

Carol A. Molinari, Ph.D.

GENERAL INFORMATION

2705 Westchester Avenue
 Ellicott City, Maryland 21043
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EDUCATION

1990, Johns Hopkins University, School of Public Health, Doctor of Philosophy in Health Policy & Management (Ph.D.)

1981, University of Baltimore, Masters in Business Administration in Finance (MBA)

1976, University of North Carolina, Masters In Public Health in Health Education (MPH)

1974, Brooklyn College, NY, Bachelor of Arts in Health Sciences (BA) cum laude

FULL TIME ACADEMIC POSITIONS

8/ 2010- **Full-time Graduate and Undergraduate Faculty** (Associate Professor tenured)

Present Health Systems Management
 University of Baltimore, Baltimore, MD

5/ 2012- **Faculty** for Maryland Certified Public Manager Program
 Present Schaefer Center for Public Policy

7/ 2013 **Faculty Fellow** for the Schaefer Center
 Present for Public Policy

2005- **Program Director** (Professor)
 7/ 2010 Healthcare Management
 Jefferson College of Health Sciences, Roanoke, VA

3/ 2010- **Medical School Faculty** (Associate Professor)
 8/ 2010 Department of Basic Sciences,
 Virginia Tech Carilion School of Medicine, Roanoke, VA

1995- **Full-Time Graduate Faculty** (Assistant Professor)
 2001 Health Policy & Administration (HPA) Program,
 College of Pharmacy, Washington State University – Spokane, Spokane,
 WA

1991-95 **Full-time Undergraduate Faculty** (Assistant Professor)
 Health Administration Division
 College of Allied Health, University of Kentucky, Lexington, KY

- 1991-95 **Full-Time Graduate Faculty** (Assistant Professor)
The Martin School of Public Administration
College of Liberal Arts/ Sciences, University of Kentucky, Lexington, KY
- 1977-83 **Undergraduate Instructor** (Instructor)
Department of Health Sciences
College of Allied Health, Towson University, Towson, MD
- 1978-82 **Part-time Undergraduate Director** (Instructor)
Health Services Management program
College of Allied Health, Towson University, Towson, MD
- 1980-83 **Full-Time Undergraduate Instructor** (Instructor)
Department of Business Administration
College of Business and Economics, Towson University, Towson, MD

TEACHING EXPERIENCE (graduate and undergraduate)

- Healthcare Management
- Strategic Planning & Management
- US Healthcare Delivery System
- Human Resources Management
- Managing a Diverse Workforce
- Organizational Behavior & Theory
- Managed Care and Integrated Systems of Care
- Research Design & Methods
- Principles of Management
- Healthcare Management Integrative Capstone Project

GRADUATE THESIS ADVISOR

- Chaired doctoral student in public administration at University Baltimore (2012-2014)
- Served on doctoral thesis committee for nursing student at the University of Phoenix (2009-2011).
- Chaired (5) and served on 10 graduate thesis committees (masters and doctoral) at WSU Spokane and University of Kentucky from 1991-2001

ACADEMIC LEADERSHIP AND MANAGEMENT EXPERIENCE

- 6/ 2014-
Present Board member
Association for University Programs in Health (AUPHA).
Responsibilities: provide oversight to undergraduate and graduate Health Administration programs re: curriculum and professional competencies; Provide strategic direction, monitor financial performance, and develop Collaborations to serve the needs of member programs.

- 9/2012-
Present Senior Faculty Fellow
Advisory Board for the Hoffberger Center for Professional Ethics.
Responsibilities: provide oversight re: the strategic initiatives of the Hoffberger Center; participate in ethics programs offered over the year.
- Nov 2011 Lead Faculty
Developed undergraduate program self-study for the University of Baltimore. Program awarded 6 year AUPHA re-certification in Aug 2012.
- 2005-
present Panel Reviewer
Association for University Programs in Health Administration for four undergraduate Health Administration programs.
- 7/ 2005-
8/ 2009 Program Director
Healthcare Management program,
College of Health Sciences, Roanoke, VA.
Responsibilities: Plan, develop, and evaluate new program in Healthcare Management to comply with professional (AUPHA) certification and institutional (SACS) criteria; recruit, manage, and evaluate faculty and staff; plan and monitor program budget and workload; market program for student recruitment; develop and manage advisory board; develop relations with alumni; conduct decision support research for the program; conduct organizational research in health care delivery and management; and provide community service re: education and healthcare in the region.
- 4/ 2009 Lead faculty
Developed program review for a new baccalaureate program for Southern Association of Schools and Colleges (SACS) 10 year self study review, Jefferson College of Health Sciences
- 2009 Lead faculty
Jefferson College of Health Sciences for Southern Association of Schools and Colleges (SACS)
- 1-3/2003 Lead teaching assessment director
Eastern Washington University, Cheney
Northwest Association of Schools and Colleges (NASC)
University Accreditation,
- 1993 Participating faculty
CAHME accreditation self study and on-site visits for graduate Health Administration programs at
1999 University of KY and
Washington State University-Spokane.
- 1978-82 Program Director
Health Services Administration program,
Towson State University, Towson, MD.

MANAGEMENT AND LEADERSHIP EXPERIENCE

- 11/2003-
6/2005 Contractual Decision Support Reseacher and Organizational Consultant
Desautel Hege Communications, Spokane, WA
Responsibilities: Assess data needs, conduct primary and secondary research, perform data analyses, and develop recommendations for presentation.
- 7/1999-
6/2004 Executive Director
Inland Northwest Technology Council, 601 West First Avenue,
Dept 132000, Spokane, WA. 99201
Responsibilities: Management of a regional technology trade association, member recruitment and retention, web development, events planning and marketing, program planning and evaluation, interagency cooperation, and governing board administration.
- 9/2001-
9/2003 Institutional Researcher & Assessment Coordinator
Eastern Washington University, Cheney, WA
Responsibilities: Plan, conduct, and evaluate assessment of student learning outcomes, provide consultation to faculty and Administrators on the local implementation of statewide assessment activities, provide research and data support to meet the informational needs of the university community.
- 1978-1982 Director, Health Services Management Program,
Towson State University, Towson, MD.
Responsibilities: development and analysis of program budget, selection and review of students, development of interdisciplinary curriculum development (Health Sciences and Business Administration), and development of student internships.
- 1980-1983 Management Consultant, Towson, MD.
Responsibilities: wage and salary analyses; cost/benefit analyses of employee management training; job turnover analyses; and review of collective bargaining contract.
- 1976-1977 Program Consultant, Illinois Public Health Department
Responsibilities: program planning and evaluation for public health education programs; conducting regional training workshops on prevention and safety; and assistance with departmental planning and budget.

COMMUNITY LEADERSHIP EXPERIENCE

- 6/2010-6/2011 Chair, Health Administration Press HAP Editorial Board for Undergraduate Studies
 Responsibilities: lead a committee of academics and practitioners re: Publications and text for undergraduate programs in Health Administration.
- 6/2008-Present Committee Member, Health Administration Press HAP Editorial Board for Undergraduate Studies
 Responsibilities: Provide input and oversight to HAP publisher re: texts for use in undergraduate programs in Health Administration.
- 9/2007-6/2010 Committee Member, AUPHA Undergraduate Program Committee
 Responsibilities: Provide review and oversight of criteria for the certification of undergraduate Health Administration programs.
- 4/2004-6/2005 Board Member, YMCA Downtown Spokane
Responsibilities: Provide oversight and input to corporate board in the following areas: fund raising, facility planning, member needs assessment, market research, and community marketing and promotion.
Chair, Partners in Youth Annual Fundraising Campaign 2005
Responsibilities: coordinate and manage over a hundred staff and volunteers, conduct individual and corporate fundraising, and coordinate and report to corporate board.
- 2/2000-2003 Governing Board Member, YWCA Spokane
Responsibilities: Fiduciary oversight, policy development, strategic planning, and fundraising for annual \$3 million budget.
 Committee Service: Strategic Planning Chair, Board Operations Chair, Finance and Development committee member.
- 1/1998 - 2000 Governing Board Member, Group Health Northwest (GHNW), Spokane,
Responsibilities: fiduciary oversight, policy development, strategic planning, and fiscal budgeting for an annual \$250 million for the integrated healthcare *cooperative*.
Service on Finance committee
 Responsibilities: review of operational budgets, sensitivity analysis of forecasts, marketing audit, and development of annual work plan.
Service on Board Quality committee
 Responsibilities: review clinical and service quality assessments, physician credentialing, consumer appeals, and litigation.
Service on and Eastern District Council
 Responsibilities include providing community input about: quality of care, service issues, development of strategic plan, and business and legislative issues.
Service on Options Subcommittee
 Responsibilities: review marketing and quality reports, provide local input about quality and service issues.

HONORS

- 1999 Board service award from Group Health Northwest
 1974 Cum Laude and Honors in Health Sciences, Brooklyn College

RESEARCH AWARDS

- 2011 Cultural Competency: An Experiential Capstone Project for Healthcare Management Students, Poster Presentation selected as **Best Poster**, Annual Meeting, Association for University Programs in Health Administration, Charleston, SC, June 2011
- 1999 Faculty Publication of the Year Award, Sodexo Marriott Health Care Services, Second-Runner-up: Molinari C, Ahern M, Hendryx M, "Gains from Public and Private Collaborations to Improve Community Health", *Journal of Healthcare Management*, 43:6, December 1998, 440-454
- 1995 Faculty Publication of the Year Award, American Academy of Medical Administrators, First Runner-up: Molinari C, Morlock L, Alexander J, Lyles A, "Does the Board Need a Doctor?", *Medical Care*, 33:2, February 1995, 170-85
- 1993 Recipient of Faculty Research Award by American College of Healthcare Executives (\$5,000)

GRANTS

- 2014-2015 Molinari, C (Principal) and Ramsey, P (Co-Principal), "Collaborative Learning: A Way To Strengthen Student Success", UB 21 Catalyst Grant \$8,234 (May 2014-May 2015).
- 2014 - Molinari, C. (Principal), Gibson, E. (Co-Principal), Blazing a Path from Community to College: A Partnership Between Public Allies and the University of Baltimore "UB Foundation," Sponsored by UB Foundation, The University of Baltimore, \$8,934.50. (January 2014 - August 2014).
- 2014 Iyer, S (Principal) and Molinari, C. (Co-Principal), "Helping instructors engage learners and enhance their analytical thinking, by developing and disseminating learning module and template based on Baltimore community indicators.," Sponsored by Technology Grants, The University of Baltimore. \$13,727. (April 2014 - September 2014).

PEER-REVIEWED PUBLICATIONS

Molinari, C, Freshman, B, & Tan, R. (in press). Mindful awareness training in on-line and face to face learning environments: a comparative analysis. *Journal of Health Administration Education*.

Molinari, C and Zhang, T. Long-Term Care: In Fottler, Malvay & Slovensky (Eds), Handbook of Healthcare Management. Edgar Elgar Publishers, 429-459.

Molinari C. Prevention under the Affordable Care Act (ACA): has the ACA overpromised and under-delivered? Comment on “Interrelation of preventive care benefits and shared costs under the Affordable Care Act (ACA)”. *Int’l J Health Policy Management* September 2014; 3: x-x. doi: 10.15171/ijhpm.2014.79.

Molinari C. (2014). Does the Accountable Care Act aim to promote quality, health, and control costs or has it missed the mark? Comment on “Health system reform in the United States”. *Int’l J Health Policy Management* 2: 97-99. doi.org/10.15171/ijhpm.2014.23.

Molinari, C. and Shanderson, L. (2014). The Culturally Competent Leader. In Rubino and Esparza (Eds), New Leadership for Today’s Health Professionals: Concepts and Cases. (pp 57-75) Jones and Bartlett Learning, Sudbury, MA.

Freshman, B., and Molinari, C. (2013). “Mindful Meditation for Online Learning Lighting the fire by dimming the lights: Helping college students relax and focus to prepare for online learning” *Internet Learning*, 2(2), autumn 2013, 111-120.

Molinari, C., & McSweeney-Feld, M. (2014). Limited English Proficiency: Managing Beyond the Words in Long-term Care Settings”. In N. Borkowki, Organizational behavior in healthcare: Case studies, (pp. 177-181). Sudbury, MA: Jones & Bartlett.

Kang, Y. & Molinari, C. (2013). Paying For Long-Term Care: A Family Affair. *Online Journal of International Case Analysis*, 4(2), summer 2013, 1-7. doi.ojica.fiu.edu/index.php/ojica_journal/issue/view/12

Molinari, C. (2013), “Online Capstone Learning: Assessing Cultural Competence in Healthcare Organizations” *Journal of Health Administration Education*. 30:2, Spring 2013, 113-123.

Gillingham, M., & Molinari, C. (2012). Online courses: student preferences survey. *Internet Learning*, 1(1), fall, 36-45.

Molinari, C, McSweeney-Feld, M.H. (2012). Diversity and the Delivery of Long Term Care Services”. In M.H. McSweeney-Feld (Ed.), Dimensions of long term care management: an introduction, (pp. 103-117) Chicago, Ill; Health Administration Press.

Molinari, C. (2012), *Instructor Manual for Dimensions of long term care management: an introduction*, Chicago, Ill; Health Administration Press (82 pages)

Molinari, C., (2012) Online and Blended Learning: Are We Delivering Quality Undergraduate Programs in Health Administration? *The Journal of Health Administration Education*. 29:1, Winter 2012, 71-86

Molinari, C., Achieving Service Excellence: Strategies for Healthcare, 2nd Edition, Fottler, Ford, and Heaton, Book review. *The Journal of Health Administration Education*. 28:3, Summer 2011, 249-51

Callahan J, Lyles A, and Molinari C. (2011), "Muted Incentives, Omitted Variables and Pharmacoeconomic Validity: Two Strikes and You're Out!" *Clinical Therapeutics*.33:1, Jan 2011, 60-61

Molinari C. (2007), "Up Close and Personal: Ways to Enhance Relations Between Program Directors and Their Advisory Boards", *The Journal of Health Administration Education*. 24:4, Fall 2007, 399-404

Molinari C, and Short R. (2001), "The Effects of an HMO-Hospitalist Program", *American Journal of Managed Care*, 7:11, Nov 2001, 21-27

Blodgett C, & Molinari C., "Trends in Psychiatric Hospitalization from 1991-95 in Washington State", *Administration and Policy in Mental Health*, 28:5, May 2001, 393-405

Ahern M, & Molinari C. (2001), "The Impact of Organizational Ownership on Management Processes and Utilization Outcomes", *American Journal of Managed Care*, 7:5, May 2001, 489-97

Molinari C, Ahern M, Hendryx M. (1998), "Gains from Public and Private Collaborations to Improve Community Health", *Journal of Healthcare Management*, 43:6, December 1998, 440-454

Molinari C, Ahern M, Hendryx M. (1998), "The Relationship of Community Quality to the Health of Women and Men", *Social Science and Medicine*, 47:8, Oct. 1998, 1113-1120

Venzon D, Molinari C, Hendryx M, Ahern M. (1998), "Will High Risk STD Clinic Clients Use Home HIV Test Kits?" *American Journal of Health Behavior*, 22:4, July/August 1998, 283-91

Molinari C, Hendryx M, Goodstein J. (1997), "The Effects of CEO-Board Relations on Hospital Performance", *Health Care Management Review*, 22:3, Summer 1997, 7-15.

Molinari C, Morlock L, Alexander J, Lyles A. (1995), "Does the Board Need a Doctor?", *Medical Care*, 33:2, February 1995, 170-85

Molinari C, Morlock L, Alexander J, Lyles A. (1993), "Hospital Board Effectiveness: Relationships Between Board Composition and Financial Viability", *Health Services Research*, 28:3, August 1993, 357-77

Molinari C, Morlock L, Alexander J, Lyles A. (1992), "Hospital Board Effectiveness: Relationships Between Board Training and Hospital Financial Viability", *Health Care Management Review*, 17:3, Summer 1992, pp. 43-49

Work Under Review

McSweeney-Feld, MH, Molinari, C, & Oetgen, R. (Eds.), Dimensions of long term care management: an introduction, 2nd ed. Chicago, Ill; Health Administration Press.

Molinari, C, and Takagi, E., Diversity and the Delivery of Long Term Care Services". In McSweeney-Feld, MH, Molinari, C, & Oetgen, R. (Eds.), Dimensions of long term care management: an introduction, 2nd ed. Chicago, Ill; Health Administration Press.

Takagi, E., & Molinari, C. International Perspectives on Long-term Care Policies. In McSweeney-Feld, MH, Molinari, C, & Oetgen, R. (Eds.), Dimensions of long term care management: an introduction, 2nd ed. Chicago, Ill; Health Administration Press.

Oetgen, R., and Molinari, C. "Long Term Care Human Resources". In McSweeney-Feld, MH, Molinari, C, & Oetgen, R. (Eds.), Dimensions of long term care management: an introduction, 2nd ed. Chicago, Ill; Health Administration Press.

Work in Progress

Wellman, K & Molinari, C, "Biotechnology Research: Raising the Stakes for Governance". This article based on DPA graduate's dissertation and presentation to Academy of Management in August, 2015.

Tan, R., Molinari, C. *Being mindful may not make you a team player: Does meditation help or hurt online group learning?* Journal of Online Learning and Teaching.

OTHER PUBLICATIONS

Ahern M, Hicks B, Venzon D, Molinari C, Hendryx M, Dowling N (1996), "Community Health System Monitoring Project", published report for the Health Care Policy Board, Olympia, WA, October 1996

Molinari C, Tannenbaum R (1995) , "Information Technology In An Academic Center: An Application of Optical Scanners". *T.H.E. Journal*. 22:8, March 1995, 60-64

Molinari C, Lee J, Williams C, Riddell M, Suver J (1993), "Educating Physician Leaders part 1", *Group Practice Journal*, 42:5, Sept/Oct 1993, 16-19

Lee J, Molinari C, Williams C, Riddell M, Suver J (1993), "Evaluating Physician Leaders part 2", *Group Practice Journal*, 42:6, Nov/Dec 1993, 19-21.

CONSULTANT REPORTS

Molinari, C., “Provider Satisfaction with Washington State’s Vaccine For Children program”, report to Department of Health, March 2004

Molinari, C., “Projected growth in e-commerce and projected costs from online fraud”, private report to IT business in Spokane, May 2003

Molinari C., Hardt C., Meltzer S., and Lilly S., “Needs Assessment Update for Lincoln County in Washington State”, August 2001

Fairchild S. and Molinari C., “An Assessment of Human Resources and Organizational Culture” for Community Health Association of Spokane, September 2001

PROFESSIONAL PRESENTATIONS

Research Presentations and Posters

2015 Biotechnology Research: Raising the Stakes for Governance, Research Presentation by K Wellman & C Molinari, Academy of Management, Annual Meeting, Vancouver, British Columbia, August 9, 2015

2015 Mindfulness Skills for Interdisciplinary Collaboration. *Presentation*. Annual Meeting, Association for University Programs in Health Administration, Miami, FL June 5, 2015

Invited Presentation

2014 Molinari, C. *American Healthcare Reform: Possible Lessons for Iran*.

<http://seminar.ijhpm.com/> video, slides, and transcript published for international Kerman seminar, April 19, 2014

2014- University of Baltimore

- UB Brown Bag Research Langsdale Library November 20
 - Being Mindful – *Presentation* November
- College of Public Affairs Dean’s Research November 6
 - Scholarship of teaching: Good idea or Not?? – *Presentation* November 6
- Teaching and Learning Day October 17, 2014
 - A Balancing Act Using Strengths Quest for Collaborative Learning – *Presentation*
 - Using Baltimore Neighborhood Indicators Alliance (BNIA) Data in the Classroom – *Presentation*
 - Good Money After Bad: Is Poor Online Teaching Hampering the Growth of Better Online Teaching? *Presentation*
 - Does Mindful Meditation Help or Hurt Online Learning? – *Poster*

- Faculty Orientation August 21, 2014
 - Academic Integrity and Turnitin – *Presentation*
- 2014 Curriculum Design and Pedagogical Methods for Graduate and Undergraduate Students. *Presentation* to Faculty from Zhengzhou University, China. Sponsored by Clarewood Institute and Schaefer Center, Baltimore, MD, November 2014
- 2014 Developing Ethical Citizens: The Yin and the Yang– monitoring dishonesty and fostering integrity in coursework. *Presentation*, Annual Meeting, Association for University Programs in Health Administration, San Antonio, TX June 2014
- 2013 University of Baltimore
 - Teaching and Learning Day October, 2013
 - Dim the Lights and Breathe Deeply. Molinari, Zhang, & Tan. *Poster* presented at University of Baltimore’s teaching day Oct 2013
 - Short and Stout: Designing a Blended, Experiential, Cross-Disciplinary Leadership Course. Gibson & Molinari. *Poster* presented at UB’s teaching day Oct 2013
- 2013 Building student confidence through a professional marketing exercise, *Poster Presentation*, Annual Meeting, Association for University Programs in Health Administration, Monterey, CA, June 2013
- 2012 Mindfulness Meditation: Transformative technique for on-line learning, *Poster Presentation*, Annual Meeting, Association for University Programs in Health Administration, Minneapolis, MN, June 2012
- 2011 Cultural Competency: An Experiential Capstone Project for Healthcare Management Students, *Poster Presentation* selected as **Best Poster**, Annual Meeting, Association for University Programs in Health Administration, Charleston, SC, June 2011
- 2011 Follow the Leader: Learning from students re: preferred ways to promote group communication and collaboration in the design and delivery of hybrid and online HA courses, *Poster Presentation*, Annual Meeting, Association for University Programs in Health Administration, Charleston, SC, June 2011
- 2011 Innovative On-line Learning Techniques for Healthcare Managers: Mindful Approaches: Teaching Committee of the Health Care Management Division and Management Education and Development Division: Academy of Management, Annual Conference, August, 2011
- 2006 Relations with Your Program Advisory Board, Undergraduate Program Directors Conference, Association for University Programs in Health Administration, Chicago, November 2006

- 2001 The Effects of an HMO-Hospitalist Program, Annual Academy of Management Meeting, research presentation by C Molinari, Washington DC, August 2001
- 2000 The Impact of HMO Organizational Structure on Management Processes and Utilization Outcomes M Ahern & C Molinari, poster presentation at The Association for Health Services Research, 17th Annual Meeting, Los Angeles, June 2000
- 1998 Trends in Acute Care Psychiatric Hospitalizations of Adults in 1991-95: Washington State, poster presentation at the Association for Health Services Research, 15th Annual Meeting, Washington D.C, June, 1998
- 1997 Perceived Health and Community Quality among Rural Women, Northwest Health Policy Research Conference, research presentation by C Molinari & M Ahern, Seattle, June 1997
- 1997 A new approach to monitoring anti-trust, Tenth Anniversary Northwest Regional Rural Health Conference, research presentation by M Ahern, M Hendryx, C Molinari, Spokane, WA, March 1997
- 1996 Health Status and Community Quality: Implications for Managed Care, poster presentation at The Association for Health Services Research, Atlanta, June 1996.
- 1993 Does the Board Need a Doctor? Annual Academy of Management Meeting, research presentation by C Molinari, Atlanta, GA, August 1993.
- 1993 The Use and Application of Computer Technology in Data Management, KERA (Kentucky Education Reform Act) Technology Conference, University of Kentucky, research presentation by C Molinari & S Wong, Lexington, KY, January 1993
- 1990 Hospital Board Effectiveness: Factors Related to Hospital Financial Viability, American Public Health Association Annual Conference, research presentation by C Molinari, New York, NY, October 1990
- 1990 Hospital Board Effectiveness: Relationships Between Board Training and Hospital Viability, Southern Management Conference, research presentation by C Molinari, Orlando, FL, November 1990
- 1990 Hospital Board Effectiveness: Relationships Between Board Composition and Hospital Financial Viability, Academy of Management Annual Conference, research presentation by C Molinari, San Francisco, CA, August 1990

Community/Service Presentations

- 1999 Improving the Health of Washington: Community Health Foundation Grants, Washington State Public Health Association Annual Conference, presenters C Molinari, PJ Watters, Spokane, WA October 1999
- 1999 Managing Conflict in Diverse Communities, Molinari & Hardt, Washington Rural Health Association and Washington Statewide Office of Rural Health, Spokane, WA. March 1999.
- 1998 Rural Community Development in Program Planning and Policy Development, Hardt, C & Molinari, C, presented by Hardt to the National Rural Health Association, Orlando, Fla., May 1998.
- 1997 Shared Interests/Shared Conflicts, Workshops jointly offered by Area Health Education Centers (AHEC) of eastern and western WA and Washington Department of Health, in Mt Vernon, Pasco, Ellensburg, Seattle, and Spokane, March-May 1997.
- 1996 Partnering with the Community, Workshop offered jointly with Area Health Education of eastern WA, and University of Washington and for Washington State Public Health Core Functions Training, Moses Lake, WA. November 1996.
- 1996 Careers in Health Policy and Administration, Ambassador Program, Area Health Education Center in Eastern WA, Spokane, WA. September 1996.
- 1996 Effective Meetings, Molinari & Hardt, Workshop offered to Tri-County Health District's Administrative Staff, Colville, WA, March 1996.

JOURNAL REVIEWER

International Journal of Health Policy & Management (2013-present)

Journal of Health Administration Education (2012-present)

- Guest reviewer: Journal of Healthcare Management, Social Science and Medicine, and Milbank Quarterly

ASSOCIATION MEMBERSHIP

- Association of University Programs in Health Administration
- Academy of Management
- American College of Healthcare Executives Education Network

