management, parent effectiveness, groups for people who are hallucinating or are delusional, a pre-discharge group, relaxation training, Rational Emotive Therapy, Transactional Analysis, and parenting groups for foster parents.

Outpatient counselor in rural satellite clinics - worked with juvenile court, local police, school systems, Division of Family Services, and other providers of mental health services.

9. 1979 - Present, private practice psychological consultation.

Duties: Neuropsychological and personality assessment reports for physicians and government agencies such as Vocational Rehabilitation, Division of Family Services, etc. Conducted workshops and provided consultation for school systems in Missouri. Also provided individual and psychotherapy services.

10. 1976 - 1982, Faculty Instructor, Evening Studies Division, Columbia College, Columbia, Missouri.

Courses taught:

Human Relations for Organizations
Human Relations for Personal Growth
Introduction to Clinical and Counseling Psychology
Abnormal Psychology
Psychology of Stress
Psychology of Personal Adjustment
The Counseling Process
Group Process
Human Sexuality
Theories of Personality
Adolescent Psychology
Child Psychology
Social Psychology
General Psychology
Psychology of the Violent Offender

11. 1986, Faculty Instructor, Department of Psychology, University of Missouri - Columbia. Taught undergraduate course entitled "The Psychology of Personality" (approximately 180 students).
12. 1991, Westminster College, Department of Psychology. Taught course on Abnormal Psychology.
13. 1989 - present, Faculty Instructor, Department of Public Administration, University of Missouri - Columbia.

Courses taught:

Research Methods in Public Administration
National and Subnational Policy
Policy Analysis
Organizational Theory
Organizational Change
Politics and Public Administration
Human Resource Management in the Public Sector
Strategic Planning and Performance Measurement
Current Issues in Public Administration

14. 1982 - 1991, Lecturer (to medical students and psychiatric residents) in the University of Missouri Department of Psychiatry on topics concerned with treatment needs of young adult chronic psychiatric patients.
15. 1975 - 1976, Graduate teaching assistant for General Experimental Psychology at the University of Missouri - Columbia.
16. 1976, Graduate teaching assistant for Psychology of Human Sexuality at the University of Missouri - Columbia.
17. 1975, Graduate teaching assistant for Psychology of Individual Differences at the University of Missouri - Columbia.

Forensic Experience*

1. 1983 - present, Forensic Consultant to Fulton State Hospital, Fulton, Missouri. As a certified forensic examiner, I do 45-55 pre-trial evaluations per year.
2. 1983 - present, Private Forensic Consultant
3. 1989 - present, Consulting Examiner for American Board of Professional Psychology to evaluate candidates for Forensic Diplomate status

*Note: Diplomate in Forensic Psychology since 1989

Administration and Program Management Experience

1. CEO of 34-bed psychiatric, for-profit hospital.
2. Superintendent of a 500-bed JCAHO accredited hospital.
3. Co-director of a 30-bed therapeutic community for intermediate stay (30-90 days) inpatients at Fulton State Hospital for two years (1978 - 1980). I was responsible for policy formulation and implementation, fiscal and personnel management as well as supervision of direct care services.
4. Director of a 22-bed inpatient unit for treatment of the chronically mentally ill at Fulton State Hospital (1978 - 1980). I was responsible for policy formulation and implementation, fiscal and personnel management as well as supervision of direct care services.
5. Director of a Behavior Modification Treatment Program (20-bed inpatient unit) for acute psychiatric admission at Fulton State Hospital for one year (1977). I was responsible for policy formulation and implementation, personnel management, and direct supervision of clinical services.
6. Treatment Team Leader for acute psychiatric admissions unit at Fulton State Hospital for three years (1977 - 1980). I was responsible for coordination of mental health professionals working on the treatment team including physicians, psychologists, nurses, social workers, recreational and vocational therapists. I was responsible for all admissions and discharges to 44 psychiatric inpatient beds.

7. Director of Ph.D. clerkship and Master's level internship training program for psychologists at Fulton State Hospital (1979 - 1981).
8. Chief of Bureau of Evaluation, Office of Planning and Quality Assurance, Missouri Department of Mental Health. I supervised evaluation specialists working on state-wide program evaluation projects for the mental health commission, for the director of the department, for directors of the three service divisions (Mental Retardation, Alcohol and Drug Abuse, Comprehensive Psychiatric Services), and for the deputy directors. My staff was involved in doing policy analysis, organizational effectiveness studies, and evaluation of direct care programs. Also, I coordinated other state-wide activities such as the professional research review committee. I worked in this position for 2 1/2 years (1982 - 1984).
9. As Coordinator of Treatment Services at Mid-Missouri Health Center, I was in charge of all Adult Ambulatory Services. I was responsible for policy formulation and implementation, fiscal and personnel management in all of these units (1984 - 1985). I was directly responsible for approximately 100 employees including supervision of major discipline heads such as Psychology, Social Work, Vocational Rehabilitation, etc.
10. As Director of Community Prevention and Education at Mid-Missouri Mental Health Center, I served as liaison with community service agencies and groups. I coordinated the efforts of clinical units within the center to work with agencies such as Columbia City Police, Boone County Sheriff and Court, Probation, and Parole, and other agencies such as nursing homes and nursery schools (1984 - 1985). I was also involved in public relations efforts including radio, T.V., and newspaper interviews.
11. Consultant to the National Health Association (NMHA). I worked with a designated group of key experts within NMHA to determine national priorities for mental health services for the 1990s.
12. Consultant to the National Association of State Mental Health Program Directors to help determine national priorities of mental health care for the 1980s.
13. Consultant to the National Association of State Alcohol and Drug Abuse Directors to establish national priorities of alcohol and drug abuse services.
14. Appointed by Governor as a member of the State Advisory Council for Psychiatry Services - representing the Department of Mental Health.
15. Member of a task force for NIMH grant to help develop staffing standards in Missouri for ambulatory psychiatric services.
16. Member of a state-wide task force to develop guidelines and standards for case management services for psychiatric care.
17. Member of a state-wide task force to develop guidelines and standards for forensic psychiatric services.

18. Chairman of Task Force for Psychologists in Public Services for the Missouri Psychological Association.

Selected Workshops and Presentations

Presented at the National Association of State Alcohol and Drug Abuse Directors (NASADAD) annual meeting on "National Priorities of Drug and Alcohol Abuse Services."

Invited presentation at the 63rd annual meeting of the American Orthopsychiatric Association (Chicago, 1986) on "Treatment Needs of the Young Adult Chronic Patient."

Presentation at the 14th annual meeting of the American Academy of Psychiatry and Law in Portland, Oregon, on "Detecting Malingered Amnesia."

Two Presentations at the 15th annual meeting of the American Academy of Psychiatry and Law in the Bahamas. Presented on a "Model Program for Release of NGRI Patients" and "Family Violence."

Made two presentations at the National Institute of Mental Health conference on Mental Health Statistics (1984) in Washington, D.C., on "Young Adult Chronic Patients" and the "Political and Management Uses of Epidemiological Data."

Conducted workshops for several social service agencies on the use of autogenic training and various relaxation techniques for control of intractable pain.

A group facilitator for human sexuality groups sponsored by the psychology department of the University of Missouri - Columbia.

A group facilitator for career exploration and decision-making groups sponsored by the Career Planning Center at the University of Missouri - Columbia.

Conducted workshop for Missouri Arthritis Association of Psychological Techniques for the Control of Pain.

Numerous presentations to community and professional groups on treating the young adult chronic patient.

Conducted two-day workshop for the Missouri Nursing Association on Stress Management.

Have made several presentations on crisis intervention and short-term treatment of suicidal and homicidal patients.

Presentations at Missouri State Psychological Association meetings on violence and alcoholism.

Numerous presentations to different community groups and mental health professionals on importance and techniques of evaluation of psychiatric programs.

Presentation at the 1993 Congress of the World Federation of Mental Health in Tokyo, Japan, on Post-Traumatic Stress Disorder and Depression in Children and Adolescents Who Have Been Sexually or Physically Abused.

Presentation at the First International Conference on Drug Addiction in Bhurban, Pakistan, 1993, on Depression and Drug and Alcohol Abuse in Adolescents.

Co-leader of training workshops in Bosnia for teachers and mental health professionals on working with Post-Traumatic Stress Disorder in children and adolescents from war losses and conditions. Work was sponsored by the Coordination Counsel of Relief Agencies, UNCHR, and UNICEF.

Conducted numerous workshops with state, county and city agencies, as well as private companies, on strategic planning and teamwork.

Presented to a state-wide meeting of forensic specialists on the clinical prediction of violence, at Osage Beach, Missouri (1997).

Presented at several grand rounds on outcome evaluation in behavioral health settings for Department of Psychiatry and Neurology at the University of Missouri Medical Center.

Publications

1. Holcomb, W.R. & Anderson, W.P. (1977). Vocational guidance research: A five-year overview. Journal of Vocational Behavior, 10, 341-346.
2. Holcomb, W.R. & Anderson, W.P. (1978). Expressed and inventoried vocational interest in predicting college graduation and vocational choice. Journal of Vocational Behavior, 12, 290-296.
3. Holcomb, W.R. & Adams, N. (1982). Racial influences on intelligence and personality measures of people who commit murder. Journal of Clinical Psychology, 38, 793-796.
4. Holcomb, W.R. & Anderson, W.P. (1983). Alcohol and drug abuse in accused murderers. Psychological Reports, 52, 159-164.
5. Holcomb, W.R., Adams, N., & Ponder, H. (1983). Factor structure of the SCL-90 with acute psychiatric patients. Journal of Consulting and Clinical Psychology, 51 535-538.
6. Anderson, W.P. & Holcomb, W.R. (1983). Accused murderers: Five personality types. Journal of Clinical Psychology, 39, 761-768.
7. Holcomb, W.R. & Adams, N. (1984). The inter-domain among personality and cognition variables in people who commit murder. Journal of Personality Assessment, 47, 524-530.

8. Holcomb, W.R., Adams, N., Ponder, H., & Anderson, W.P. (1984). Cognitive and behavioral predictors of MMPI scores in accused murderers. Journal of Clinical Psychology, 40, 592-597.
9. Holcomb, W.R., Adams, N., & Ponder, H. (1984). Are separate black and white MMPI norms needed?: An I.Q. controlled comparison of accused murderers. Journal of Clinical Psychology, 190-193.
10. Ahr, P., & Holcomb, W.R. (1985). State mental health directors' priorities of mental health care. Hospital and Community Psychiatry, 36, 39-45.
11. Holcomb, W.R., Adams, N., & Ponder, H. (1985). Developing a typology of violent offenders: An MMPI profile analysis with cross-validation. Journal of Personality Assessment, 49, 240-244.
12. Parwatikar, S.D., Holcomb, W.R., & Menninger, K. (1985). The detection of malingered amnesia in accused murderers. Bulletin of the American Academy of Psychiatry and Law, 13, 97-103.
13. Turnbull, R. & Holcomb, W.R. (1985). How state mental health workers view performance appraisals. Administration in Mental Health, 12, 166-173.
14. Daniel, A. & Holcomb, W.R. (1985). A comparison of domestic and nondomestic homicide offenders. Bulletin of the American Academy of Psychiatry and Law, 13, 233-241.
15. Holcomb, W.R., & Adams, N. (1985). Personality mechanisms of alcohol-related violence. Journal of Clinical Psychology, 41, 714-722.
16. Holcomb, W.R. (1986). Stress inoculation with anxiety and stress disorders of acute psychiatric inpatients. Journal of Clinical Psychology, 42, 864-872.
17. Holcomb, W.R., & Ahr, P.R. (1986). Clinician's assessments of the service needs of young adult chronic patients in public mental health care. Hospital and Community Psychiatry, 37, 908-913.
18. Kashani, J.H., Holcomb, W.R., & Orvaschel (1986). Depression and depressive symptomatology in preschool children. American Journal of Psychiatry, 1138-1143.
19. Holcomb, W.R., Kashani, J.H., & Orvaschel (1986). Parents vs. teachers reporting symptomatology in preschoolers. In Shagass, C., Joslassen, R.C., Bridger, H.W., Weiss, K.J., Stoff, D., & Simpson, G.M. (eds.) Developments in Psychiatry, New York: Elsevier Science Publishing Co., Inc., 1469-1471.
20. Adams, N.A., & Holcomb, W.R. (1986). Analysis of the relationship between anxiety about mathematics and performance. Psychological Reports, 59, 943-948.

21. Holcomb, W.R., & Ahr, P.R. (1987). Who really treats the young adult chronic patient?: A statewide comparison of community mental health centers and state psychiatric services. Hospital and Community Psychiatry, 38, 625-631.
22. Holcomb, W.R., Hardesty, R.A., Adams, N.A., & Ponder, H. (1987). WISC-R types of learning disabilities: A profile analysis with cross-validation. Journal of Learning Disabilities, 20, 321-384.
23. Holcomb, W.R., & Ahr, P.R. (1988). Prevalence of criminal behavior in young adult psychiatric patients. Hospital and Community Psychiatry, 39, 52-57.
24. Holcomb, W.R., & Ahr, P.R. (1988). Disability and welfare assistance for young psychiatric patients. Hospital and Community Psychiatry, 39, 1104-1106.
25. Holcomb, W.R., & Daniel, A. (1988). Murder without apparent motive. Behavioral Sciences and the Law, 6, 429-437.
26. Holcomb, W.R., Adams, N.A., Ponder, H.M., & Reitz, R. (1988). The development and construct validation of a consumer satisfaction questionnaire for psychiatric inpatients. Program Evaluation and Planning, 12, 189-194.
27. Holcomb, W.R., & Thompson, W.A. (1988). Medicare prospective reimbursement for mental health services: A literature review. Administration in Mental Health, 15, 127-138.
28. Holcomb, W.R., & Otto R.L. (1988). Concurrent validity of the global assessment scale: What's in a number? Psychological Reports, 62, 279-283.
29. Holcomb, W.R., & Kashani, J.H. (1991). Personality characteristics of a community sample of adolescents with conduct disorders. Adolescence, 26, 579-586.
30. Kashani, J.H., Daniel, A.E., Dandoy, A.C., & Holcomb, W.R. (1992). Family violence: Impact on children. Journal of American Academy of Child and Adolescent Psychiatry, 31, 181-189.
31. Holcomb, W.R., Morgan, P., Adams, N.A., Ponder, H., & Farrel, M. (1993). Development of a Structured Interview Scale for Measuring Quality of Life of the Severely Mentally Ill. Journal of Clinical Psychology, 49, 830-840.
32. Holcomb, W.R., Parker, J.C., & Leong, G.B. (1997). Outcomes of inpatients treated at a VA psychiatric unit and a substance abuse treatment unit. Psychiatric Services, 48, 699-704.
33. Holcomb, W. R., Beitman, B. D., Hemme, C. A., Josylin, A., & Prindiville, S. (1998). Use of a New Outcome Scale to Determine Best Practices. Psychiatric Services, 49, 583-585, 595.

34. Holcomb, W. R., Parker, J. C., Leong, G. B., Thiele, J., & Higdon, J. (1998). Customer satisfaction and self-reported treatment outcomes among psychiatric inpatients. Psychiatric Services, 49, 929-934.
35. Holcomb, W. R. & Parker, J. C. (1998). Consumer satisfaction: in reply. Psychiatric Services, 49, 1622-1623.
36. Holcomb, W. R. (2000). Matricide: primal aggression in search of self-affirmation. Psychiatry - in press.

Grants/Contracts

Co-investigator with Dr. Paul Ahr on NIMH grant: "A state-wide needs assessment of the young adult chronic patient" (1984 - 1985).

Project manager of contract with State of Idaho to help develop a Uniform Assessment Instrument to assess level of functioning of individuals seeking Medicaid assistance.

Project manager for Productive Living Board contract to design a quality improvement system for 55 agencies in St. Louis providing services to the developmentally disabled.

Project manager for contract with State of Indiana to conduct a state-wide training needs assessment of 37,000 employees.

Numerous subcontracts with Ernst & Young to refine and psychometrically develop level of functioning scales, indexes and instruments for application in medical and behavioral health settings.

Thesis Research

Ph.D. dissertation: Coping with Severe Distress: A Clinical Application of Stress Inoculation Therapy (1979).

Master's Thesis: Vocational Decision-Making (1976).

Master's Thesis: Scythian History and Culture (1973).

Professional Organizations

American Psychological Association
Missouri Psychological Association
American Academy of Forensic Psychology
World Federation of Mental Health
Alliance for the Mentally Ill