

CURRICULUM VITAE

Patrick S. Malone, PhD
pmalone@american.edu

EDUCATION

Ph.D. Public Administration / American Government

American University, Washington, DC (Dissertation: The Role of Motivation in Government Reform: A Comparative Analysis of Healthcare Executives in the Public, Nonprofit, and For-profit Sectors); 2000

M.S. Healthcare Administration.

Trinity University, San Antonio, TX; 1986

B.S. Healthcare Administration.

Texas State University, San Marcos, TX; 1983

AREAS OF FORMAL ACADEMIC TRAINING

Public Administration with an emphasis on public sector leadership, public service motivation, organizational behavior, government reform and administrative law.

American Government with an emphasis on political parties, interest groups, congress, and the presidency.

Justice, Law, and Society with an emphasis on social and health policy.

ACADEMIC POSITIONS

Executive-in-Residence, American University, Washington DC. Department of Public Administration and Policy. July 2011 to date.

Courses taught: Organizational Analysis; Leadership in Challenging Times; Transforming from Managing to Leading; Executive Problem Solving; Ethics in the Workplace; and Public Administration in the Policy Process. Provides expertise in development, accreditation, and instruction in Key Executive education programs. Research interests include adult development theory, organizational dynamics, public service motivation, and leadership ethics.

Deputy Director, Health Services Administration Division; Academic and Residency Director, Masters Program in Healthcare Administration and Policy; Assistant Professor of Preventive Medicine and Biometrics. Uniformed Services University of the Health Sciences, Bethesda, MD. July 2008 to July 2011.

Primary responsibility for academic development and accreditation of the first federal graduate program in Healthcare Administration and Policy. Also responsible for all daily activities of the Division including accreditation, course development, personnel management, research activity, and instruction.

Adjunct professor. American University, Washington DC. Department of Public Administration and Policy. January 2000 to July 2011.

Expertise / Courses: Organizational Analysis; Leadership in Challenging Times; Ethics in the Workplace; Public Administration in the Policy Process; Health Policy; Politics of Mass Communication; Legislative Process; Presidency and the Executive Branch.

Dean of Academics / Director of Workforce Development. Naval Medical Education, Bethesda, MD. August 2005 to July 2008.

Responsible for all academic affairs including an \$8 million budget, a staff of 75, and 30,000 students in schools ranging from technical training to graduate, doctoral, and post-doctoral degree programs. Directed collaborative relationships with 218 universities and community colleges. Responsible for all aspects of academic development, program management, curriculum design, and accreditation for multiple degree programs.

Associate Dean, Academics. Naval Medical Education, Bethesda, MD. October 2002 to July 2004.

Provided direct oversight of \$1 million budget and 120 graduate and post-graduate students at various universities throughout the US. Coordinated collaborative academic relationships with 40 universities and government agencies to enhance the learning environment and promote the educational, professional, and personal growth of faculty, staff and students.

Adjunct Professor, Naval School of Health Science, Bethesda, MD. September 1994 to June 2004.

Provided lectures / short courses on organizational behavior, leadership, ethics, human motivation, and physician-patient relations.

Teaching Assistant, American University, Department of Public Administration, Washington DC. January 1998 to December 1998. Assisted faculty in preparation and delivery of course material.

EXECUTIVE POSITIONS

Military Aide to the Surgeon General

Office of the Surgeon General. Bureau of Medicine and Surgery, Washington, DC. July 2004 to August 2005.

Executive Assistant to the Deputy Surgeon General

Office of the Deputy Surgeon General. Bureau of Medicine and Surgery, Washington, DC. October 2000 to October 2002.

Policy Analyst

Office of the Assistant Chief for Healthcare Operations. Bureau of Medicine and Surgery, Washington, DC. April 1995 to July 1997.

Head, Patient Administration

Naval Hospital, Jacksonville Florida. April 1992 to April 1995.

Healthcare Information Systems Analyst

Naval Medical Information Management Center. Bethesda, MD. June 1989 to April 1992.

Business Consultant

Accenture (formerly Andersen Consulting). Dallas, TX. December 1986 to May 1989.

INVITED LECTURES / PANELS / PRESENTATIONS

- “Organizational Change and Public Sector Leadership” 9th Annual Oklahoma Governor’s Executive Development Program, Oklahoma State University. July 31, 2014.
- “Emotional Intelligence and the Joy of Sequestration” United States Postal Service Office of the Inspector General Leadership Conference. Washington, DC. June 9, 2014.

- "When Things Aren't Going Well--Lessons from the Gulf of Tonkin." Treasury Executive Institute - U.S. Department of Treasury. Washington DC. May 13, 2014.
- "Action Learning and Leadership Transformation" Executive Speaker Series. American University. Washington, DC February 20, 2014.
- "The Other Leadership Self" Federal Executive Institute. Charlottesville, VA. February 20, 2014.
- "Leading When You Don't Wanna" Enterprise Mentoring Distinguished Speaker, Pentagon Force Protection Agency. Washington DC. December 11, 2013.
- "Leading From Where You Are" Federal Executive Institute. Charlottesville, VA. November 14, 2013.
- "How Unethical Are We?" Osher Institute Speaker Series, Washington, DC. October 10, 2013.
- "Leadership in Difficult Times" Panelist. Department of Treasury. Washington, DC. September 25, 2013.
- "Leadership and the Ethics Challenge" United States Food and Drug Administration. Washington, DC. September 11, 12, 2013.
- "Coaching for High Performance" United States Food and Drug Administration. Washington, DC. August 27, 28, 2013.
- "Can Public Sector Organizations Change?" and "The 'State' of the Public Sector Leadership Challenge" 8th Annual Oklahoma Governor's Executive Development Program, Oklahoma State University. July 31, 2013.
- "Motivating Feds Begins with Understanding Their Feelings, Experts Say" Federal News Radio. <http://www.federalnewsradio.com/1007/3399984/Motivating-feds-begins-with-understanding-their-feelings-experts-say>. July 25, 2013.
- "How Do We Motivate in a Sequestered Environment?" (co-presenter with Professor Bob Tobias) National Academy of Public Administration. Washington, DC. July 24, 2013.
- "Management vs Leadership. The Emotional Intelligence Connection" United States Postal Service Office of the Inspector General Leadership Conference. Washington, DC. June 5, 2013.
- "How Do We Motivate in a Sequestered Environment?" (co-presenter with Professor Bob Tobias) Chief Human Capital Officer Offsite. Washington, DC. May 21, 2013.
- "Socially Constructed Realities, Dominations, Narcissism, Psychic Prisons, and Other Really Bad Things" Army Senior Leadership Development Program. Falls Church, VA. March 27, 2013.
- "Innovative Approaches to Executive Education" Best Practices in Higher Education Seminar, Washington, DC. October 30, 2012.
- "The Secret Life of the Public Servant" Osher Learning Institute, Washington, DC. October 4, 2012.
- "Dimensions of Leadership - Organizations and Ethics" Internal Revenue Service Candidate Development Program. Washington, DC. August 22, 2012.

- “Constitutional Foundations and the Public Administration Infrastructure” Republic of Vietnam Ministry of Finance. August 1, 2012.
- “Organizational Change in the Public Sector: Politics, Pressure, and the Public” and “The ‘State’ of the Public Sector Leadership Challenge” 7th Annual Oklahoma Governor’s Executive Development Program, Oklahoma State University. July 31, 2012.
- “Challenges In Leadership Curricula” DANTES Worldwide Education Symposium. Las Vegas, NV. July 26, 2012.
- “Trust and Authenticity in Leadership” American University’s 3rd Annual Key Executive Leadership Programs Conference, Washington, DC. May 15, 2012.
- “Ethical Challenges, Leadership and Human Resources” Defense Institute for Medical Operations – International Seminar. San Antonio, TX. May 4, 2012.
- “Public Leadership – I’m So in Love With You” Pi Alpha Alpha Annual Dinner. American University, Washington, DC. April 27, 2012.
- “Policy Innovation and the Challenge of Leadership.” Public Policy Conference. Washington, DC. March 31, 2012.
- “Authentic Leadership: Do I Have It? Do I Want It? How Might I Get It?” Department of Health and Human Services Office of the Inspector General Annual Retreat, Washington DC. February 29, 2012.
- “The ‘State’ of the Public Sector Leadership Challenge” 6th Annual Oklahoma Governor’s Executive Development Program. Oklahoma State University. August 1, 2011.
- “Leadership in the Public Sector” National Association of State Chief Information Officers. Washington DC. May 3, 2011.
- “Leadership in the Federal Sector” Robert Wood Johnson Scholars Program. Yale University School of Medicine. April 29, 2011.
- “Three Biggest Challenges Facing Government” GovInsights. <http://www.govloop.com/profiles/blogs/govinsights-challenges>. April 2011.
- Ethical, Legal, and Social Aspects of Medical Care. 2nd Year Medical Student Group Discussions. Uniformed Services University of the Health Sciences. Bethesda, MD. September 12, 2010.
- “Leadership: Challenges, Power, and Influence” National Association of State Personnel Executives. Washington DC. January 29, 2011.
- “US Healthcare Goes to Reform School” Graduate School of Nursing. Uniformed Services University of the Health Sciences. Bethesda, MD. October 3, 2010.
- “Human Resource Management / Patient Safety.” Executive Healthcare Resource Management Program - Institute for Medical Operations. San Antonio, TX. April 2009 and April 2010.
- “On the Folly of Rewarding A While Hoping for B.” Preventive Medicine and Biometrics Seminar - Uniformed Services University of the Health Sciences. Bethesda, MD. January 9, 2010.

- “You Wanna Lead What?” Graduate School of Nursing. Uniformed Services University of the Health Sciences. Bethesda, MD. December 12, 2008.
- “Social Science Research.” Protocol Development Workshop Series. Uniformed Services University of the Health Sciences. Bethesda, MD. November 2008, 2009.
- “Case Analysis and Decision Making” Uniformed Services University School of the Health Sciences 4th Year Medical Student Intersession. Bethesda, MD. December 14, 2008.
- “HIV/AIDS Epidemic - Implications for US Health Policy. 7th Annual HIV/AIDS Strategic Planning and Policy Development Conference. San Antonio, TX. November 5, 2007.
- “United States Health Policy.” *Executive Healthcare Resource Management Program* - Institute for Medical Operations. San Antonio, TX. April 2006, 2007.
- “Quality Assurance and Decisions” Uniformed Services University School of the Health Sciences 2nd Year Medical Student Intersession. October 21, 2005.
- “Health Systems, Strategic Planning, and International Health.” *International Healthcare Resource Management Program, Port Louis, Mauritius*. September 1-7, 2003.

PUBLICATIONS

South, Stephanie R. and Patrick S. Malone, “Passing the Talking Stick – Leadership Lessons for Public Managers.” *Public Manager*. Submission March 2014.

Malone, Patrick S. “The Challenges That Set Public Service Apart.” *Governing.com – Smart Management*. November 20, 2013

Malone, Patrick S. “Enhance Your Leadership by Tapping Into Staff Attitudes - Understanding Temperaments Can Help Build Collaboration.” *Public Management*. November 2013.

Malone, Patrick S. “It’s Not Just Values.” *Executive to Executive*. Fall 2013.

Malone, Patrick S. “The Untapped Power of Action Learning” *Public Manager*. Fall 2013.

Malone, Patrick S. “Officiating Up.” *Referee Magazine*. October 2013.

Malone, Patrick S. “The Untapped Power of Action Learning” *Training and Development*. August 2013.

Siegel, Nicole and Patrick S. Malone. “Good News for Principals - Leading Change is Possible.” (submitted to *Education Week*).

Malone, Patrick S. “Can Leaders Keep Their Cool While Feeling the Heat?” *The Public Manager* 41(2) Summer 2012.

Malone, Patrick S. “Running Into the Jaws of Conflict.” *The Public Manager* 41(1) Spring 2012.

Malone, Patrick S. “Keeping Your Lens Clean Amidst Ethical Challenges.” *The Public Manager* 40(4) Winter 2011.

Malone, Patrick S. “Leading in Ballast Water” *Maritime Executive*. Fall 2012.

Westrum, Andrew, James A. Johnson, Charles D. Williams, and Patrick S. Malone. “Global Health Diplomacy – A Critical Success Factor Analysis.” (in progress).

Chaffee, Mary and Patrick S. Malone. "Interest Groups: Powerful Political Catalysts in Healthcare." In *Policy and Politics in Nursing and Healthcare* (5th ed.). Saunders-Harcourt. June 2006.

Malone, Patrick S. "Franklin on Franklin." Review in *White House Studies* (Vol. 3 No. 1). March 2003.

Chaffee, Mary and Patrick S. Malone. "The Power and Influence of Special Interest Groups in Healthcare." In *Policy and Politics in Nursing and Healthcare* (4th ed.). Saunders-Harcourt. July 2002.

Malone, Patrick S. "The Role of Motivation in Government Reform: A Comparative Analysis of Executives in the Public, Nonprofit, and For-Profit Sectors." UMI Publishing. January 2001.

PROFESSIONAL SERVICE

Member

Government Performance Coalition. July 2011 to date.

Reviewer

Organizational Development and Public/Non-Profit Sections, Academy of Management Annual Meeting. August 2002 to date.

Dissertation Convener

"Pay for Performance in the Public Sector: From the National Security Personnel System to the Affordable Care Act." Defense by Erich J. Dietrich, American University. Chair – Professor Laura Langbein. June 6, 2013.

PhD Qualifying Exam Reviewer

"Parental Control: How Parental Responsibilities Influence Federal Employee Turnover Intention." Defense by Matt Vanderschuere, American University. May 22, 2013.

Faculty Co-Director

The Greenburg Seminars – First Year Program. March 2012 to December 2012.

Dissertation Convener

"An Empirical Examination of the Relationship Between Access to Care and Population Health." Defense by Andrew Hoburg, American University. Chair – Professor David Pitts. August 2, 2012.

Member

Continuing Health Education Committee Evaluation of Learners Advisory Panel. Uniformed Services University of the Health Sciences. Bethesda, MD. September 2010 to July 2011.

Member

Curriculum Reform Post Clerkship Committee. Uniformed Services University of the Health Sciences. Bethesda, MD. August 2010 to July 2011.

Class Advisor

Preventive Medicine and Biometrics Graduate Class 2011-2012. Uniformed Services University of the Health Sciences. Bethesda, MD. June 2010 to July 2011.

Co-Chair

Senate Faculty Mentoring Committee. Uniformed Services University of the Health Sciences. Bethesda, MD. July 2010 to July 2011.

Faculty Senator

Uniformed Services University of the Health Sciences. Bethesda, MD. July 2009 to July 2011.

Member

Program and Division Director Committee. Uniformed Services University of the Health Sciences. Bethesda, MD. June 2009 to July 2011.

Member

Executive Committee, Preventive Medicine and Biometrics Department. Uniformed Services University of the Health Sciences. Bethesda, MD. June 2009 to July 2011.

Member

Senate Education Committee. Uniformed Services University of the Health Sciences. Bethesda, MD. January 2009 to July 2011.

Chair

Graduate Program Evaluation Sub-Committee, Uniformed Services University of the Health Sciences. Bethesda, MD. January 2009 to July 2011.

Member

Student Promotions Committee. Uniformed Services University of the Health Sciences. Bethesda, MD. January 2009 to July 2011.

Member

Graduate Advisory Committee. Uniformed Services University of the Health Sciences. Bethesda, MD. January 2009 to July 2011.

Member

Academic Advisory Panel. St Francis University, Loretto, PA. October 2008 to July 2011.

Member

Teaching Committee. Academy of Management. June 2002 to July 2010.

Member

Doctoral Dissertation Committee. Central Michigan University. November 2008, September 2010.

Panelist

Academy of Management Outstanding Practical Implications for Management Award (Organizational Behavior Division). January 2010.

Member

University President's Branch Campus Task Force. Uniformed Services University of the Health Sciences. Bethesda, MD. November 2008 – June 2009.

Reviewer

"Crisis and Reform in the US Health Care Delivery System" 5th ed. Charlene Harrington and Carroll Estes', Health Policy: Jones and Bartlett Publishers. September 2009.

Session Chair

"Climate and Culture." Academy of Management Annual Meeting. Chicago, IL. August 2009.

Panelist

Lewis E. Angelo Poster Sessions – Congress on Administration, American College of Healthcare Executives. Chicago, IL. March 1998, February 2008, March 2009.

Member

Board of Regents. National Library of Medicine, National Institutes of Health. Bethesda, MD. February 2007 to June 2008.

Chair

Charles R. Loar Literary Award Committee. Lewis E. Angelo Professional Seminar. Chicago, IL. January 2000 to Jan 2008.

Panelist

Uniformed Services Graduate Medical Education Selection Board. Washington DC. October 4, 2006.

Reviewer

Healthcare / Hospitality Track. Southern Management Association Meeting. October 2002 to October 2005.

Panelist

National Association of Schools of Public Affairs and Administration Faculty Conference. George Washington University. Washington, DC. 2002-2004.

Member

Dissertation Committee. Regent University. June 2002.

HONORS / CERTIFICATIONS

Certified Subject/Object Qualitative Research Scorer (Harvard University). 2013.

Defense Superior Service Medal. 2011.

Finalist, Biomedical Educator of the Year - Uniformed Services University of the Health Sciences. 2010.

Meritorious Service Medal – United States Navy. 2002, 2004, 2005, 2008.

Teacher of the Year (Adjunct Appointment) – American University, Department of Public Administration and Policy. 2007.

United States Surgeon General's Award for Excellence. 2005.

Governor's Award - American College of Healthcare Executives. 2002.

Pi Alpha Alpha - Honor Society for Public Administration. 2000.

Doctoral Consortia – Academy of Management. 1999.

Charles R. Loar Literary Award. 1996.

FUNDED GRANTS

Site Principal Investigator

“A Prospective Cohort Analysis of Organizational Outcomes Following Leader Transition.” A prospective longitudinal cohort study funded by Division of Health Services Administration, Uniformed Services School of the Health Sciences. January 2010.

Consultant

“National Estimates of Costs of Parkinson's Disease – Part 2.” Funded by the Department of Preventive Medicine and Biometrics, Uniformed Services School of the Health Sciences. June 2008 – December 2009.

PROFESSIONAL AFFILIATIONS

Member, American Society for Public Administration. 1998 to date.

Member, Academy of Management. 1998 to date.

Faculty Associate, Fellow and past Regent, American College of Healthcare Executives. 1984 to 2010.
Vice President. Maryland Chapter American Society for Public Administration. 2005.