

**Curriculum Vitae  
Part I**

**PERSONAL DATA**

George A. Zangaro  
Johns Hopkins University School of Nursing  
525 N Wolfe St  
Baltimore MD 21205  
gzangar1@jhu.edu

**EDUCATION**

<b>Year</b>	<b>Degree</b>	<b>Institution</b>	<b>Location</b>
2005	PhD	University of Maryland	Baltimore, MD
1997	MS	University of Maryland	Baltimore, MD
1992	BSN	Columbia Union College	Takoma Park, MD

**CURRENT LICENSE AND CERTIFICATION**

<b>Year</b>	<b>Source</b>	<b>Type</b>
Present	State of Delaware	Registered Nurse

**PROFESSIONAL EXPERIENCE**

<b>Year</b>	<b>Position</b>	<b>Institution</b>	<b>Location</b>
2025-present	Professor Associate Director of DNP Post Masters Program	Johns Hopkins School of Nursing	Baltimore, MD
2021-2025	Chief Policy and Scientific Officer	American Association of Colleges of Nursing	Washington, DC
2019-2021	Dean	Walden University	Minneapolis, MN
2018-2019	Associate Dean	Walden University	Minneapolis, MN
2014-2018	Director	Health Resources and Services Administration	Rockville, MD
2012-2014	Director	Health Resources and Services Administration	Rockville, MD
2011-2012	Branch Chief	Health Resources and Services Administration	Rockville, MD
2011-2018	Adjunct Faculty	The Catholic University of America	Washington, DC
2010-2011	Associate Professor/ Director of Research	The Catholic University of America	Washington, DC
2008-2018	Contributing Faculty	Walden University	Minneapolis, MN
2008-2010	Program Director	University of Maryland	Baltimore, MD
2007-2008	Assistant Professor/Faculty	University of Maryland	Baltimore, MD
2006-2025	Temporary Limited Casual Executive Assistant to the Commander	Johns Hopkins School of Nursing Naval Medical Education and Training Command	Baltimore, MD Bethesda, MD
2004-2007			

2003-2004	Director Marketing / Business Architect	Navy Bureau of Medicine and Surgery	Washington, DC
2000-2003	Manager/Clinician	National Naval Medical Center	Bethesda, MD
1998-2000	Clinical Nurse Specialist and Clinician	U.S. Naval Hospital Roosevelt Roads	Puerto Rico
1996-1997	Graduate Student	University of Maryland	Baltimore, MD
1995-1996	Instructor	Graduate Clinical Education Program	Bethesda, MD
1993-1995	Nurse Manager/Staff Nurse	Inpatient Medicine Unit	Bethesda, MD
1990-1993	Undergraduate Education	Columbia Union College	Takoma Park, MD
1982-1990	Hospital Corpsman/ Nuclear Medicine Technologist	National Naval Medical Center	Bethesda, MD

## **HONORS AND AWARDS**

2023	Distinguished Alumni Award, University of Maryland Baltimore, Baltimore, MD
2018	Administrator's Award, Health Resources and Services Administration, Rockville, MD
2017	Administrator's Award, Health Resources and Services Administration, Rockville, MD
2016	Administrator's Award, Health Resources and Services Administration, Rockville, MD
2015	Honor Award, Health Resources and Services Administration, Rockville, MD
2014	Fellow American Academy of Nursing, Washington, DC
2004	First Place, Poster Presentation (Nursing Category), Graduate Research Conference, University of Maryland, Baltimore, MD
2000	Rear Admiral Mary F. Hall Award for Publication Excellence, Bethesda, MD

## **RESEARCH**

### **Sponsored Projects**

2022-2024	All of Us Research Program: Accelerate Nursing Research and Extend Precision Health, Zangaro, G, PI, NIH Division of Engagement and Outreach, OT2OD028404, \$210,000, 2022-2023 and \$200,000, 2023-2024.
2022-2025	Competency-Based Education for Practice-Ready Nurse Graduates, Zangaro, G, Consultant, American Nurses Foundation, \$1,500,000.
2021-2022	The State of Doctor of Nursing Practice Education in 2022, Zangaro, G, PI, Funded by AACN, \$352,225.
2009-2012	Factors Associated with Retention of Army, Navy, and Air Force Nurses, Zangaro, G, PI, Tri-Service Nursing Research Program, Department of Defense, Grant #HU0001-09-1-TS16, \$700,392.
2008-2011	Army Nurses' Experiences as Faculty and Students' Perceptions of Military Nursing, Zangaro, G, PI, Tri-Service Nursing Research Program, Department of Defense, Grant #HU0001-08-1-TS12, \$238,000.
2001-2007	Factors Associated with Retention of Nurses: Phase I Instrument Testing, Zangaro, G, PI, Tri-Service Nursing Research Program, Department of Defense, Grant #MDA-905-02-1-TS10, \$117,000.
2002-2008	The Retention of Recalled Navy Nurse Reservists Following Operation Iraqi Freedom, Zangaro, G, Associate Investigator, Tri-Service Nursing Research Program, Department of Defense, Grant # HU0001-04-1-TS09, \$109,557.
2009-2010	Data Capture by Digital Pen during Disaster Triage: A Pilot Study, Zangaro, G, Consultant,

NIH, National Library of Medicine, \$212,700.

2008-2009 An Assessment of the Safety, Quality, and Effectiveness of Care Provided by Advanced Practice Nurses, Zangaro, G, Co-Investigator, Tri-Council for Nursing, \$200,000.

2007-2008 Blood Exposure and Primary Prevention in Home Care Workers, Zangaro, G, Co-Investigator, CDC, National Institute for Occupational Safety and Health, 5R01OH008237-03, \$2,014,547.

### Non-Sponsored Research Projects

2022-2023 Burnout Among Academic Nursing Faculty, Zangaro, G, PI, Funded by American Association of Colleges of Nursing.

### SCHOLARSHIP

#### Publications

#### Peer-Reviewed Journal Articles (add an \* if publication is data-based)

1. \*McMullen, P.C., **Zangaro, G.A.**, Selzer, C., & Howie, W. (2026). Nurse Practitioner Claims & The National Practitioner Data Bank: Trends, Analysis and Implications for Nurse Practitioner Practice. *Journal of Nurse Practitioners*, 22, 1-6.
2. **Zangaro, G.A.**, & Gayol, M. (2025). Just Stats: Critiquing Quantitative Research Articles for Use in Practice. *Journal of Nurse Practitioners*, 21, 1-4.
3. \***Zangaro, G.A.**, & Havey, N. (2025). PhD Enrollment and Graduation Trends: 2013-2023. *Nursing Outlook* (73) 4. <https://doi.org/10.1016/j.outlook.2025.102471>
4. \*Havey, N., Keyt, J., Byrne, C., & **Zangaro, G.A.** (2025). Understanding the cost of enrollment: A comprehensive review of baccalaureate and graduate nursing program websites. *Nursing Outlook*, 73(3). <https://doi.org/10.1016/j.outlook.2025.102403>
1. \***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>
2. \***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>
3. \*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.
4. \***Zangaro, G.A.**, Rosseter, R., Trautman, D., & Leaver, C. (2023). Burnout among academic nursing faculty. *Journal of Professional Nursing*, 48, 54-59.
5. \*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.
6. \*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.
7. **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#>
8. \*Weaver, T.E., Lott, S., McMullen, P., Leaver, C.A., **Zangaro, G.A.**, & Rosseter, R. (2023). Research focused doctoral nursing education in the 21<sup>st</sup> century: Curriculum, evaluation, and postdoctoral considerations. *Journal of Professional Nursing* 44, 38-53.
9. \*Fang, D. & **Zangaro, G.A.** (2022). Completion and Attrition of DNP Students of the 2006-2015 Matriculating Cohorts. *Nursing Outlook* 70(3), 487-495.
10. \*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.
11. **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.
  12. \***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.
  13. Dulko, D. & **Zangaro, G.A.** (2022). Comparison of factors associated with physician and nurse burnout. *Nursing Clinics of North America*, 57(1), 53-66.
  14. Sequellati, R. & **Zangaro, G.A.** (2022). Eight ways nurses can manage a burnt-out leader. *Nursing Clinics of North America*, 57(1), 67-78.
  15. \***Zangaro, G.A.**, & White, K. (2020). Demystifying and improving nursing workforce projections. *Nursing Economics* 38(6), 283-292.
  16. **Zangaro, G.A.** (2020). A Nursing Masterfile: The time is now. *Western Journal of Nursing Research* 42(8), 579-580. doi: 10.1177/0193945920918867.
  17. **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.
  18. \*Chattopadhyay, S., & **Zangaro, G.A.** (2019). Cost of Nurse Practitioners' Restrictive Scope of Practice Laws. *Nursing Economics* 37(6), 273-283.
  19. **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
  20. \*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.
  21. **Zangaro, G.A.** (2019). Big data in nursing: A commentary. *Journal of Nursing and Health Sciences* 5(1), 6-8.
  22. \***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
  23. \***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.
  24. 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.
  25. \*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.
  26. \*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.
  27. \*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
  28. \*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.
  29. \*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.
  30. \*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.
31. \*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.
  32. \*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.
  33. \*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.
  34. \*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.
  35. \*Newhouse, R, Stanik-Hutt, J., White, K, Johantgen, M, Bass, E. & **Zangaro, G.**, et al. (2011). Advanced Practice Nurse Outcomes 1990-2008: A Systematic Review. *Nursing Economics*, 29(5), 230-250.
  36. **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.
  37. \*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.
  38. \*Cox, C., Relf, M., Chen, R., & **Zangaro, G.** (2010). The Retention of Recalled United States Navy Nurse Reservists. *Nursing Outlook*, 58(4), 214-220.
  39. **Zangaro, G.**, Yager, K., & Proulx, J. (2009). Recognizing and Overcoming Toxic Leadership. [ghrwww.rnjournal.com/journal\\_of\\_nursing/recognizing\\_and\\_overcoming\\_toxic\\_leadership.htm](http://ghrwww.rnjournal.com/journal_of_nursing/recognizing_and_overcoming_toxic_leadership.htm). *RN Journal.com*, September.
  40. \***Zangaro, G.** & Johantgen, M. (2009). Registered Nurses' Job satisfaction in Navy Hospitals. *Military Medicine*, 174(1), 76-81.
  41. \***Zangaro, G.** & Soeken, K.L. (2007). A Meta-analysis of studies of nurses' job satisfaction. *Research in Nursing & Health*, 30(4), 445-458.
  42. 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.
  43. \***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.
  44. **Zangaro, G.** (2001). Organizational Commitment: A concept analysis. *Nursing Forum*, 36(2), 14-28.
  45. **Zangaro, G.** & Hull, M. (1999). Diabetic neuropathy: Pathophysiology and prevention of foot ulcers. *Clinical Nurse Specialist* 13(2), 57-68.

### Manuscripts in-press and in-review

1. Gayol, M., & **Zangaro, G.A.** (in review). Societal Determinants and Individual Predictors of Suicide. *Primary Care Journal*.
2. \***Zangaro, G.A.**, & Kesten, K. (in review). 2015-2024 Trends in Nursing Faculty Vacancies Across the United States. *Journal of Professional Nursing*.

### Book Chapters

1. **Zangaro, G.A.** & Dulko, D. (2024). Context for Leading. In M. Bemker & D. Whitehead (Eds.), *Advancing Organizations by Exemplary Nursing Leadership. Chapter 2, pgs.17-42*. DEStech Publications.

### Book Reviews

1. **Zangaro, G.A.** (2025). Translation of Evidence into Nursing and Healthcare: Concepts and Competencies for Advanced Practice (4<sup>th</sup> ed.). Springer Publishing, LLC., Danvers: CO.
2. **Zangaro, G.A.** (2012). Leadership and management for nurses: Core competencies for quality care (2<sup>nd</sup> ed.). Pearson Education Inc., Upper Saddle River: NJ.

## Conference Meetings/Presentations

### International

- 2015 **Zangaro, G.** Speaker, Health workforce supply and demand projections. International Health Workforce Commission, London England. [Oral]
- 2010 **Zangaro, G. and colleagues.** Researcher, An assessment of the safety, quality, and effectiveness of care provided by U.S. advanced practice nurses. 6<sup>th</sup> INP/APNN International Conference on Advanced Practice Nursing, Brisbane, Australia [Oral]
- 2010 **Zangaro, G.** A successful partnership between organizations, 46<sup>th</sup> MBAA International Conference, St. Louis, MO [Oral]
- 2009 **Zangaro, G. and colleagues.** Psychometric testing of the essentials of magnetism instrument with rural hospital nurse executives. International Nursing Administration Research Conference, Baltimore, MD [Poster]
- 2009 **Zangaro, G.** Tools for evidence-based management, International Nursing Administration Research Conference, Baltimore, MD [Oral]
- 2006 **Zangaro, G.** Speaker, Military nursing care and nurse retention. 17<sup>th</sup> International Nursing Research Congress Focusing on Evidence-Based Practice, Montreal, Canada [Oral]
- 2006 **Zangaro, G.** Presenter, Workplace job satisfaction and the forces of magnetism. 17<sup>th</sup> International Nursing Research Congress Focusing on Evidence-Based Practice, Montreal, Canada [Oral]

### National

- 2026 **Zangaro, G.** Leadership and Planned Change in Global Health, Johns Hopkins School of Nursing, Baltimore, MD [Oral]
- 2025 **Zangaro, G.** Advancing a Competency-Based Approach: Threading Policy Through Nursing Curriculum and Practice, American Association of Colleges of Nursing, Washington, DC [Oral - Moderator]
- 2025 **Zangaro, G.** Data on new nurse graduates and clinical rotations, American Board of Nursing Specialties, Alexandria, VA [Oral]
- 2024 **Zangaro, G.** Nursing policy from multiple perspectives, Johns Hopkins SON: DNP Immersion, Baltimore, MD [Oral]
- 2023 **Zangaro, G.** Burnout in the nursing workforce, Conway Dean Convening, Washington, DC [Oral]
- 2023 **Zangaro, G.** Thought leaders discussion on workforce crisis. Johns Hopkins Policy Institute [Discussion]
- 2023 **Zangaro, G.** Nursing policy from multiple perspectives, Johns Hopkins SON: DNP Immersion, Baltimore, MD [Oral]
- 2023 **Zangaro, G.** Detecting fraud in nursing school admissions, National Council of State Boards of Nursing Summit, Chicago, ILL [Oral – panel member]
- 2023 **Zangaro, G.** Educational trends in the nursing workforce, Robert Wood Johnson Foundation, Washington, DC [Oral]

- 2023 **Zangaro, G.** DNP trends in nursing education, National Council of State Boards of Nursing: APRN roundtable, Chicago, ILL [Oral]
- 2023 **Zangaro, G.** Nursing grand rounds: Statistics update. Tri-Service Nursing Research Program, Bethesda, MD [Oral]
- 2023 **Zangaro, G.** Importance of secondary data, All of Us Research Program, Bethesda, MD [Oral]
- 2021 **Zangaro, G.** Predictors of nurse burnout: A systematic review, Association for Leadership Science in Nursing, Virtual [Oral]
- 2020 **Zangaro, G. and Colleague.** All about nursing podcast – Evolution of nursing, BBM Talk Radio, Apply Podcast [Oral]
- 2019 **Zangaro, G.** Trends in nursing education and leadership, American Organization for Nursing Leadership, San Diego, CA [Oral]
- 2017 **Zangaro, G.** Federal policy update: Nursing projection models and national sample survey, Academic Nursing Leadership Conference, Washington, DC [Oral]
- 2016 **Zangaro, G.** Impact of Health Workforce Research Centers, Academy Health Research Meeting – Preconference on Health Workforce, Washington, DC [Oral]
- 2016 **Zangaro, G.** Availability, challenges, and opportunities of nursing supply data, AARP and RWJ conference, Washington, DC [Oral]
- 2015 **Zangaro, G.** Overview of HRSA programs and healthcare workforce in the US, 1199C Training and Upgrading Fund, Virtual [Oral]
- 2015 **Zangaro, G.** Understanding and using HRSA’s new nursing supply and demand model, National Forum of State Nursing Workforce Centers Annual Conference, Denver, CO [Oral]
- 2015 **Zangaro, G.** Research on the healthcare workforce: Opportunities for exchange with industry partners, Healthcare Career Advancement Program: Convening on Building a Skilled Workforce for Quality Healthcare, Washington, DC [Oral]
- 2015 **Zangaro, G.** Symposium on the supply chain for middle skill jobs: Pathways to careers in allied health, The National Academies: Advisors to the Nation on Science, Engineering, and Medicine, Washington, DC [Oral]
- 2015 **Zangaro, G.** Progress on Institute of Medicine Nursing Report Recommendations, The Future of Nursing Leading Change and Advancing Health, Washington, DC [Oral]
- 2015 **Zangaro, G.** The impact of new delivery system models on state workforce needs, National Governor’s Association Conference, Washington, DC [Oral]
- 2015 **Zangaro, G.** Healthcare workforce trends, Center for Medicare Services, Baltimore, MD [Oral]
- 2015 **Zangaro, G.** Minimum data set advantages and challenges, Institute of Medicine 5<sup>th</sup> Meeting of the Standing Committee on Credentialing Research in Nursing, Bethesda, MD [Oral]
- 2015 **Zangaro, G.** Understanding HRSA’s 2012-2025 supply/demand nursing projections, SUNY Health Workforce Research Center, Albany, NY [Oral- Virtual]
- 2015 **Zangaro, G.** Health care workforce innovations, Health Policy Conference, Academy of Health, Washington, DC [Oral]
- 2014 **Zangaro, G.** Performance management for Bureau of Health Professions Programs, American Association of Medical Colleges, Washington, DC [Oral]
- 2012 **Zangaro, G.** Factors associated with Army, Navy, and Air Force nurses, Tri-Service Military Nurse Corps Chiefs, Bureau of Medicine and Surgery, Washington, DC [Oral]
- 2011 **Zangaro, G.** Critical nursing workforce shortages forum, Nursing Partner Day, San Antonio, TX [Oral]
- 2011 **Zangaro, G.** Critical nursing workforce shortages forum, Nursing Partner Day, Washington, DC [Oral]
- 2010 **Zangaro, G.** Division of nursing Title VIII overview on Advance Nursing Education,

- American Association of State Colleges and Universities, Washington, DC [Oral]
- 2010 **Zangaro, G.** Factors in nurse retention, ANCC Magnet Conference, Phoenix, AZ [Oral]
- 2010 **Zangaro, G.** Reading research: How to evaluate the evidence, University of Maryland Medical System, Baltimore, MD [Oral]
- 2010 **Zangaro, G. and Colleagues.** An assessment of safety, quality and effectiveness of care provided by US advanced practice nurses, American Association of Critical Care Nurses' National Teaching Institute and Critical Care Exposition, Washington, DC [Oral]
- 2010 **Zangaro, G. and Colleagues.** An assessment of safety, quality and effectiveness of care provided by US advanced practice nurses, National Organization of Nurse Practitioner Faculties Annual Meeting, Washington, DC [Oral]
- 2010 **Zangaro, G. and Colleagues.** 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 [Oral]
- 2010 **Zangaro, G. and Colleagues.** An assessment of safety, quality and effectiveness of care provided by US advanced practice nurses, American College of Nurse Practitioners, National Nurse Practitioner Summit and Leadership Conference, Washington, DC [Oral]
- 2009 **Zangaro, G.** Traveling between two cultures, Association of Military Surgeons of the United States (AMSUS) Annual Conference, St. Louis, MO [Oral]
- 2009 **Zangaro, G.** Mentorship: A missing link in military male nurse retention, American Assembly of Men in Nursing Conference, Cleveland, OH [Oral]
- 2009 **Zangaro, G.** Research methods: Measurement and data collection approaches, Veterans Administration Medical Center, Baltimore, MD [Oral]
- 2009 **Zangaro, G.** Evidence based practice: How to write and EBP question, 6<sup>th</sup> Annual Nursing Evidence Based Practice Conference: Moving Science into Action, Baltimore, MD [Oral]
- 2009 **Zangaro, G.** Determining factors of the patient discharge process: A qualitative approach, University of Maryland Medical Center, Baltimore, MD [Poster]
- 2009 **Zangaro, G.** A path analytic model of intent to stay in a sample of Navy nurses, Southern Nursing Research Society, 23<sup>rd</sup> Annual Conference Focusing on Interdisciplinary Research, Baltimore, MD [Poster]
- 2008 **Zangaro, G.** Nursing Retention in Ryan White HIV/AIDS program outpatient setting, HRSA HIV/AIDS Workforce Meeting: Setting an Agenda for Action, Rockville, MD [Oral]
- 2007 **Zangaro, G.** Magnetism and job satisfaction and intent to leave, Academy of Health, Annual Research Meeting Focusing on Health Services Research, Orlando, FL [Poster]
- 2005 **Zangaro, G.** 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 [Poster]
- 2004 **Zangaro, G.** Meta-analysis of the reliability and validity of the Index of Work Satisfaction, Graduate Research Conference, University of Maryland, Baltimore, MD [Poster]

## Regional

- 2015 **Zangaro, G.** The relationship between health care and economic development, Appalachian Regional Commission Conference, Washington, DC [Oral]

## Local

- 2022 **Zangaro, G.** Education to practice co-designing the workforce we need, University of Delaware – Future Healthcare Workforce Summit, Newark, DE [Oral – panel member]
- 2016 **Zangaro, G.** Overview of health workforce supply and demand and health care delivery models, Indiana Health Workforce Summit – Bowen Center, Indianapolis, IN [Oral -

Keynote]

## **EDITORIAL ACTIVITIES**

### **Proposal Review Activities**

#### **External to the School of Nursing**

2025 – present    Research and Evidenced-Based Grant Camp, TriService Nursing Research Program  
2019 – Present    Scientific Review Panel, Grant Reviewer, TriService Nursing Research Program  
2006-2011  
2001-2003        Institutional Review Board Member, National Naval Medical Center

#### **Peer Review Activities**

2025-present    Manuscript Reviewer, *Journal of Nurse Practitioners*  
2023-present    Manuscript Reviewer, *Nursing Outlook*  
2023-present    Manuscript reviewer, *Journal of Professional Nursing*  
2023-2024        Interdisciplinary Research Group on Nursing Issues, Abstract Reviewer  
2018-2022        Magnet Recognition Program, ANCC, Abstract Reviewer  
2017-2024        Manuscript reviewer, *Health Affairs*  
2009-present    Manuscript reviewer, *Western Journal of Nursing Research*  
2008-present    Manuscript reviewer, *Military Medicine*  
2007-present    Manuscript reviewer, *Research in Nursing and Health*  
2007-2009        Manuscript reviewer, *Geriatric Nursing*  
2001-2019        Manuscript reviewer, *Applied Nursing Research*

## **PROFESSIONAL ACTIVITIES**

### **Society/Association Memberships and Leaderships**

2026-present    EBP Advisory Council Johns Hopkins Medical Center, Member  
2025-present    American Academy of Nursing, Fellow Selection Committee, Member  
2025-2026        American Academy of Nursing, Rubric & Triad Task Force, Member  
2023-2025        Nursing Organizations Alliance, Board Member and Treasurer  
2022-2024        Action Collaborative on Clinician Well-Being and Resilience, National Academy of Medicine, Member  
2022-present    University of Delaware School of Nursing, Advisory Board Member  
2022-present    Delaware Medical Readiness Corp, Volunteer  
2020-2022        Aspira Health Clinic, Delaware, Volunteer (administering COVID vaccine)  
2020-2024        Delaware Nurses Association, Board Member and Treasurer  
2019-2023        State of Maryland Workforce Center Advisory Panel, Member  
2010-present    Commission on Collegiate Nursing Education, Evaluator (was inactive for a few years due to conflicts of interest with my employment)  
2016-2018        Nursing Workforce Data Initiative (National Committee), Member  
2016-2017        Diversity Working Group, American Academy of Nursing, Member  
2015-2016        National Nursing Education Research Network, Member  
2014-2018        International Health Workforce Commission, Member  
2014-2018        International Council of Nursing Statistics, Member  
2013-2016        Technical Workgroup on Health Workforce Education Assessment Tools, World Health

Organization, United States Member

2013-2015 Workforce Assessment and Data/Metrics Subgroup, Health and Human Services, Co-chair

2013-2015 Health and Human Services Advisory Board to the National Quality Forum, Member

2001-2007 National League for Nursing, Test Item Writer

**CURRICULUM VITAE**  
**Part II**

**EDUCATIONAL ACTIVITIES**

Classroom Instruction

Johns Hopkins University, School of Nursing

- Spring 2026 NR.210.818 – Clinical Data Management and Analyses, Course Coordinator/Faculty, 42 students  
NR.210.818 – Clinical Data Management and Analyses, Course Coordinator/Faculty, 117 students  
NR.210.889 – Project Evaluation and Dissemination, Statistical Consultant, 44 students  
NR.210.887 – Project Advancement, Statistical Consultant, 40 students
- Fall 2025 NR.400.717 – Application of Biostatistical Methods for Evidenced-Based Practice, Faculty, 92 students  
NR.400.723 – Advanced Health Policy, Course Coordinator/Faculty, 112 students  
NR.400.727 – Organizational and Systems Leadership for Quality Healthcare, Faculty, 83 students
- Summer 2025 NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, Faculty, 110 students  
NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, Course Coordinator, 40 students
- Spring 2025 NR. 210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty 55 students  
NR.210.818 – Clinical Data Management and Analysis, Faculty, 53 students  
NR.210.818 – Clinical Data Management and Analysis, Faculty, 127 students
- Summer 2024 NR.210.608 - The Research Process and Its Application to Evidenced-Based Practice, Faculty, 83 students  
NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, Course Coordinator/Faculty 40 students
- Spring 2024 NR.210.818 – Clinical Data Management and Analysis, Faculty, 120 students  
NR.210.818 – Clinical Data Management and Analysis, Faculty, 55 students  
NR.210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty, 69 students
- Fall 2023 NR.210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty, 27 students
- Summer 2023 NR.210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty, 58 students  
NR.210.608 – The Research Process and Its Application to Evidenced-Based Practice, Faculty,

	160 students NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, Course Coordinator/Faculty, 40 students
Spring 2023	NR.210.818 – Clinical Data Management and Analysis, Faculty, 51 students NR.210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty, 80 students
Fall 2022	NR.210.606 – Biostatistics for Evidenced-Based Practice, Faculty, 82 students
Summer 2022	NR.210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty, 34 students NR.210.817 - Analysis and Evaluation of Individual and Population Health Data, Faculty, 86 students
Spring 2022	NR.210.818 – Clinical Data Management and Analysis, Faculty, 65 students NR.210.606 – Biostatistics for Evidenced-Based Practice, Course Coordinator/Faculty, 43 students
Fall 2021	NR.210.606 – Biostatistics for Evidenced-Based Practice, Faculty, 87 students
Summer 2021	NR.210.606 – Biostatistics for Evidenced-Based Practice, Faculty, 88 students
Spring 2021	NR.210.606 – Biostatistics for Evidenced-Based Practice, Faculty, 64 students NR.210.818 – Clinical Data Management and Analysis, Faculty, 54 students
Summer 2018	NR.110.618 – Leadership for the Complex Learning Organization, Course Coordinator/Faculty, 15 students
Spring 2018	NR.210.606 – Biostatistics for Evidenced-Based Practice, Faculty, 67 students
Fall 2017	NR.210.801 – Analytic Approaches to Outcomes Management: Individuals and Populations, Faculty, 36 students
Summer 2017	NR.110.618 – Leadership for the Complex Learning Organization, Course Coordinator/Faculty, 9 students
Spring 2017	NR.110.507 – Statistical Literacy and Reasoning in Nursing Research, Course Coordinator/Faculty, 30 students
Fall 2013	NR.110.507 – Statistical Literacy and Reasoning in Nursing Research, Course Coordinator/Faculty, 47 students
Fall 2010	NR.210.801 – Analytic Approaches to Outcomes Management: Individuals and Populations, Course Coordinator/Faculty, 27 students
Fall 2008	NR.210.801 – Analytic Approaches to Outcomes Management: Individuals and Populations, Course Coordinator/Faculty, 26 students

Spring 2007 NR.110.501 – Intermediate Biostatistics, Course Coordinator/Faculty, 30-40 students

Fall 2006 NR.110.501 – Intermediate Biostatistics, Course Coordinator/Faculty, 30-40 students

## **New Course Development**

- Spring 2026 NR.400.736 – Clinical Data Management and Analyses for Advanced Practice
- Fall 2025 NR.400.734 – Advanced Clinical Data Management for Evidenced-Based Practice and Performance Improvement
- Summer 2025 NR.210.817 - Analysis and Evaluation of Individual and Population Health Data
- Fall 2024 NR.210.608 – The Research Process and Its Application to Evidenced-Based Practice
- Fall 2011 NR.210.606 – Biostatistics for Evidenced-Based Practice

## **Walden University - College of Nursing – 2008 - 2020**

- Spring 2018 NURS 8200 – Methods for Evidence-Based Practice, Faculty, 11 students (Doctoral)  
RSCH 8110N – Research Theory, Design, and Methods, Faculty, 11 (Doctoral)
- Winter 2017 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 7 students (Doctoral)
- Summer 2013 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 14 students (Doctoral)
- Spring 2013 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 15 students (Doctoral)
- Fall 2012 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 15 students (Doctoral)
- Summer 2012 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 17 students (Doctoral)
- Spring 2012 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 14 students (Doctoral)  
NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 13 students (Doctoral)
- Winter 2011 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 13 students (Doctoral)  
NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 13 students (Doctoral)
- Fall 2011 NURS 8200 – Methods for Evidenced-Based Practice, Faculty, 14 students (Doctoral)  
NURS 6150 – Promoting and Preserving Health in a Diverse Society, Faculty, 23 students (Masters)
- Summer 2011 NURS 6510B – Capstone: Synthesis Practicum 2, Faculty, 17 students (Masters)
- Spring 2011 NURS 6500B - Capstone: Synthesis Practicum 1, Faculty, 18 students (Masters)  
NURS 6500B - Capstone: Synthesis Practicum 1, Faculty, 19 students (Masters)  
NURS 6510B - Capstone: Synthesis Practicum 2, Faculty, 19 students (Masters)  
NURS 6510B - Capstone: Synthesis Practicum 2, Faculty, 18 students (Masters)
- Fall 2010 NURS 6500B - Capstone: Synthesis Practicum 1, Faculty, 18 students (Masters)  
NURS 6110 – The Nurse Leader: New Perspectives on the Profession, Faculty, 19 students (Masters)
- Summer 2010 NURS 6500B - Capstone: Synthesis Practicum 1, Faculty, 13 students (Masters)

- NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 20 students (Masters)  
 NURS 6110 – The Nurse Leader: New Perspectives on the Profession, Faculty, 19 students (Masters)  
 NURS 6100 – Understanding Health Care Systems, Faculty, 23 students (Masters)
- Spring 2010 NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 23 students (Masters)  
 NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 23 students (Masters)  
 NURS 6100 – Understanding Health Care Systems, Faculty, 15 students (Masters)  
 NURS 6100 – Understanding Health Care Systems, Faculty, 23 students (Masters)
- Fall 2009 NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 24 students (Masters)  
 NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 17 students (Masters)
- Summer 2009 NURS 6510B – Capstone: Synthesis Practicum 2, Faculty, 16 students (Masters)  
 NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 21 students (Masters)  
 NURS 6100 – Understanding Health Care Systems, Faculty, 13 students (Masters)  
 NURS 6100 – Understanding Health Care Systems, Faculty, 20 students (Masters)
- Spring 2009 NURS 6130 – Evidenced-Based Practice Through Research, Faculty, 25 students (Masters)  
 NURS 6130 – Evidenced-Based Practice Through Research, Faculty, 26 students (Masters)  
 NURS 6130 – Evidenced-Based Practice Through Research, Faculty, 24 students (Masters)  
 NURS 6200 – The Nurse Administrator: Leading and Managing for Excellence, Faculty, 19 students (Masters)
- Fall 2008 NURS 6130 – Evidenced-Based Practice Through Research, Faculty, 25 students (Masters)  
 NURS 6130 – Evidenced-Based Practice Through Research, Faculty, 21 students (Masters)
- Summer 2008 NURS 6130 – Evidenced-Based Practice Through Research, Faculty, 24 students (Masters)

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

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

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

- Nursing 665 – Biostatistics for Health Science, Course Developer/Coordinator/Faculty (Graduate)  
 Nursing 805 – Advanced Statistics and Research Methods for Nursing, Course Developer/Coordinator/Faculty (Doctoral)  
 Nursing 806 – Multivariate Statistics in Health Care Research, Course Developer/Coordinator/Faculty (Doctoral)  
 Nursing 909 – Quantitative Research in Nursing, Course Coordinator/Faculty (Doctoral)

Nursing 923 – Seminar in Clinical Nursing I: Theoretical Considerations, Course Coordinator/Faculty (Doctoral)

### **Student Advising**

During my tenure as a full-time and adjunct faculty, I served as a faculty advisor to many students. At the University of Maryland, I was given a list of 30 to 50 advisees each year and I worked on plans of study with the students and supported them as they progressed through the graduate program. I did not keep track of all the students' names as there were too many to list on a CV. I also served as a statistical / methods consultant for many dissertations, DNP projects, and graduate committees. I only tracked the PhD students whose committees I served on, the remainder of the students both PhD and DNP were consultation services and not as a committee member.

### **MENTORING AND ADVISING**

#### **Dissertation Committee Member**

**Long, M.** Nurse Anesthesia Liability: A Closed Claims Analysis Utilizing the National Practitioner Databank, Committee Member for Dissertation Committee. May 2026 (expected graduation)

**Breckenridge-Sprout, S.T.** Unit-level Staffing, Workload, and Adverse Events in Army Acute Care Hospitals: 2003-2006, Committee Member for Dissertation Committee. April 2009.

**Holmes, J.** Analgesic Efficacy of Adding Sciatic Blockade to the 3-in-1 Block Following Total Knee Arthroplasty: A Meta-analysis. Committee member for Dissertation Committee. April 2010.

**Barlow, K.M.** A Meta-analysis of Transformational Leadership and Subordinate Nursing Personnel Organizational Commitment, Job Satisfaction and Turnover Intentions. Committee member for Dissertation Committee. April 2013.

### **ACADEMIC SERVICE**

#### **Committees and Task Forces**

2025-present	Member, DNP Curriculum Committee, Johns Hopkins
2025-present	Member, DNP Executive Admissions Committee, Johns Hopkins
2025-2025	Member, DNP-AP Taskforce Curriculum Redesign, Johns Hopkins
2019-2020	Chair, DNP Curriculum Committee Revision Task Force, Walden University
2018-2020	Member, Provost's Academic Advising Committee, Walden University
2018-2020	Member, Dean's Council, Walden University
2018-2020	Chair, Curriculum Committee, Walden University
2010-2011	Member, Curriculum Committee, The Catholic University of America
2010-2011	Chair, School Research Committee, The Catholic University of America
2010-2011	Member, Dean's Council, The Catholic University of America
2008-2010	Member, Curriculum Committee, University of Maryland Baltimore

#### **Community Service**

Over the last 10 to 20 years, I participated in many community service events such as fund raisers for So Others May Eat, supported local food banks and soup kitchens, volunteered at the local senior activities center, and volunteered to feed the homeless for several different events.

- 2023-Present Volunteer, American Legion, Lewes, DE
- 2020-2021 Nurse, COVID vaccine administration at Aspira Health Clinic, Lewes, DE
- 2018-Present Volunteer, Just Sooup Ministries, Lewes, DE
- 2011-12 Lecturer, Who is the Patient Advocate?, Warner Memorial Presbyterian Church, MD