

**GEORGE A. ZANGARO, PHD, RN, FAAN**  
**Adjunct Assistant Professor**

**EDUCATION**

School of Nursing, University of Maryland Baltimore, Baltimore, MD	PhD Nursing, 2005
• Dissertation: Antecedents of Nurses' Job Satisfaction: A Meta-Analysis	
School of Nursing, University of Maryland Baltimore, Baltimore, MD	MS Nursing, 1997
Columbia Union College, Takoma Park, MD	BS Nursing, 1992

**PROFESSIONAL EXPERIENCE**

**Academic Positions**

2006–2008, 2013	Adjunct Faculty School Of Nursing, Johns Hopkins University <i>Baltimore, MD</i>
2008–Present	Adjunct Faculty Department Of Nursing, Walden University, <i>Baltimore, MD</i>
2010–Present	Associate Professor/Nursing Research Director School Of Nursing The Catholic University Of America <i>Washington, DC</i>
2008–2010	Program Director Health Services Leadership And Management Program, School Of Nursing, University Of Maryland Baltimore <i>Baltimore, MD</i>
2007–2008	Faculty Health Services Leadership And Management Program School Of Nursing University Of Maryland Baltimore <i>Baltimore, MD</i>
2004–2007	Aide To The Commander Naval Medical Education And Training Command, <i>Bethesda, MD</i>

**Professional Positions**

2014–Present	Director, National Center For Health Workforce Analysis Bureau Of Health Workforce, Health Resources And Services Administration, U.S. Department Of Health And Human Services Rockville, MD
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2012–2014	Director, Office Of Performance Measurement Bureau Of Health Professions Health Resources And Services Administration U.S. Department Of Health And Human Services Rockville, MD
2011–2012	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
2008–2010	Program Director, Health Services Leadership and Management Program, School of Nursing, University of Maryland Baltimore Baltimore, MD
Apr.–Nov. 2004	Director Tricare, Marketing and Education Navy Bureau of Medicine and Surgery (U.S. Navy Medical Department headquarters)
2003–2004	BUSINESS ARCHITECT, Naval Medicine Online Navy Bureau of Medicine and Surgery (U.S. Navy Medical Department headquarters), Washington, DC
May–Nov. 2003	Nurse Researcher, Nursing Research Office, National Naval Medical Center, Bethesda, MD
2000–2003	Manager/Clinician, National Naval Medical Center Bethesda, MD, Held a number of positions due to major staff deployments from this hospital to support Operation Enduring Freedom
1998–1999	Clinical Nurse Specialist And Clinician, Department of Nursing, U.S. Naval Hospital Roosevelt Roads, Puerto Rico
Jan.–Jun. 1998	Clinician, Emergency Department, U.S. Naval Hospital Roosevelt Roads, Puerto Rico
1996–1997	Graduate Student, University of Maryland Baltimore Baltimore, MD
1995–1996	Coordinator And Instructor, Graduate Clinical Education Program, National Naval Medical Center, Bethesda, MD
1993–1995	Nurse Manager/Staff Nurse, Inpatient Medicine Unit National Naval Medical Center, Bethesda, MD
Feb.–Mar. 1993	Officer In Training, Officer Indoctrination School, Naval Education and Training Center, Newport, RI
1990–1992	Undergraduate student, Columbia Union College Takoma Park, MD

1987–1990	Registered Nuclear Medicine Technologist, Nuclear Medicine Clinic National Naval Medical Center, Bethesda, MD
1986–1987	Student, Nuclear Medicine Technology Program, Naval School of Health Sciences, Bethesda, MD
1983–1986	Hospital corpsman, Emergency Department and Family Practice Clinic, Naval Medical Clinic Quantico, Quantico, VA
Jan.–May 1983	Student, Navy Hospital Corps School, Great Lakes, IL
Sep.–Dec. 1982	Recruit, Naval Recruit Training Command, Great Lakes, IL

## **PUBLICATIONS**

- 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.
- 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\\_leadershi\\_p.htm](http://ghrwww.rnjournal.com/journal_of_nursing/recognizing_and_overcoming_toxic_leadershi_p.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**

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|-----------|---|
| 2009–2012 | Principal Investigator(40%), Factors Associated with Retention of Army, Navy and Air Force Nurses<br>Funded by TriService Nursing Research Program, Department of Defense., (\$700,000)   |
| 2008–2011 | Principal Investigator(40%),Army Nurses' Experiences as Faculty and Students' Perceptions of Military Nursing<br>Funded by TriService Nursing Research Program, Department of Defense<br>(\$238,000)  |
| 2001–2007 | Principal Investigator(30%),Factors Associated With Retention of Nurses: Phase I Instrument Testing, Funded by TriService Nursing Research Program, Department of Defense.(\$117,000)   |
| 2002–2008 | 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)  |
| 2009–2010 | 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)
2008–2009	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)
2007–2008	Co-Investigator(20%),Blood Exposure and Primary Prevention in Home Care Workers Funded by Centers for Disease Control and Prevention/National Institute for Occupational Safety and Health. (\$2,014,547)

**Service Oral Presentations (Select)**

2015	2015Understanding and Using HRSA's New Nursing Supply and Demand Model, National Forum of State Nursing Workforce Center's Annual Conference
2015	Research on the Healthcare Workforce: Opportunities for Exchange with Industry Partnerships, Healthcare Career Advancement Program: Management and Labor Convening on Building a Skilled Workforce for Quality Healthcare
2015	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
2015	Progress on Institute of Medicine Nursing Report Recommendations, The Future of Nursing Leading Change Advancing Health, Washington, DC
2015	The Impact of New Delivery System Models on State Workforce Needs, National Governor's Association Conference
2015	Healthcare Workforce Trends, Center for Medicare Services, Baltimore, MD
2015	The Relationship Between Health Care and Economic Development, Appalachian Regional Commission Conference, Washington, DC
2015	The Relationship Between Health Care and Economic Development, London May 2015, International Health Workforce Commission, London, England
2015	Minimum Data Set Advantages and Challenges, Institute of Medicine 5 <sup>th</sup> Meeting of the Standing Committee of Credentialing Research in Nursing, Bethesda, MD

- 2015 Understanding HRSA's 2012-2025 Supply/Demand Nursing Projections, SUNY Health Workforce Research Center, Albany, NY
- 2015 2004 Health Care Workforce Innovations, Health Policy Conference, Academy of Health, Washington, DC
- 2014 Performance Measurement for Bureau of Health Professions Programs, American Association of Medical Colleges, Washington DC
- 2012 Factors Associated with Retention of Army, Navy and Air Force Nurses, Tri-Service Military Nurse Corps Chiefs, Bureau of Medicine and Surgery, Washington, DC
- 2011 Critical Nursing Workforce Shortages Forum, Nursing Partner Day, San Antonio, TX
- 2011 Critical Nursing Workforce Shortages Forum, Nursing Partner Day, Washington, DC
- 2010 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<sup>th</sup> 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<sup>th</sup> MBAA International Conference, Chicago, IL
- 2009 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, 6<sup>th</sup> Annual Nursing Evidence Based Practice Conference: Moving Science into Action, Baltimore, MD
- 2008 Nursing Retention in Ryan White HIV/AIDS Program Outpatient Setting, HRSA HIV/AIDS Workforce Meeting: Setting an Agenda for Action, Rockville, MD
- 2006 Military Nursing Care and Nurse Retention, 17<sup>th</sup> International Nursing Research Congress Focusing on Evidence-Based Practice, Montreal, Canada
- 2009 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<sup>rd</sup> Annual Conference Focusing on Interdisciplinary Research, Baltimore, MD
- 2007 Magnetism and Job Satisfaction and Intent to Leave, Academy of Health, Annual Research Meeting Focusing on Health Services Research, Orlando, FL

2006	Workplace Job Satisfaction and the Forces of Magnetism, 17 <sup>th</sup> International Nursing Research Congress Focusing on Evidence-Based Practice, Montreal, Canada
2005	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
2004	Meta-analysis of the Reliability and Validity of the Index of Work Satisfaction, Graduate Research Conference, University of Maryland, Baltimore, MD

### **PROFESSIONAL SERVICE AND AWARDS**

Member, Technical Workgroup on Health Workforce Education Assessment Tools, World Health Organization	2013–Present
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	2010–2011
Manuscript Review Panel, Western Journal of Nursing Research	2009–2011
Abstract Reviewer, Magnet Recognition Program, American Nurses Credentialing Center	2008–2011
Manuscript Review Panel, Research in Nursing and Health	2007–Present
Manuscript Review Panel, Geriatric Nursing	2007–2009
Scientific Review Panel, Tri-Service Nursing Research Program	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	
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 Review Panel, Applied Nursing Research	2001–Present
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

### **Awards and Honors**

<b>Meritorious Service Medal</b> , Navy Medicine Support Command	2007
<b>First Place, Poster Presentation (Nursing Category)</b> , Graduate Research Conference, University of Maryland, Baltimore, MD	2004
<b>Navy Commendation Medal</b> , Bureau of Medicine and Surgery	2004
<b>Navy Commendation Medal</b> , National Naval Medical Center	2003
<b>Navy Achievement Medal</b> , National Naval Medical Center	2001
<b>Graduate Merit Award</b> , University of Maryland Baltimore	2001
<b>Navy Achievement Medal</b> , National Naval Medical Center	2000
<b>Rear Admiral Mary F. Hall Award for Publication Excellence</b> , Navy Nurse Corps	2000
<b>Navy Commendation Medal</b> , U.S. Naval Hospital Roosevelt Roads	1999
<b>Navy Commendation Medal</b> , National Naval Medical Center	1996

### **Professional Memberships**

Fellow American Academy of Nursing  
 American Nurses Association  
 Council for the Advancement of Nursing Science  
 Sigma Theta Tau International Honor Society of Nursing; Pi Chapter  
 National Nursing Education Research Network  
 International Health Workforce Commission  
 International Council of Nursing Statistics