

CURRICULUM VITAE
GEORGE A. ZANGARO, PhD, RN, FAAN

JOHNS HOPKINS SCHOOL OF NURSING
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PROFESSIONAL SUMMARY

Over 20 years of executive and senior healthcare leadership experience in the public and academic sectors and 25 years of military leadership in the U.S. Navy. History of outstanding positive performance, achievement, and recognition. Unwavering commitment to the highest levels of patient outcomes, health care policy and ethics, nursing workforce, practice partnerships, nursing education, and research. Demonstrated strength in negotiation, coaching, and interpersonal skills with proven success in building trusting, collaborative working relationships with diverse team members to optimize results. Proven success in developing and implementing traditional and online educational courses at both the graduate and doctoral levels that align with market needs. Extensive health care workforce analysis and technical expertise in strategic decision-making and health policy direction. In-depth experience in survey design, measurement, evaluation, analysis, and reporting of data.

PROFESSIONAL EXPERIENCE

ASSOCIATE DIRECTOR DNP EXECUTIVE TRACK	Johns Hopkins University, School of Nursing <i>Baltimore, MD</i>	2025 - Present
	<ul style="list-style-type: none">• Provides innovative leadership in program and curriculum development.• Leads the DNP Post Masters track in ensuring elements of the curriculum and program are in place to meet accreditation and credentialing requirements.• Coordinates DNP Post Masters track quality assurance processes such as peer review of teaching and assessment with particular emphasis on sessional faculty.• Monitors and reports enrollment, retention, and progression of students in the program and uses data to recommend changes to increase student retention.	
CHIEF POLICY AND SCIENTIFIC OFFICER	American Association of Colleges of Nursing <i>Washington, DC</i>	2020 - 2025
	<ul style="list-style-type: none">• Led a staff of 9 individuals and provided strategic oversight for the Government Affairs, Policy, Strategic Outreach, and Research and Analytics Departments.• Coordinated AACN's legislative policy agenda and provided strategic guidance on major science and health policy initiatives.• Communicated and built relationships with Congress, executive agencies, health care agencies, nursing, higher education, and other external partners.• Directed health care and health services research and data analytic portfolio.• Led national research studies for nursing schools, faculty, students, and graduates. Recently, led a study to assess the prevalence of burnout in nursing faculty and a study to better understand the perceptions and experiences of DNP graduates, their value in the workforce, employers' opinions and the impact of DNPs on patient and system outcomes.• Consultant for measurement, evaluation, and survey development.	

DEAN

Walden University, College of Nursing

2019 - 2020

Minneapolis, MN

- Managed Bachelor's completion programs, Masters specialty and Nurse Practitioner programs, PhD and Doctor of Nursing Practice Programs for both course-based and competency-based learning with over 16,000 students enrolled in the College.
- Provided leadership to 68 faculty and staff and over 500 contributing faculty, monitoring trends in education, adhering to federal and state regulations, monitoring instructional costs, and developing partnerships with external stakeholders.
- Achieved 10-year CCNE accreditation for all Master's programs, with no compliance concerns.
- Developed a staffing plan in the College of Nursing demonstrating the need for increased core faculty to enhance student learning. The plan resulted in the leadership hiring several new faculty. Additionally, led the development of a staffing model to predict number of faculty needed to ensure enough faculty were available to teach students.
- Directed the streamlining of the Academic Integrity process across all programs to ensure fair and equitable standards were met.
- Led faculty during COVID crisis to develop alternative assignments for students at all levels of education.
- Collaborated with Directors on the hiring, assigning of work, and developing of employees, creating an agile workforce that responds quickly and effectively to changing business situations and demands.
- Directed the implementation of Competency Based Education which resulted in increased enrollments and a new learning pathway for students.
- Designed a resource hub for nursing students to enhance their educational experience.
- Demonstrated strengths in building, training, and mentoring of teams and individuals to create collaborative work environments in a distributed, virtual environment.
- Served as a liaison with national and state accrediting agencies.

ASSOCIATE DEAN

Walden University, School of Nursing

2018-2019

Minneapolis, MN

- Led 5 direct reports and their teams in the School of Nursing.
- Served as editor of a new nursing journal, *Journal of Excellence in Nursing and Healthcare Practice*, with initial release in June 2019.
- Focused on cost effective improvements in the Nurse Practitioner program to improve the quality of education and the first-time pass rates for applicable national certification examinations.
- Obtained consensus across the school in the development of the School of Nursing Quality Improvement Plan.

**CONTRIBUTING
FACULTY**

Walden University, School of Nursing

2008-2018

Minneapolis, MN

- Developed online education modules for masters and doctoral level courses.
- Subject matter expert on the development of graduate level online research methods and statistics courses.
- Subject matter expert in the development of the Leadership and Management program curriculum.

- Taught several different online courses in masters and doctoral programs.

DIRECTOR

**National Center for Health Workforce Analysis
Bureau of Health Workforce
Health Resources and Services Administration (HRSA)
U.S. Department of Health and Human Services
Rockville, MD**

2014-2018

- Directed a staff of 18 scientists in a national center that builds the Nation's body of knowledge on the health workforce.
- Planned and led efforts to estimate the Nation's supply and demand for health workers in the U.S. and developed tools and resources to inform decision-making on health care workforce investments.
- Coordinated research activities for 6 Health Workforce Research Centers and one Technical Assistance Center to develop policy relevant health workforce research at the local, state, and federal levels.
- Directed performance management/measurement and evaluation of Titles VII and VIII Bureau of Health Workforce programs.
- Redesigned the National Sample Survey of Registered Nurses to better align with health care reform issues and merged the National Sample Survey of Nurse Practitioners into the National Sample Survey of Registered Nurses to improve efficiency and reduce costs. The revised survey was administered in 2018.
- Led the development and design of dashboards that made the outputs and outcomes associated with grantee funding public information.
- Served as a United States member of an international group of scientists at the World Health Organization to develop a strategy to better align education and practice across multiple disciplines.

DIRECTOR

**Office of Performance Measurement
Bureau of Health Professions
Health Resources and Services Administration
U.S. Department of Health and Human Services
Rockville, MD**

2012-2014

- Directed a staff of 6 scientists and IT professionals in the development of performance measures for over 40 HRSA programs that support the training and education of the U.S. healthcare workforce.
- Chaired the redesign of HRSA's internal/external performance measures and congressional justification reporting to assist Congress and executive branch agencies in improving government operations and programmatic decision-making based on accurate output and outcome data. The Office of Management and Budget provided a 3 - year approval of the performance management process at HRSA.
- Oversaw data collection, analysis and annual reporting from over 1,700 grantee organizations.
- Led the redesign of the IT systems to accurately collect annual performance metrics from grantee organizations.
- Released annual program highlight sheets that illustrate the accomplishments of HRSA funded programs.

BRANCH CHIEF	Advanced Nursing Education Division of Nursing Bureau of Health Professions Health Resources and Services Administration U.S. Department of Health and Human Services <i>Rockville, MD</i>	2011-2012
	<ul style="list-style-type: none"> • Led a staff of 6 nurses to successfully execute Title VIII funding announcements. • Directed 6 Title VIII federal programs (\$64 million in funding) aimed at improving the supply of the advanced practice nursing workforce. • Led programs designed to enhance the quality of advanced practice nursing curriculum in order to produce competent practitioners. • Developed a pioneering partnership between a civilian academic institution and the Department of Defense to create a pathway for enlisted military personnel admissions to schools of nursing. • Established the Division of Nursing's first initiative aimed at stimulating academic institutional use of inter-professional training. 	
ADJUNCT FACULTY	School of Nursing The Catholic University of America <i>Washington, DC</i>	2011-2018
	<ul style="list-style-type: none"> • Biostatistics instructor, (doctoral and masters levels). • Developed advanced quantitative courses for doctoral education. • Part-time instructor (multiple doctoral courses) 	
ASSOCIATE PROFESSOR/ DIRECTOR OF NURSING RESEARCH	School of Nursing The Catholic University of America <i>Washington, DC</i>	2010-2011
	<ul style="list-style-type: none"> • Instructor, undergraduate, masters and doctoral levels. • Mentored nursing faculty in grant proposal process. • Redesigned the doctoral biostatics course and several quantitative doctoral courses. • Developed a masters' level online biostatistics course. 	
PROGRAM DIRECTOR	Health Services Leadership and Management Program School of Nursing University of Maryland Baltimore <i>Baltimore, MD</i>	2008-2010
	<ul style="list-style-type: none"> • Directed a graduate program designed to prepare nurse managers and administrators for work in complex healthcare environments. • Led curriculum redesign to include evidence-based practice and best clinical practices. • Collaborated with CNOs in the community to better align the educational curriculum with practice environment. • Course Coordinator for masters-level research methods and statistics course. • Co-chair and member of PhD dissertation and DNP capstone committees. 	
ASSISTANT PROFESSOR / FACULTY	Health Services Leadership and Management Program School of Nursing University of Maryland Baltimore <i>Baltimore, MD</i>	2007-2008
	<ul style="list-style-type: none"> • Instructor for undergraduate, masters and doctoral level courses. 	

- Funded researcher.

**ADJUNCT
FACULTY**

**School of Nursing
Johns Hopkins University**
Baltimore, MD

2006-Present

- Part-time biostatistics instructor (doctoral and masters levels) and instructor for DNP program courses.
- Supported the design and implementation a graduate/doctoral level online biostatistics course and DNP core course.

**AIDE TO THE
COMMANDER**

Naval Medical Education and Training Command
Bethesda, MD

2004-2007

- Served as chief advisor to two Navy Admirals, providing support and counsel on all matters within their authority.
- Reviewed and updated government policies and regulations in support of education and training of the military workforce.
- Employed broad military expertise to assist in execution of all leadership activities in a command responsible for education and training support to over 60,000 Navy medical personnel around the world who provide health care to more than 1 million beneficiaries.

DIRECTOR

TRICARE Marketing and Education
Navy Bureau of Medicine and Surgery (U.S. Navy Medical Department headquarters)
Washington, DC

Apr-Nov 2004

- Created TRICARE marketing strategies and products for millions of military health care beneficiaries.
- Reviewed and revised policies and regulations for the delivery of health care in the military health care system.

**BUSINESS
ARCHITECT**

Naval Medicine Online
Navy Bureau of Medicine and Surgery (U.S. Navy Medical Department headquarters)
Washington, DC

2003-2004

- Established Navy Medicine's web presence.
- Established Navy Medicine's dashboard of performance indicators for access, quality and cost.

**NURSE
RESEARCHER**

Nursing Research Office
National Naval Medical Center
Bethesda, MD

May-Nov 2003

- Supported nursing research grant development hospital-wide.
- Mentored students across all healthcare disciplines in survey research methods and design.

**MANAGER /
CLINICIAN**

National Naval Medical Center
Bethesda, MD

2000-2003

Held a number of positions due to major staff deployments from this hospital to support Operation Enduring Freedom

- Clinic Manager, Urology Clinic (Mar.–May 2003).
- Staff Nurse, Surgery Clinic (Dec. 2002–Mar. 2003).
- Nurse Manager, Inpatient Surgical Unit (May–Nov. 2002).
- Staff Nurse, Surgical Unit (Jan.–Apr. 2000).

CLINICAL NURSE SPECIALIST AND CLINICIAN	Department of Nursing U.S. Naval Hospital Roosevelt Roads Puerto Rico <ul style="list-style-type: none"> • Served as sole the Clinical Nurse Specialist in a remote Navy hospital. • Chaired two hospital committees and served as a member of five others. • Led hospital's mandatory staff urine drug screening program. 	1998-1999
CLINICIAN	Emergency Department U.S. Naval Hospital Roosevelt Roads Puerto Rico <ul style="list-style-type: none"> • Provided emergency nursing care to active-duty members and their families in a remote Navy hospital. 	Jan-Jun 1998
GRADUATE STUDENT	University of Maryland Baltimore Baltimore, MD <ul style="list-style-type: none"> • Full-time military assignment to graduate school. • Completed an M.S. in Medical/Surgical Nursing. 	1996-1997
COORDINATOR AND INSTRUCTOR	Graduate Clinical Education Program National Naval Medical Center Bethesda, MD <ul style="list-style-type: none"> • Designed and implemented a clinical orientation program for newly licensed RNs beginning their Navy careers in a 385-bed academic medical center. 	1995-1996
NURSE MANAGER / STAFF NURSE	Inpatient Medicine Unit National Naval Medical Center Bethesda, MD <ul style="list-style-type: none"> • Directed and provided nursing care on a 42-bed high acuity unit. 	1993-1995
OFFICER IN TRAINING	Officer Indoctrination School Naval Education and Training Center Newport, RI <ul style="list-style-type: none"> • Completed Navy officer training program. 	Feb-Mar 1993
UNDERGRADUATE STUDENT	Columbia Union College Takoma Park, MD <ul style="list-style-type: none"> • Full-time military assignment to complete a B.S. in Nursing. 	1990-1992
REGISTERED NUCLEAR MEDICINE TECHNOLOGIST	Nuclear Medicine Clinic National Naval Medical Center Bethesda, MD <ul style="list-style-type: none"> • Academic medical center technologist. 	1987-1990
STUDENT	Nuclear Medicine Technology Program Naval School of Health Sciences Bethesda, MD <ul style="list-style-type: none"> • Full-time military assignment to training. 	1986-1987
HOSPITAL CORPSMAN	Emergency Department and Family Practice Clinic Naval Medical Clinic Quantico Quantico, VA	1983-1986

- Provided patient care for active-duty military, family members and retirees.

STUDENT **Navy Hospital Corps School** Jan-May 1983
Great Lakes, IL

- Full-time military assignment to training as a Hospital Corpsman.

RECRUIT **Naval Recruit Training Command** Sep-Dec 1982
Great Lakes, IL

- Full-time military assignment to training.

EDUCATION

PhD Nursing **School of Nursing, University of Maryland Baltimore, Baltimore, MD** 2005
 • Dissertation: *Antecedents of Nurses' Job Satisfaction: A Meta-Analysis*

MS Nursing **School of Nursing, University of Maryland Baltimore, Baltimore, MD** 1997
 Summa Cum Laude • Major: Medical/Surgical Nursing

BS Nursing **Columbia Union College, Takoma Park, MD** 1992
 Summa Cum Laude

HONORS AND AWARDS

- 2023 University of Maryland, School of Nursing – Distinguished Alumni Award** 2023
- 2018 HRSA Administrator's Award for Outstanding Group Performance** 2018
- 2017 HRSA Administrator's Award** 2017
- 2016 HRSA Administrator's Award** 2016
- 2015 HRSA Honor Award, Bureau of Health Workforce** 2015
- 2014 Fellow American Academy of Nursing** 2014
- Meritorious Service Medal, Navy Medicine Support Command** 2007
- First Place, Poster Presentation (Nursing Category), Graduate Research Conference, University of Maryland, Baltimore, MD** 2004
- Navy Commendation Medal, Bureau of Medicine and Surgery** 2004
- Navy Commendation Medal, National Naval Medical Center** 2003
- Navy Achievement Medal, National Naval Medical Center** 2001
- Graduate Merit Award, University of Maryland Baltimore** 2001
- Navy Achievement Medal, National Naval Medical Center** 2000
- Rear Admiral Mary F. Hall Award for Publication Excellence, Navy Nurse Corps** 2000
- Navy Commendation Medal, U.S. Naval Hospital Roosevelt Roads** 1999
- Navy Commendation Medal, National Naval Medical Center** 1996

LICENSURE AND CERTIFICATION

RN Licensure: Delaware (L1-0052910) Multi-State RN	2018-Present
RN Licensure: Maryland (R117150)	1992–2018
Basic Cardiac Life Support (BLS)	1983–2023
Advanced Cardiac Life Support (ACLS)	1994–2007

PROFESSIONAL AFFILIATIONS

Fellow American Academy of Nursing
American Nurses Association
Nursing Organizations Alliance, Treasurer
Delaware Nurses Association, Treasurer
Sigma Theta Tau International Honor Society of Nursing Phi Nu Chapter

PROFESSIONAL ACTIVITIES

FELLOW SELECTION COMMITTEE	American Academy of Nursing	2025-Present
RUBRIC & TRIAD TASK FORCE	American Academy of Nursing	2025-Present
TREASURER	Nursing Organizations Alliance	2023-2025
ABSTRACT REVIEWER	Interdisciplinary Research Group on Nursing Issues	2023-2024
MANUSCRIPT REVIEWER	Nursing Outlook	2023-Present
BOARD MEMBER	University of Delaware School of Nursing Advisory Board	2022-Present
VOLUNTEER	Delaware Medical Readiness Corp	2021-Present
VOLUNTEER	Aspira Health Clinic, Delaware (Administering COVID Vaccine)	2021-2022
TREASURER	Delaware Nurses Association	2020-2024
ABSTRACT REVIEWER	Magnet Recognition Program, American Nurses Credentialing Center	2018-2022
SCIENTIFIC REVIEWER	Tri-Service Nursing Research Program	2019-Present
MEMBER	State of Maryland Workforce Center Advisory Panel	2019-2023
EVALUATOR	Commission on Collegiate Nursing Education	2018-Present

MANUSCRIPT REVIEWER	Health Affairs	2017-2024
MEMBER	Nursing Workforce Data Initiative (National Committee)	2016-2018
MEMBER	Diversity Working Group, American Academy of Nursing	2016-2017
MEMBER	National Nursing Education Research Network	2015-2016
MEMBER	International Health Workforce Commission	2014-2018
MEMBER	International Council of Nursing Statistics	2014-2018
MEMBER	Technical Workgroup on Health Workforce Education Assessment Tools, World Health Organization	2013-2016
CO-CHAIR	Workforce Assessment and Data/Metrics Subgroup, U.S Department of Health and Human Services	2013-2015
MEMBER	HHS Advisory Board to the National Quality Form	2013-2015
MENTOR	George Washington University graduate nursing students	2012-2014
EVALUATOR	Commission on Collegiate Nursing Education (Had to become inactive due to ethical conflict in government position)	2010-2011
MANUSCRIPT REVIEWER	Western Journal of Nursing Research	2009-Present
ABSTRACT REVIEWER	Magnet Recognition Program, American Nurses Credentialing Center	2008-2011
MANUSCRIPT REVIEWER	Military Medicine	2008-Present
MANUSCRIPT REVIEWER	Research in Nursing and Health	2007-Present
MANUSCRIPT REVIEWER	Geriatric Nursing	2007-2009
SCIENTIFIC REVIEW PANEL	Tri-Service Nursing Research Program (Had to be come inactive due to ethical conflict with government position)	2006-2011
BOARD MEMBER	Navy Nurse Corps Association, Washington, DC Chapter	2006-2008
NAVY REPRESENTATIVE	Assistant Secretary of Defense Appointee to an Environmental Hazards Educational Planning Group	2004-2005
MEMBER	Navy Nurse Corps Retention Team	2005-2006
CONSULTANT	Navy Medicine Office of Homeland Security (Navy hospital disaster preparedness instrument development)	2002-2003
MEMBER	Nominating Committee, Maryland Nurses Association	2002-2003
MANUSCRIPT REVIEWER	Applied Nursing Research	2001-2019
TEST ITEM WRITER	National League for Nursing	2001-2007
MEMBER	Institutional Review Board, National Naval Medical Center	2001-2003

MEMBER	White House Nursing History Project	2000-2003
MEMBER	Navy Nurse Corps Shea-Arentzen Conference Planning Committee	2000-2001

PUBLICATIONS

Zangaro, G.A., & Havey, N. (in review). PhD enrollment and graduation trends: 2013-2023. *Nursing Outlook*.

Havey, N., Keyt, J., Byrne, C., & **Zangaro, G.A.** (in review). Uncovering the Cost of Nursing Education: A Comprehensive Website Review. *Nursing Outlook*.

McMullen, P.C., **Zangaro, G.A.**, Selzer, C., & Howie, W. (in review). Nurse Practitioner Claims & The National Practitioner Data Bank: Trends, Analysis and Implications for Nurse Practitioner Practice. *Journal of the American Association of Nurse Practitioners*.

Zangaro, G.A., Leaver, C., & Rosseter, R. (2025). A measure of wellness among nursing faculty. *Journal of Professional Nursing*, 57, 68-74. <https://doi.org/10.1016/j.profnurs.2025.01.008>

Zangaro, G.A. & Dulko, D. (2024). Context for Leading. In M. Bemker & D. Whitehead (Eds.), *Advancing Organizations by Exemplary Nursing Leadership*. DEStech Publications.

Zangaro, G.A., Howie, W.O., McMullen, P.C., Fujita-Howie, B.A. (2024). Longitudinal pain management claims in Maryland: Implications. *Critical Care Nursing Clinics*, May. doi: <https://doi.org/10.1016/j.cnc.2024.04.005>

Fang, D., **Zangaro, G.A.**, & Kesten, K. (2024). Assessment of nursing faculty retirement projections. *Nursing Outlook*, 72(2), 102135. doi: 10.1016/j.outlook.2024.102135

Zangaro, G.A., Rosseter, R., Trautman, D., & Leaver, C. (2023). Burnout among academic nursing faculty. *Journal of Professional Nursing*, 48, 54-59.

Lee, M.A., Prevost, S.S., Scott, L.D., & **Zangaro, G.A.** (2023). Support for doctoral nursing students in the PhD program in the United States. *Journal of Professional Nursing*, 46, 223-230.

Howie, W.O., Howie, B.A., Gibbons, M.E., Fouche-Weber, Y., **Zangaro, G.**, McMullen, P.C., Rock, P., & Anders, M.G. (2023). Sustained implementation of an evidence-based extubation checklist reduced extubation failure in trauma patients. *American Association of Nurse Anesthetists Journal*, 91(2), 87-92.

Zangaro, G.A., Manaoat-Van, C., & Mossburg, S. (2023). Impact of system failures on healthcare workers. PSNet: Patient Safety Network (March 21, 2023). AHRQ, Rockville, MD. <https://psnet.ahrq.gov/perspective/impact-system-failures-healthcare-workers#>.

Weaver, T.E., Lott, S., McMullen, P., Leaver, C.A., **Zangaro, G.A.**, & Rosseter, R. (2023). Research focused doctoral nursing education in the 21st century: Curriculum, evaluation, and postdoctoral considerations. *Journal of Professional Nursing* 44, 38-53.

Fang, D. & **Zangaro, G.A.** (2022). Completion and Attrition of DNP Students of the 2006-2015 Matriculating Cohorts. *Nursing Outlook* 70(3), 487-495.

Howie, W.O., **Zangaro, G.**, Howie, B.A., McMullen, P.C., Dutton, R.P., & Zimmerman, L. (2022). Anesthesia-related malpractice claims in Maryland 1994-2017. *American Association of Nurse Anesthetists Journal*, 90(6), 455-465.

Zangaro, G.A., Dulko, D., Sullivan, D. (2022). Burnout in Nursing: Causes, Management, and Future Directions. [Special Issue Guest Editor]. *Nursing Clinics of North America*, 57(1), 1-170.

- Zangaro, G.A.**, Dulko, D., Sullivan, D., Weatherspoon, D., White, K.M., Hall, V.P., Sequellati, R., Donnelly, A., James, J., & Wilson, D.R. (2022). Systematic review of burnout in U.S. nurses. *Nursing Clinics of North America*, 57(1), 1-20.
- Dulko, D. & **Zangaro, G.A.** (2022). Comparison of factors associated with physician and nurse burnout. *Nursing Clinics of North America*, 57(1), 53-66.
- Sequellati, R. & **Zangaro, G.A.** (2022). How nurses can manage a burnt-out leader. *Nursing Clinics of North America*, 57(1), 67-78.
- Zangaro, G.A.**, & White, K. (2020). Demystifying and improving nursing workforce projections. *Nursing Economics* 38(6), 283-292.
- Zangaro, G.A.** (2020). A Nursing Masterfile: The time is now. *Western Journal of Nursing Research* 42(8), 579-580. doi: 10.1177/0193945920918867.
- Zangaro, G.A.**, & Whitehead, D. (2019). A special message to students and graduates about publishing in a journal. *Journal of Excellence in Nursing and Healthcare Practice* 1(1), 1-2.
- Chattopadhyay, S., & **Zangaro, G.A.** (2019). Cost of Nurse Practitioners' Restrictive Scope of Practice Laws. *Nursing Economics* 37(6), 273-283.
- Zangaro, G.A.** (2019). Importance of reporting psychometric properties of instruments used in nursing research. *Western Journal of Nursing Research*, 41(11), 1-3. doi: 10.1177/0193945919866827
- Chou, C., Vallin, T., Rogers, S., Streeter, R., Worede, I., Washko, M., **Zangaro, G.A.**, & Ungard, J. (2019). Impact of the Health Resources and Services Administration's State Oral Health Workforce Grant Program on Dental Workforce Density and Access to Oral Health Care. *Evaluation and Program Planning*, 75, 43-53.
- Zangaro, G.A.** (2019). Big data in nursing: A commentary. *Journal of Nursing and Health Sciences* 5(1), 6-8.
- Zangaro, G.A.**, & Jones, K.M. (2019). Practice Environment Scale of the Nursing Work Index: A reliability generalization meta-analysis. *Western Journal of Nursing Research* 41(11), 1-27. doi: 10.1177/0193945918823779
- Zangaro, G.A.**, Streeter, R., & Li, T. (2018). Trends in Racial and Ethnic Demographics of the Nursing Workforce: 2000-2015. *Nursing Outlook* 66(4), 365-371.
- Auerbach, D.I., Chattopadhyay, A., **Zangaro, G.**, Staiger, D.O., & Buerhaus, P.I. (2017). Improving Nursing Workforce Forecasts: Comparative Analysis of the Cohort Supply Model and the Health Workforce Simulation Model. *Nursing Economics*, 35(6), 283-294, 326.
- Streeter, R.A., **Zangaro, G.A.**, & Chattopadhyay, A. (2017). Using Results from HRSA's Health Workforce Simulation Model to Examine the Geography of Primary Care. *Health Services Research*, 52(1), 481-507.
- Doyle, J.M., **Zangaro, G.A.**, Howie, B., & Bigley, M. (2017). Retrospective Evaluation of the Advanced Nursing Education Expansion Program. *Journal for Nurse Practitioners*, 13(7), 488-495.
- Camacho, A., **Zangaro, G.A.**, & White, K.M. (2015). Diversifying the Healthcare Workforce Begins at the Pipeline: A 5-year Synthesis of Processes and Outputs of the Scholarships for Disadvantaged Students Program. *Evaluation & the Health Professions*. December 9, 2015, 1-24. doi: 10.1177/0163278715617809
- Washko, M.M., Snyder, J.E., & **Zangaro, G.A.** (2015). Where Do Physicians Train? Investigating Public and Private Institutional Pipelines. *Health Affairs*, 34(5), 1-6.

- Chattopadhyay, A., **Zangaro, G.A.**, & White, K.M. (2015). Practice Patterns and Characteristics of Nurse Practitioners in the United States: Results from the 2012 National Sample Survey of Nurse Practitioners. *The Journal for Nurse Practitioners*, 11(2), 170-177.
- White, K.M., **Zangaro, G.A.**, Kepley, H.O., & Camacho, A. (2014). The Health Resources Services Administration Diversity Data Collection. *Public Health Reports, Supplement 2, Vol. 129*, 51-56.
- Stanik-Hutt, J., Newhouse, R. P., White, K. M., Johantgen, M., Bass, E. B., **Zangaro, G.**, et al. (2013). The quality and effectiveness of care provided by nurse practitioners. *The Journal for Nurse Practitioners*, 9(8), 492-500.
- Newhouse, R.P., Weiner, J., Stanik-Hutt, J., White, K.M., Johantgen, M., Steinwicks, D., **Zangaro, G.**, et al. (2012). Policy Implications for Optimizing Advanced Practice Registered Nurse Use Nationally. *Policy, Politics and Nursing Practice*, 13(2), 81-89.
- Murphy, L., **Zangaro, G.**, & Gadsden, E. (2012). Students' Experiences with Military Nurses as Faculty at the University of Maryland. *Journal of Nursing Education*, 51(4) 204-211.
- Johantgen, M., Fountain, L., **Zangaro, G.**, et al. (2011). Comparison of Labor and Delivery Care Provided by Certified Nurse-Midwives and Physicians: A Systematic Review 1990-2008, *Women's Health Issues*, 1-9.
- Newhouse, R., Stanik-Hutt, J., White, K., Johantgen, M, Bass, E. & **Zangaro, G.** (2011). Advanced Practice Nurse Outcomes 1990-2008: A Systematic Review. *Nursing Economics*, 29(5), 230-250.
- Zangaro, G.** & Kelley, P.W. (2011). Job Satisfaction and Retention of Military Nurses: A Review of the Literature. *Annual Review of Nursing Research*, 28, 19-41.
- Barlow, K. & **Zangaro, G.** (2010). Meta-Analysis of the Reliability and Validity of the Anticipated Turnover Scale Across Studies of Registered Nurses in the United States. *Journal of Nursing Management*, 18(7), 862-873.
- Cox, C., Relf, M., Chen, R., & **Zangaro, G.** (2010). The Retention of Recalled United States Navy Nurse Reservists. *Nursing Outlook*, 58(4), 214-220.
- Zangaro, G.**, Yager, K., & Proulx, J. (2009). Recognizing and Overcoming Toxic Leadership. ghrwww.rnjournal.com/journal_of_nursing/recognizing_and_overcoming_toxic_leadership.htm. *RN Journal.com*, September.
- Zangaro, G.** & Johantgen, M. (2009). Registered Nurses' Job satisfaction in Navy Hospitals. *Military Medicine*, 174(1), 76-81.
- Zangaro, G.** & Soeken, K.L. (2007). A Meta-analysis of studies of nurses' job satisfaction. *Research in Nursing & Health*, 30(4), 445-458.
- Chaffee, M.W. & **Zangaro, G.** (2006). The U.S. Navy Nurse Corps in 2006: A portrait of opportunity and service. *Navy Medicine*, 97(5), 38-50.
- Zangaro, G.** & Soeken, K.L. (2005). Meta-analysis of the reliability and validity of part B of the Index of Work Satisfaction across studies. *Journal of Nursing Measurement*, 13(1), 7-22.
- Zangaro, G.** (2001). Organizational Commitment: A concept analysis. *Nursing Forum*, 36(2), 14-28.
- Zangaro, G.** & Hull, M. (1999). Diabetic neuropathy: Pathophysiology and prevention of foot ulcers. *Clinical Nurse Specialist* 13(2), 57-68.

RESEARCH

PRINCIPAL INVESTIGATOR	All of Us Research Program National Study, Funded by NIH (210,000 2022-2023 and 200,000 2023-2024)	2022-2023 2023-2024
PRINCIPAL INVESTIGATOR (30%)	Burnout Among Academic Nursing Faculty National Study, Funded by AACN	2022–2023
PRINCIPAL INVESTIGATOR (30%)	The State of Doctor of Nursing Practice Education in 2022 National Study, Funded by AACN (352,225)	2021–2022
PRINCIPAL INVESTIGATOR (40%)	Factors Associated with Retention of Army, Navy and Air Force Nurses Funded by TriService Nursing Research Program, Department of Defense. (\$700,000)	2009–2012
PRINCIPAL INVESTIGATOR (40%)	Army Nurses' Experiences as Faculty and Students' Perceptions of Military Nursing Funded by TriService Nursing Research Program, Department of Defense (\$238,000)	2008–2011
PRINCIPAL INVESTIGATOR (30%)	Factors Associated With Retention of Nurses: Phase I Instrument Testing Funded by TriService Nursing Research Program, Department of Defense. (\$117,000)	2001–2007
ASSOCIATE INVESTIGATOR (10%)	The Retention of Recalled Navy Nurse Reservists Following Operation Iraqi Freedom Funded by TriService Nursing Research Program, Department of Defense. (\$109,557) Role: assisted with study conceptualization, data collection, analysis and interpretation of data	2002–2008
CONSULTANT (10%)	Data Capture by Digital Pen during Disaster Triage: A Pilot Study Disaster Information Management Research Center, National Library of Medicine, National Institutes of Health. Funded by Bethesda Hospitals' Emergency Preparedness Partnership. (\$212,700) Role: Consulted on research design, methods and data analysis.	2009–2010
CO-INVESTIGATOR (10%)	An Assessment of The Safety, Quality, and Effectiveness of Care Provided by Advanced Practice Nurses Funded by Tri-Council for Nursing. (\$200,000) Role: Coordinated data collection and analyses for a meta-analysis.	2008–2009

**CO-INVESTIGATOR
(20%)**

**Blood Exposure and Primary Prevention in Home Care
Workers**

2007–2008

Funded by Centers for Disease Control and Prevention/National
Institute for Occupational Safety and Health.

(\$2,014,547)

Role: Coordinated data processing, research file development
and analyses.

ORAL PRESENTATIONS (SELECT)

TOPIC	VENUE	
Legacy of Excellence: Reflecting on the Past and Navigating the Future	UMB SON- 45 th PhD Anniversary Celebration	2024
Nursing Policy from Multiple Perspectives	Johns Hopkins DNP Students Executive Forum	2024
Burnout in the Nursing Workforce	Conway Dean Convening	2023
Thought Leaders Discussion on Workforce Crisis	Johns Hopkins Policy Institute	2023
Nursing Policy from Multiple Perspectives	Johns Hopkins DNP Students Executive Forum	2023
Detecting Fraud in Nursing School Admissions	National Council of State Boards of Nursing Summit	2023
Conducting Research Using Secondary Data	The Catholic University of America	2023
Educational Trends in the Nursing Workforce	Robert Wood Johnson Foundation	2023
DNP Trends in Education	National Council of State Boards of Nursing: APRN Roundtable	2023
Nursing Grand Rounds: Statistics Update	TriService Nursing Research Program	2023
Importance of Secondary Data	All of Us Research Program - NIH	2023
Education to Practice Co-Designing the Workforce We Need	University of Delaware – Future Healthcare Workforce Summit	2022
Predictors of Nurse Burnout: A Systematic Review	Association for Leadership Science in Nursing	2021
All About Nursing podcast – Evolution of Nursing	BBM Talk Radio	2020
Trends in Nursing Education and Leadership	American Organization for Nursing Leadership	2019
Federal Policy Update – Nursing Projection Models and National Sample Survey	Academic Nursing Leadership Conference	2017
	Indiana Health Workforce Summit – Bowen Center	2016

Keynote Speaker – Overview of Health Workforce Supply and Demand and Health Care Delivery Models	Academy Health Research Meeting – Preconference on the Health Workforce	2016
Health Workforce Research Centers	AARP and RWJ Conference	2016
Availability, Challenges and Opportunities of Nursing Supply Data	1199C Training and Upgrading Fund	2015
Overview of HRSA Programs and Healthcare Workforce in the U.S.	National Forum of State Nursing Workforce Center’s Annual Conference	2015
Understanding and Using HRSA’s New Nursing Supply and Demand Model	Healthcare Career Advancement Program: Management and Labor Convening on Building a Skilled Workforce for Quality Healthcare	2015
Research on the Healthcare Workforce: Opportunities for Exchange with Industry Partnerships	The National Academies: Advisors to the Nation on Science, Engineering, and Medicine	2015
Symposium on the Supply Chain for Middle Skill Jobs: Pathways to Careers in Allied Health	The Future of Nursing Leading Change Advancing Health, Washington, DC	2015
Progress on Institute of Medicine Nursing Report Recommendations	National Governor’s Association Conference	2015
The Impact of New Delivery System Models on State Workforce Needs	Center for Medicare Services, Baltimore, MD	2015
Healthcare Workforce Trends	Appalachian Regional Commission Conference, Washington, DC	2015
The Relationship Between Health Care and Economic Development	International Health Workforce Commission, London, England	2015
Health Workforce Supply and Demand Projections	Institute of Medicine 5 th Meeting of the Standing Committee of Credentialing Research in Nursing, Bethesda, MD	2015
Minimum Data Set Advantages and Challenges	SUNY Health Workforce Research Center, Albany, NY	2015
Understanding HRSA’s 2012-2025 Supply/Demand Nursing Projections	Health Policy Conference, Academy of Health, Washington, DC	2015
Health Care Workforce Innovations		
Performance Measurement for Bureau of Health Professions Programs	American Association of Medical Colleges, Washington DC	2014
Factors Associated with Retention of Army, Navy and Air Force Nurses	Tri-Service Military Nurse Corps Chiefs, Bureau of Medicine and Surgery, Washington, DC	2012
Critical Nursing Workforce Shortages Forum	Nursing Partner Day, San Antonio, TX	2011
Critical Nursing Workforce Shortages Forum	Nursing Partner Day, Washington, DC	2011

Division of Nursing Title VIII Overview on Advanced Nursing Education	American Association of State Colleges and Universities, Washington, DC	2010
Factors in Nurse Retention	ANCC Magnet Conference, Phoenix, AZ	2010
Reading Research: How to Evaluate the Evidence	University of Maryland Medical System, Baltimore, MD	2010
An Assessment of the Safety, Quality and Effectiveness of Care Provided by U.S. Advanced Practice Nurses	6 th INP/APNN International Conference on Advanced Practice Nursing Brisbane, Australia	2010
An Assessment of the Safety, Quality and Effectiveness of Care Provided by U.S. Advanced Practice Nurses	American Association of Critical Care Nurses' National Teaching Institute and Critical Care Exposition, Washington, D.C.	2010
An Assessment of the Safety, Quality and Effectiveness of Care Provided by U.S. Advanced Practice Nurses	National Organization of Nurse Practitioner Faculties Annual Meeting, Washington, D.C.	2010
Systematic Review of the Literature: Analysis of APRN Roles Including the Effectiveness of the CNS Role	National Association of Clinical Nurse Specialists Annual Conference, Portland, OR	2010
An Assessment of the Safety, Quality and Effectiveness of Care Provided by U.S. Advanced Practice Nurses	American College of Nurse Practitioners, National Nurse Practitioner Summit and Leadership Conference, Washington, D.C.	2010
A Successful Partnership Between Organizations	46 th MBAA International Conference, Chicago, IL	2010
Traveling Between Two Cultures	Association of Military Surgeons of the United States (AMSUS) Annual Conference, St. Louis, MO	2009
Mentorship: A Missing Link in Military male Nurse Retention	American Assembly of Men in Nursing Conference, Cleveland, OH	2009
Tools for Evidence-Based Management (pre-conference program)	International Nursing Administration Research Conference, Baltimore, MD	2009
Research Methods: Measurement and Data Collection Approaches	Veterans Administration Medical Center, Baltimore, MD	2009
Reading Research: How to Evaluate the Evidence	University of Maryland Medical System , Baltimore, Maryland	2009
Evidence Based Practice: How to Write an EBP Question	6th Annual Nursing Evidence Based Practice Conference: Moving Science into Action , Baltimore, MD	2009
Nursing Retention in Ryan White HIV/AIDS Program Outpatient Setting	HRSA HIV/AIDS Workforce Meeting: Setting an Agenda for Action, Rockville, MD	2008

Military Nursing Care and Nurse Retention	17 th International Nursing Research Congress Focusing on Evidence-Based Practice, Montreal, Canada	2006
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POSTER PRESENTATIONS (SELECT)

TOPIC	VENUE	
Psychometric Testing of the Essentials of Magnetism Instrument with Rural Hospital Nurse Executives	International Nursing Administration Research Conference, Baltimore, MD	2009
Determining Factors of the Patient Discharge Process: A Qualitative Approach	University of Maryland Medical Center: Poster Session, Baltimore, MD	2009
A Path Analytic Model of Intent to Stay in a Sample of Navy Nurses	Southern Nursing Research Society, 23 rd Annual Conference Focusing on Interdisciplinary Research, Baltimore, MD	2009
Magnetism and Job Satisfaction and Intent to Leave	Academy of Health, Annual Research Meeting Focusing on Health Services Research, Orlando, FL	2007
Workplace Job Satisfaction and the Forces of Magnetism	17 th International Nursing Research Congress Focusing on Evidence-Based Practice, Montreal, Canada	2006
Do I Stay or Do I Go? Differences between Navy Nurses and Civil Service Nurses Regarding Intention to Stay on the Job	Association of Military Surgeons of the United States (AMSUS) Annual Conference, Nashville, TN	2005
Meta-analysis of the Reliability and Validity of the Index of Work Satisfaction	Graduate Research Conference, University of Maryland, Baltimore, MD	2004

Curriculum Vitae
Part II

Educational Activities

Classroom Instruction

Johns Hopkins University, School of Nursing

Summer 2024 NR.210.608 - The Research Process and Its Application to Evidenced-Based Practice, 83 students

NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, 40 students

Spring 2024 NR.210.818 – Clinical Data Management and Analysis, 120 students
NR.210.818 – Clinical Data Management and Analysis, 55 students
NR.210.606 – Biostatistics for Evidenced-Based Practice, 69 students

Fall 2023 NR.210.606 – Biostatistics for Evidenced-Based Practice, 27 students

Summer 2023 NR.210.606 – Biostatistics for Evidenced-Based Practice, 58 students
NR.210.608 – The Research Process and Its Application to Evidenced-Based Practice, 160 students

NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, 40 students

Spring 2023 NR.210.818 – Clinical Data Management and Analysis, 51 students
NR.210.606 – Biostatistics for Evidenced-Based Practice, 80 students

Fall 2022 NR.210.606 – Biostatistics for Evidenced-Based Practice, 82 students

Summer 2022 NR.210.606 – Biostatistics for Evidenced-Based Practice, 34 students
NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, 86 students

Spring 2022 NR.210.818 – Clinical Data Management and Analysis, 65 students
NR.210.606 – Biostatistics for Evidenced-Based Practice, 43 students

Fall 2021 NR.210.606 – Biostatistics for Evidenced-Based Practice, 87 students

Summer 2021 NR.210.606 – Biostatistics for Evidenced-Based Practice, 88 students

Spring 2021 NR.210.606 – Biostatistics for Evidenced-Based Practice, 64 students
NR.210.818 – Clinical Data Management and Analysis, 54 students

Summer 2018 NR.110.618 – Leadership for the Complex Learning Organization, 15 students

Spring 2018 NR.210.606 – Biostatistics for Evidenced-Based Practice, 67 students

- Fall 2017 NR.210.801 – Analytic Approaches to Outcomes Management: Individuals and Populations, 36 students
- Summer 2017 NR.110.618 – Leadership for the Complex Learning Organization, 9 students
- Spring 2017 NR.110.507 – Statistical Literacy and Reasoning in Nursing Research, 30 students
- Fall 2013 NR.110.507 – Statistical Literacy and Reasoning in Nursing Research, 47 students
- Fall 2010 NR.210.801 – Analytic Approaches to Outcomes Management: Individuals and Populations, 27 students
- Fall 2008 NR.210.801 – Analytic Approaches to Outcomes Management: Individuals and Populations, 26 students
- Spring 2007 NR.110.501 – Intermediate Biostatistics, 30-40 students
- Fall 2006 NR.110.501 – Intermediate Biostatistics, 30-40 students

New Course Development

- Fall 2011 NR.210.606 – Biostatistics for Evidenced-Based Practice
- Fall 2024 NR.210.608 – The Research Process and Its Application to Evidenced-Based Practice

University of Maryland, Baltimore – School of Nursing – 2006-2010

- NURS 425 – Context of Health Care Delivery II (Graduate)
- NURS 525 – Leadership in Clinical Nursing Practice (Graduate)
- NURS 701 – Science and Research for Advanced Nursing Practice (Graduate)
- NURS 820 – Meta-analysis for Health Sciences (Doctoral)
- NURS 851 – Quantitative Statistics (Doctoral)

The Catholic University of America – School of Nursing – 2010-2022

- Nursing 665 – Biostatistics for Health Science (Graduate)
- Nursing 805 – Advanced Statistics and Research Methods for Nursing (Doctoral)
- Nursing 806 – Multivariate Statistics in Health Care Research (Doctoral)
- Nursing 909 – Quantitative Research in Nursing (Doctoral)
- Nursing 923 – Seminar in Clinical Nursing I: Theoretical Considerations (Doctoral)

Walden University - College of Nursing – 2007 - 2020

During my tenure at Walden University, I taught several graduate courses in the nurse executive track, leadership and management, policy/advocacy, and several practicum courses for DNPs.

Student Advising

During my tenure as a full-time and adjunct faculty, I served as a faculty advisor to many students and served on several dissertation and thesis committees.