

CURRICULUM VITAE

Patrick S. Malone, PhD
pmalone@american.edu

EDUCATION

Ph.D. Public Administration / American Government

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

M.S. Healthcare Administration.

Trinity University, San Antonio, TX; 1986.

B.S. Healthcare Administration.

Texas State University, San Marcos, TX; 1983.

AREAS OF FORMAL ACADEMIC TRAINING

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

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

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

ACADEMIC POSITIONS

Director, Key Executive Leadership Programs

American University, Washington DC. Department of Public Administration and Policy. September 2014 to date.

Executive-in-Residence

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

Adjunct Professor

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

Teaching Assistant

American University, Department of Public Administration, Washington DC. January 1998 to December 1998.

FEDERAL GOVERNMENT POSITIONS

Deputy Director, Health Services Administration Division; Academic and Residency Director, Masters Program in Healthcare Administration and Policy; Assistant Professor of Preventive Medicine and Biometrics

Uniformed Services University of the Health Sciences, Bethesda, MD. July 2008 to July 2011.

Dean of Academics / Director of Workforce Development

Naval Medical Education, Bethesda, MD. August 2005 to July 2008.

Military Aide to the Surgeon General

Bureau of Medicine and Surgery, Washington, DC. July 2004 to August 2005.

Executive Assistant to the Deputy Surgeon General

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

Associate Dean of Academics

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

Adjunct Professor

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

Policy Analyst

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

Head, Patient Administration

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

Health Information Systems Analyst

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

PRIVATE SECTOR POSITIONS

Business Consultant

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

INVITED LECTURES / PANELS / PRESENTATIONS

- “Organizational Trust: How Organizational Culture Impacts Trust in the Workplace” Federal Executive Institute Alumni Association 2015 Executive Forum. George Washington University. Washington DC. May 19, 2015.
- “Influence, Authority, and How to Do One Without the Other” Department of Treasury, Treasury Executive Institute. Washington, DC. May 5, 2015.
- “Leadership: The Challenges of Communication and Decision Making” 2015 Pakistan Re-entry Seminar - Intercultural Management Institute. Washington, DC. March 27, 2015.
- “Teams, Dysfunction, and You” Environmental Protection Agency. Washington, DC. March 23, 2015.
- “Leadership in the 21st Century” Pentagon Force Protection Agency Executive Roundtable. Washington DC. March 18, 2015.

- “EI + U = Making Federal Leaders Even Better!” Washington Headquarters Services Human Resources Directorate. Alexandria, VA. February 12, 2015.
- “Contemporary Public Administration Challenges” World Learning - Kosovo Transformational Leadership Program. Washington DC. January 30, 2015.
- “One Relationship at a Time” Pentagon Rotary Club. Arlington, VA. January 28, 2015.
- “You!” Federal Executive Institute. Charlottesville, VA. January 22, 2015.
- “Leading with Integrity – Exhibiting Courage” United States Food and Drug Administration. Washington, DC. January 14, 2015.
- “Leading with Integrity – Building Trust” United States Food and Drug Administration. Washington, DC. January 13, 2015.
- “Action Learning from the Executive Perspective” Department of Treasury, Treasury Executive Institute. Washington, DC. December 10, 2014.
- “Your Ethical Lens: The Challenge of Right versus Right Decisions” Department of Treasury, Treasury Executive Institute. Washington, DC. December 5, 2014.
- “Organizations: What They Are and Why They Give Leaders Migraines” Department of Treasury, Treasury Executive Institute. Washington, DC. December 2, 2014
- “Leading with Integrity – Exhibiting Courage” United States Food and Drug Administration. Washington, DC. November 19, 2014.
- “Perceptions, Prisms, and Undiscussables: Barriers to Effective Decision Making” Department of Treasury, Treasury Executive Institute. Washington, DC. November 14, 2014.
- “Leading with Integrity – Building Trust” United States Food and Drug Administration. Washington, DC. November 13, 2014.
- “EQ > IQ: Emotional Intelligence as a Tool for Success” Department of Treasury, Treasury Executive Institute. Washington, DC. November 7, 2014.
- “Pedagogical Perspectives on Executive MPA Curricula: Adopting a Transformative Approach in Program Delivery” *Panel Moderator*. Network of Schools of Public Policy, Affairs, and Administration Annual Conference. Albuquerque, NM. November 5, 2014.
- “Action Learning: It’s Not What You Think!” Department of Labor, Federal Contract Compliance Programs Front-Line Manager Leadership Development Program. Washington, DC. October 2, 2014.
- “All the Mind’s a Stage: Harnessing Mindsets From Impulse to Strategy” Department of Treasury, Treasury Executive Institute. Washington, DC. October 2, 2014.
- “The Intelligent Leader: Emotional Intelligence in the Federal Service” Environmental Protection Agency - Office of the Inspector General. Washington, DC. October 1, 2014.
- “You” Federal Executive Institute. Charlottesville, VA. September 11, 2014.
- “Getting It Done” Brazil SEBRAE – New Perspectives on Leadership. Washington, DC. September 9, 2014.

- “Leadership: It Begins with You” Fulbright Scholar Global Gateway Orientation. Intercultural Management Institute. Washington, DC. August 21, 2014.
- “Organizational Change and Public Sector Leadership” 9th Annual Oklahoma Governor’s Executive Development Program, Oklahoma State University. July 30, 2014.
- “The Leaders of Tomorrow” Summer Transition Enrichment Program (STEP). Washington DC. July 23, 2014.
- “The Self in Me” Federal Executive Institute. Charlottesville, VA. July 10, 2014.
- “Leadership Challenges” *Panelist*. Council of Inspectors General on Integrity and Efficiency Leadership Conference. Washington, DC. July 8, 2014.
- “When Things Aren’t Going Well--Lessons from the Gulf of Tonkin” Department of Treasury, Treasury Executive Institute. Washington, DC. May 13, 2014.
- “Narcissism and Someone You Worked For - Challenges for Federal Leaders” Executive Speaker Series. American University. Washington, DC April 2, 2014.
- “The Power of Public Service Motivation.” *Moderator*. American Society of Public Administration Annual Meeting. Washington, DC. March 15, 2014.
- “Leadership Transformation and the Human Mind” Global Ties Resource Tour – Department of State International Visitor Leadership Programs. Washington, DC. February 28, 2014.
- “The Other Leadership Self” Federal Executive Institute. Charlottesville, VA. February 20, 2014.
- “Leading When You Don’t Wanna” Enterprise Mentoring Distinguished Speaker, Pentagon Force Protection Agency. Washington DC. December 11, 2013.
- “Leading From Where You Are” Federal Executive Institute. Charlottesville, VA. November 14, 2013.
- “How Unethical Are We?” Osher Institute Speaker Series, Washington, DC. October 10, 2013.
- “Leadership in Difficult Times” Panelist. Department of Treasury. Washington, DC. September 25, 2013.
- “Leadership and the Ethics Challenge” United States Food and Drug Administration. Washington, DC. September 11, 12, 2013.
- “Coaching for High Performance” United States Food and Drug Administration. Washington, DC. August 27, 28, 2013.
- “Can Public Sector Organizations Change?” and “The ‘State’ of the Public Sector Leadership Challenge” 8th Annual Oklahoma Governor’s Executive Development Program, Oklahoma State University. July 31, 2013.
- “Motivating Feds Begins with Understanding Their Feelings, Experts Say” Federal News Radio. <http://www.federalnewsradio.com/1007/3399984/Motivating-feds-begins-with-understanding-their-feelings-experts-say>. July 25, 2013.

- “How Do We Motivate in a Sequestered Environment?” (co-presenter with Professor Bob Tobias) National Academy of Public Administration. Washington, DC. July 24, 2013.
- “Who Are the Future Leaders?” Summer Transition Enrichment Program (STEP). Washington DC. July 22, 2013.
- “Management vs Leadership. The Emotional Intelligence Connection” United States Postal Service Office of the Inspector General Leadership Conference. Washington, DC. June 5, 2013.
- “How Do We Motivate in a Sequestered Environment?” (co-presenter with Professor Bob Tobias) Chief Human Capital Officer Offsite. Washington, DC. May 21, 2013.
- “Socially Constructed Realities, Dominations, Narcissism, Psychic Prisons, and Other Really Bad Things” Army Senior Leadership Development Program. Falls Church, VA. March 27, 2013.
- “Innovative Approaches to Executive Education” Best Practices in Higher Education Seminar, Washington, DC. October 30, 2012.
- “The Secret Life of the Public Servant” Osher Learning Institute, Washington, DC. October 4, 2012.
- “Dimensions of Leadership - Organizations and Ethics” Internal Revenue Service Candidate Development Program. Washington, DC. August 22, 2012.
- “Constitutional Foundations and the Public Administration Infrastructure” Republic of Vietnam Ministry of Finance. August 1, 2012.
- “Organizational Change in the Public Sector: Politics, Pressure, and the Public” and “The ‘State’ of the Public Sector Leadership Challenge” 7th Annual Oklahoma Governor’s Executive Development Program, Oklahoma State University. July 31, 2012.
- “Challenges In Leadership Curricula” DANTES Worldwide Education Symposium. Las Vegas, NV. July 26, 2012.
- “Trust and Authenticity in Leadership” American University’s 3rd Annual Key Executive Leadership Programs Conference, Washington, DC. May 15, 2012.
- “Ethical Challenges, Leadership and Human Resources” Defense Institute for Medical Operations – International Seminar. San Antonio, TX. May 4, 2012.
- “Public Leadership – I’m So in Love With You” Pi Alpha Alpha Annual Dinner. American University, Washington, DC. April 27, 2012.
- “Policy Innovation and the Challenge of Leadership.” Public Policy Conference. Washington, DC. March 31, 2012.
- “Authentic Leadership: Do I Have It? Do I Want It? How Might I Get It?” Department of Health and Human Services Office of the Inspector General Annual Retreat, Washington DC. February 29, 2012.
- “The ‘State’ of the Public Sector Leadership Challenge” 6th Annual Oklahoma Governor’s Executive Development Program. Oklahoma State University. August 1, 2011.

- “Leadership in the Public Sector” National Association of State Chief Information Officers. Washington DC. May 3, 2011.
- “Leadership in the Federal Sector” Robert Wood Johnson Scholars Program. Yale University School of Medicine. April 29, 2011.
- “Three Biggest Challenges Facing Government” GovInsights. <http://www.govloop.com/profiles/blogs/govinsights-challenges>. April 2011.
- “Leadership: Challenges, Power, and Influence” National Association of State Personnel Executives. Washington DC. January 29, 2011.
- “US Healthcare Goes to Reform School” Graduate School of Nursing. Uniformed Services University of the Health Sciences. Bethesda, MD. October 3, 2010.
- Ethical, Legal, and Social Aspects of Medical Care. 2nd Year Medical Student Group Discussions. Uniformed Services University of the Health Sciences. Bethesda, MD. September 12, 2010.
- “Human Resource Management / Patient Safety.” Executive Healthcare Resource Management Program - Institute for Medical Operations. San Antonio, TX. April 2009 and April 2010.
- “On the Folly of Rewarding A While Hoping for B.” Preventive Medicine and Biometrics Seminar - Uniformed Services University of the Health Sciences. Bethesda, MD. January 9, 2010.
- “You Wanna Lead What?” Graduate School of Nursing. Uniformed Services University of the Health Sciences. Bethesda, MD. December 12, 2008.
- “Social Science Research.” Protocol Development Workshop Series. Uniformed Services University of the Health Sciences. Bethesda, MD. November 2008, 2009.
- “Case Analysis and Decision Making” Uniformed Services University School of the Health Sciences 4th Year Medical Student Intersession. Bethesda, MD. December 14, 2008.
- “HIV/AIDS Epidemic - Implications for US Health Policy. 7th Annual HIV/AIDS Strategic Planning and Policy Development Conference. San Antonio, TX. November 5, 2007.
- “United States Health Policy.” *Executive Healthcare Resource Management Program* - Institute for Medical Operations. San Antonio, TX. April 2006, 2007.
- “*Quality Assurance and Decisions*” Uniformed Services University School of the Health Sciences 2nd Year Medical Student Intersession. October 21, 2005.
- “Health Systems, Strategic Planning, and International Health.” *International Healthcare Resource Management Program, Port Louis, Mauritius*. September 1-7, 2003.

PUBLICATIONS

Malone, Patrick S. “Hey CLOs. Want Better Learning? Embrace Negative Capability. *Chief Learning Officer - Executive Briefings*. Accepted - February 2015.

Malone, Patrick S. "Toxic Waste – The Organizational Price of Bad Leadership and What to Do About It." Submitted - February 2015.

Malone, Patrick S. "What Opportunists, Diplomats, and Experts Can Do For Your Crew." *Referee Magazine*. Accepted – February 2015.

Malone, Patrick S. "10 Secrets to Effective Team Performance." *Referee Magazine*. Accepted – December 2014.

Malone, Patrick S. "Independence vs. Independent Thought – Today's Challenge for IG Leaders?" *Council of Inspectors General on Integrity and Efficiency (CIGIE) Publication*. November 2014.

Malone, Patrick S. "Selfies in the Workplace: Narcissists and the Public Manager." *Public Management*. August 2014.

Malone, Patrick S. and Ruth Zaplin. "Making Assumptions? Try the Power of Inquiry." *Public Manager*. Summer 2014.

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

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

Malone, Patrick S. "It's Not Just Values." *Executive to Executive*. Fall 2013.

Malone, Patrick S. "The Untapped Power of Action Learning" *Public Manager*. Fall 2013. (reprint)

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

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

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

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

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

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

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

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

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

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

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

Malone, Patrick S. "The Development of KIDNET – A Managed Care Project for Children with Special Healthcare Needs. Proceedings of the Lewis E. Angelo Professional Symposium. March 1996.

PROFESSIONAL SERVICE

Member

NASPAA Doctoral Committee. 2015-18.

Member

Student Support Innovation Taskforce. 2015-16.

Dissertation Committee Member

"United States Federal Agency Workforce Planning: A Descriptive Multiple Case Study." Defense by Sid Evans, University of Phoenix. June 1, 2015.

Faculty Review Board

Public Purpose Journal. American University. 2014/15.

Trainer

Summer Transition Enrichment Program (STEP) Leadership Trainer. American University Center for Diversity and Inclusion. June 2014.

Member

Government Performance Coalition. July 2011 to date.

Reviewer

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

Advisor

President's Leadership Workshop – SES Onboarding Project. Presidential Personnel Office. Washington, DC. February 3-7, 2014.

Dissertation Convener

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

PhD Qualifying Exam Reviewer

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

Faculty Co-Director

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

Dissertation Convener

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

Member

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

Member

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

Class Advisor

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

Co-Chair

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

Faculty Senator

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

Member

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

Member

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

Member

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

Chair

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

Member

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

Member

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

Member

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

Member

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

Member

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

Panelist

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

Member

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

Reviewer

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

Session Chair

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

Panelist

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

Member

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

Chair

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

Panelist

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

Reviewer

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

Panelist

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

Member

Dissertation Committee. Regent University. June 2002.

HONORS / CERTIFICATIONS

- Certified Subject/Object Qualitative Research Scorer (Harvard University). 2013.
- Defense Superior Service Medal. 2011.
- Finalist, Biomedical Educator of the Year - Uniformed Services University of the Health Sciences. 2010.

- Meritorious Service Medal – United States Navy. 2002, 2004, 2005, 2008.
- Teacher of the Year (Adjunct Appointment) – American University, Department of Public Administration and Policy. 2007.
- United States Surgeon General’s Award for Excellence. 2005.
- Governor’s Award - American College of Healthcare Executives. 2002.
- Pi Alpha Alpha - Honor Society for Public Administration. 2000.
- Doctoral Consortia – Academy of Management. 1999.
- Charles R. Loar Literary Award. 1996.

FUNDED GRANTS

Site Principal Investigator

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

Consultant

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

PROFESSIONAL AFFILIATIONS

- Member, American Society for Public Administration. 1998 to date.
- Member, Academy of Management. 1998 to date.
- Faculty Associate, Fellow and past Regent, American College of Healthcare Executives. 1984 to 2010.
- Vice President. Maryland Chapter American Society for Public Administration. 2005.