

CURRICULUM VITAE

Warren G. McDonald, Ph.D.

Personal

Date of Birth: April 23, 1953, Fayetteville, N.C.

Address: 2450 Lull Water Drive
Fayetteville, N.C. 28306

Phone: 910-423-5360

Cell: 910-818-1146

Email: WGMPHD@aol.com

Education

Harvard University, Cambridge, Massachusetts
Institute for Management and Leadership in Higher Education
Class of 2005

Touro University International, Cypress, California
Branch Campus, Touro University System, New York
Doctor of Philosophy in Health Sciences, 2005
Concentration: International Health Education/Research
Dissertation: *The Relationship of Optician's Education, Training, Licensure and Income to the Use of Advanced Technologies in Eye Care*

East Carolina University, Greenville, N.C.
Master of Arts in Education, 1991
Concentration: Adult and Community Education

Vermont College of Norwich University, Montpelier, Vermont
Master of Arts in Health Care Management, 1987
Masters Project: *Special Management Problems in Health Care Settings*

Eckerd College, St. Petersburg, Florida
Bachelor of Arts in Management, 1983

Fayetteville State University, Fayetteville, N.C.
Transfer credits in general sciences, 1982-83

Durham Technical Institute, Durham, N.C.
Associate in Applied Science in Opticianry, 1973

Academic Certificate Programs

University of Florida

Graduate Certificate, Health Care Risk Management, 2007

California College for Health Sciences, National City California

Certificate in Public Health Studies, 1999

American Academy of Optician Refractionists,

Boston, Mass. Certificate in Refraction, 1989

Continuing Education

Opticians licensed in North Carolina are required to attend a minimum of 8 hours of continuing education annually, which has been maintained since 1974. Additionally, national board certification requires continuing education credits amounting to 21 credits every three years, which has been maintained since 1974.

Additional continuing education is completed annually in Health Administration at multiple conferences, including:

- Association of University Programs in Health Administration
- Fayetteville Area Medical Managers Association
- Sandhills Healthcare Executives Forum, the regional affiliate of the American College of Healthcare Executives (Education Chair, from 2000- 2020)
- North Carolina Medical Managers Association

Licensure and Professional Certification

Registered Optician, State of North Carolina, License #305

Certification, American Board of Opticianry, 1974. #N1114

Master's Certificate in Ophthalmic Optics, American Board of Opticianry, 1977.

#N2977M

Board Certification; Contact Lenses, North Carolina State Board of Opticians,

1984. #CI074

Board Certification, National Contact Lens Examiners, 1980 #AI053

Advanced Level Certification, 2000

Lean Six Sigma Green belt Certified, Six Sigma Global Institute, 2020

Professional Experience

August 2012- December 2020 Professor and Chair, Department of Health Administration: Formerly a program in the School of Business, Health Administration was moved into the new School of Health Sciences. I was appointed to lead the new organization and served as a Full Professor and Chair, Department of Health Care Administration, School of Health Sciences at Methodist University, until my retirement. Responsibilities included administration of the rapidly expanding department, teaching and advising of students, recruitment of faculty and students, and other related duties. During my tenure we doubled the size of the program. I retired from my position December 31/2020, but have not completely retired. I continue to teach as an adjunct at other institutions online, and doing some consulting in both higher education and health care

July 2007- December 2012: Director, *The Professional MBA*, Reeves School of Business, Methodist University, Fayetteville, NC. Responsibilities include overall management of the Master of Business Administration program at Methodist University, with two specific focus areas: Organizational Management and Leadership and Health Care Administration

The Director is responsible for the overall success of the program. I planned, developed and implemented this new program on the Methodist campus, and it continues to perform well today. It was the universities first non-traditional program at the graduate level.

July 2006- August 2012: Co-Director and Professor of Health Administration, Reeves School of Business, Methodist University, Fayetteville, NC. Responsibilities include teaching and advising of students, recruitment of faculty and students, and other related duties. Granted tenure, 2009

1990- Present: McDonald and Associates, an independent management consulting firm dedicated to improving organizations and individuals through leadership development and education, We have worked with health care organizations, colleges and universities and small businesses and can tailor a solution to meet the needs of a variety of clients.

The firm provides assistance to health care organizations and practitioners in both operational and strategic management. Personal coaching provides even more in-depth services for clients as our trained staff assists those in leadership roles establishing SMART goals, and in focusing on the issues most important to their success.

We also work in the Higher Education market, providing a number of services to institutions so in need of services today. We design and develop online programs from the ground up, and work to train faculty to maximize their full potential. Recent examples include Martin Methodist College, now University of Tennessee Southern, Logan University College of Graduate Health Sciences, the University of Phoenix, Health Care Management undergraduate program, and others.

January 2004- July 2006: Special Assistant to the Chancellor/Assistant Vice Chancellor for Military Affairs and Extended Learning, Fayetteville State University, a constituent member of the University of North Carolina. Responsibilities include development and administration of all extended and distance learning courses, programs and sites, military relations, (in Fayetteville, NC, home to America's largest military population at Fort Bragg), community college relations and representing the university at a wide range of community events. This is a senior-level cabinet position, with significant budget responsibility. During my tenure, the department developed new online and off-campus programs and sites that netted over one thousand three hundred full-time-equivalent students in just the first year of operations.

February 2002- January 2004: Director, Continuing and Distance Education, The University of North Carolina at Pembroke, a constituent member of the UNC System. Responsibilities included development, implementation and ongoing administration of all Internet-based courses and programs and all off-campus university teaching locations. Developed the initial online programs for the university, and several new off-campus teaching sites.

November, 1994-May, 2000: Director, Contact Lens Service, Jacksonville Eye Clinic, Jacksonville, N.C. Duties included both clinical practice and management of the contact lens service and optical dispensary for a large ophthalmology clinic.

January 1976- January 1991: President, McDonald Opticians, Inc. This multi-location professional optical firm was headquartered in Jacksonville, North Carolina. The firm provided full-range optical services, to include spectacle dispensing, contact lenses, and low vision care, and was staffed by 4 full-time Licensed Opticians. The firm was sold in 1991.

1975-76: Manager, Clear-Vue Opticians, Goldsboro, N. C. Manager of a new branch office of this retail optical firm; assisted with the opening of the office in the initial phase of operations.

1973-74: Manager, Exchange Optical Service, Camp Lejeune, N.C. Responsible for the day-to-day operation of a fast-paced office on a large Marine Corps base.

Faculty Positions/Teaching Experience

July 31, 2023- Present- Adjunct Faculty, National University, San Diego, California
Doctor of Health Administration (DHA) Program

August 2022- Present- Adjunct Faculty, Valparaiso University, College of Nursing and Health Sciences
Public Health Policy, Leadership and Administration
Program Planning and Evaluation (undergraduate)
Program Planning, Management and Evaluation

August, 2006- December 2020: Professor and Chair, Department of Health Administration, School of Health Sciences, Methodist University, Fayetteville, North Carolina. Rank: Full Professor (Tenured)

Courses: All Health Administration courses, including but not limited to:

Introduction to Health Administration

Managing Health Care Organizations

Strategic Planning in Health Care

Economics and Financial Management of Health Care Organizations

Managed Care and Medical Group Practice Management

Foundations of Health Policy

Health Care Organizational Behavior

Long Term Care Management

Health Administration Internship

Special Topics/Independent Study Course

Capstone Course: Health Care Research Methods/Senior Seminar

MBA Courses

Organizational Management and Leadership

MBA Capstone Course

Health Care Policy

Health Care Economics and Financial Management

Organization and Leadership of Health Care Organizations

October 2015- December 2020- Walden University, Contributing Professor: Master of Health Administration (MHA) program and Doctoral Programs in Health Services and Health Administration (PhD and DBA)

Courses Taught: MHA

Topics in U. S. Health Delivery- initial course in the program

Foundations of Health Care Administration

Strategic Planning in Health Care- final course in the program

Dissertation Advisor (PhD)- Chair

1. Elijah Mohammed- May 2017- January 2020 (completed)

2. Thomas Torkula- May 2017- January 2020 (completed)

3. Robin Cottrell-May 2017-present

4. Angela Williams (DBA)- May 2017- present

5. Nikarlo Rogers (DBA)- May 2017- present

6. Osaeloka Ekume (PhD)- May 2017- November 2018- December 2019 (completed)

7. Fred McClelland (PhD)- November 2017- January 2020 (completed)

8. Ashley Peters (DBA)- August 2018- present

9. Theresa Weber (DBA)- July 2018- present

10. Karen Marhelka (DBA)- August 2018- February 2020 (completed)

11. Robin Strown- June 2020

12. Arun Inavatullah- August 2020

Dissertation Advisor- Committee Member

1. Sylvia Abogunde (DHA)- July 2018
2. Dandrea Kittles (PhD)- August 2018
3. Alex Farfan (DHA)- August 2018
4. Casseola Rogers (DHA)- December 2019
5. Tyler Schoofield (PhD)- June 2020
6. Dedra Ware (PhD)- August 2020

August 2015- 2020- Logan University College of Health Sciences, Adjunct Professor:
Doctor of Health Professions Education, Master of Science and Doctor of Chiropractic
Programs

Courses:

Undergraduate Capstone in Health Sciences
Health Education and Promotion
Media, Technology and Public Health
Health Care Economics and Finance
Health Care Applied Statistics

Courses Developed:

Undergraduate Capstone
Organizational Behavior (Doctoral Program)
Health Education and Promotion
Media, Technology and Public Health
Health Care Economics and Finance
Health Care Applied Statistics

August 2006- June 2015- Health Education Ethics and Leadership (DHEd 7400)

- Diversity and Multiculturalism in Curriculum Development (HMP/SHM 864)
- Quality Assurance and Accountability (SHM 862)
- Health Education Practices (DHEd 7600)
- Dental Public Health Research Planning and Design (CGHS 5250)

Health Services Adjunct and Associate Professor, Doctoral Program in Health
Education, A. T. Still University of Health Sciences

Courses: Public Health and Health Education

- State and Local Health Planning (MPH 871)
- Introduction to Public Health (MPH 735)
- Fundraising and Endowment Management (HEd 971)
- Student Assessment (HEd 602)
- Program and Faculty Evaluation (HEd 603)
- Integrity in Leadership (HEd 800)
- Health Education Ethics and Leadership (DHEd)
- Practical Research Planning and Design (Dissertation Course, HEd 903/917)
- Educational Technology (HEd 915)

- Cultural Competence in Health Education and Health Promotion (HMP 864)
- Foundations of Learning (HEd 600)
- in the US (SHM 700)
- Chair of 30+ completed dissertations

Courses Developed:

- Quality Assurance and Accountability in Higher Education
- Health Education Program Planning and Evaluation

January 2013- June 2014- Salem International University, Adjunct Graduate Faculty

Courses Taught:

- HCM 620 Organizational Behavior and Human Resource Management
- HCM 615 Health Care Finance
- HCM 625 Health Care Program Planning and Evaluation
- HCM 605 Introduction to Health Care Management

March 2015- Present-

Biafran University

Interim President, Raleigh NC

Developing a new university to bring education to the African continent, specifically the Biafran region of Nigeria via Distance Learning, and in a traditional classroom environment, opening hopefully in 2023.

April 2014- December 2015- Adjunct Faculty, St. John International University, Torino, Italy (Visiting Professor).

June 2005-2008: International Faculty, Phillips/Aventis Hospital/Public Health Leadership Program in cooperation with the Chinese International Health Exchange and Cooperation Center. Lectures included Change Management and Strategic Management. This ongoing program includes teaching at sites in the United States and in Beijing.

March 2006- March 2007: Graduate Faculty, the University of Phoenix, Raleigh.

Teaching Assignment: Health Management, MBA Program

Courses:

Transformational Leadership

Organizational Behavior

June 2000- May 2007; January 2016- Present: Adjunct, Southern Illinois University Carbondale, College of Applied Sciences and Arts. Teaching Assignment: Health Care Management MHA program online.

Undergraduate Courses:

Health Care Management

Marketing for Health Care Organizations

Statistics for Health Administration

Strategic Planning and Leadership in Health Care

MHA Courses

Strategic Leadership in Health Care
Effective Healthcare Operations
Statistics for Health Care Professions
Health Promotion and Education
Law and Ethics

August 1995- 2002: Adjunct Professor of Health Services Management, Webster University, Camp Lejeune, NC. I served as resource area mentor for the health services management area, which has the individual responsibility for oversight of the program. As mentor for the HSM program, I assessed faculty performance and provided guidance to students, and served as the chief recruiter for the program.

Courses Taught:

- Organizational Planning and Change
- Organization and Management of Health Service Organizations
- Health Policy
- Integrated Studies in Health Services Management (capstone project)

June 2003- 2006: Florence-Darlington Technical College, Optical Science Program Director. Blended-delivery program for Opticianry students in SC developed as an adjunct to the State of South Carolina's Apprenticeship Program.

Courses:

- Introduction to Contact Lenses
- Assessment of the Visual System
- Optical Dispensing I
- Optical Dispensing II
- Optical Business Management
- Ocular Anatomy and Physiology

September 1991-May 1993: Professor, Interboro Institute, New York. Coordinated, developed and taught the first course of its kind in a United States institution of higher education in refraction for Opticians. The course laid the foundation for required courses taught in all Opticianry colleges in the state of New York, and a model for colleges across the country.

September 1993- December 1993: Instructor (temporary), Western School of Health, Pittsburgh, Pa. Wrote and developed and implemented an Opticianry curriculum for this proprietary college in Pittsburgh. Taught for one term and assisted in the hiring of faculty and purchasing of necessary equipment.

December 1992- May 1993: Part-time instructor, Durham Technical Community College, Opticianry program. Courses taught: advanced level courses in both optics and contact lenses.

Teaching Awards and Honors

Student Award for Distinguished Service, Interboro Institute (Westchester Class), May 21, 1992.

World Class Educator Award, Webster University, May 2000.

J. Dan Gosnell, Award, Southeastern Opticians Conference. Outstanding Optical Educator in the South, July, 2009.

University Service

Methodist University

MBA Study Committee 2006-07 (Reeves School of Business)

Exit Examination Committee 2008-10 (Reeves School of Business)

Program Planning and Evaluation Committee 2010-11(University)

Strategic Planning Committee 2009 (University)

Graduate Studies Council (MU Graduate School 2009- 14)

Tenure and Promotions (University) (Chair 2012-16)

Faculty Concerns Committee 2012-13 (University)

Education Committee, Base Realignment and Closure Council (University) (2010)

International Studies Committee 2008-09 (Reeves School of Business)

Building Needs Committee 2007-09 (Reeves School of Business)

New Initiatives and Strategic Planning Committees (2010-11, Reeves School of Business)

University Task Force on Leadership 2010-12 (University)

School of Health Sciences Task Force 2010-12 (University)

Faculty Advisor, Pi Kappa Alpha Fraternity (2013- Present)

Faculty Mentor, Men and Women's Soccer (2010-Present)

Advisor, National Society for Leadership and Success, MU Chapter (2013-2016)

Advisor, Health Occupations Students of America, MU Chapter (2014-15)

Advisor, Health Care Administration Student Club (2006- 14)

Accreditation Task Force, School of Health Sciences, 2014-18 (Nursing, PT, PT. PA)

Moderator- Faculty Assembly

Ethics Committee (University) (2007-Present)

Budget Committee (University) (2019-Present)

Various Search Committees, from senior leadership to staff and faculty

AT Still University of Health Sciences

Curriculum Committee (DHED Program- June 2015)

Research Committee (DHED Program- June 2015)

Faculty Search Committee (2010- June 2014)

Promotions Committee (2013-14)

Professional Development Committee (2014-15)

FSU

Military and Community College Outreach Committee

Distance Education Committee (Chair)

Grants and Contracts Committee
Various Search Committees
Strategic Planning Committee
Program Review Committee

Biafran University

Currently serving as a member of the board and honorary president of this start-up university to serve the Biafran region of Nigeria, now embroiled in genocide. This institution will hopefully provide through distance learning a vehicle to help the indigenous population educate themselves to become more self-sufficient. A board of experienced educators from across the nation is in place, and a charter is under development, and we are seeking funding to help, and have been awarded non-profit status from the government of the United States.

Saint Andrews University, Laurinburg, NC- appointed to the Presidential Advisory Board, 2020- Present

Doctoral Committee Chair/Member:

A.T. Still University of Health Sciences: Chair of over 25 dissertations over a 9-year period, and on an additional 25 committees.

Capella University: Deborah Hill

Argosy University: Tony Ruffin

Walden University- served as chair of 10 dissertations and a committee member for others listed previously in this document.

External Faculty and Programmatic Reviews:

Dr. Steven Duarte, Concordia University Irvine. Promotion from Associate Professor to Full Professor, 2014

Dr. Sandra Collins, Southern Illinois Carbondale. Promotion from Associate to Full Professor, 2014

Dr. Christopher Cochran, University of Nevada at Las Vegas. Promotion from Associate Professor to Full Professor, 2014.

Dr. Jennifer Shultz, University of Minnesota Duluth. Promotion from Associate to Full Professor, 2015

Dr. Kim Dauner, University of Minnesota Duluth. Promotion from Assistant to Associate Professor, and Tenure, 2016.

Dr. Matthew Brooks, Texas State University. Promotion from Associate to Full Professor, 2016.

Dr. Holly Hampe, Robert Morris University. Promotion from Assistant to Associate Professor, 2019.

Program Reviews:

The University of Phoenix- Bachelor of Science in Health Administration (August 2015)

The School of Health Sciences, Missouri Southern State University, Joplin Missouri (February 2020)- I completed a review of the School of Health Sciences, which as new to the university and included a Health Administration program and they wanted to assure compliance with AUPHA requirements for certification.

Logan University- Doctor and Master of Health Administration Programs (June 2018). These have been accepted and they want them to begin spring 2022.

The School of Health Sciences, Missouri Southern State University, Joplin Missouri (February 2020)

Community and Professional Service and Membership

Elected and Appointed Offices

- Past President: North Carolina Opticians Association
- Past President: Southeastern Society of Dispensing Opticians
- Past Legislative and Third Party Committee Chairman: North Carolina Opticians Association.
- Former Member, Professional Advisory Board, Division of Services for the Blind, North Carolina Department of Human Resources.
- Commissioner and Chairman, Commission on Opticianry Accreditation, Washington, DC
- Chairman, Onslow County Democratic Party
- NC Democratic Party, State Executive Committee
- Past President, Jacksonville Jaycees
- Former Regional Director/State Vice-President, North Carolina Jaycees
- Past President, North Carolina Distance Learning Association
- Past President, Fayetteville Area Medical Managers Association
- Board of Trustees (Chair, 2017-2019), Southern Regional Area Health Education Center, 2013-2019
- Board of Trustees, Cape Fear Valley Health Systems, 2016- present; Finance Committee, Ethics Committee
- Member, Disciplinary Hearing Commission, NC State Bar (appointed by Governor Pat McCrory) (2016-2018)
- Board of Trustees, Fayetteville State University (July, 2019-June, 2023) (Appointed, Speaker, NC House of Representatives)
- Appointed to Presidents' Advisory Board, Saint Andrews University, Laurinburg, NC. June 2021-Present.

Commission on Opticianry Accreditation- (1989-2005) 17 years of service, former chair. Conducted programmatic reviews at the following institutions:

1. Interboro Institute, NY
2. NYC College of Technology
3. Indiana University
4. Hillsborough Community College, Fla
5. Miami Dade College, Fla
6. Camden County College, NJ
7. Raritan Valley Community College, NJ
8. Essex County College, NJ
9. Mater Dai College, NY
10. Middlesex Community College, Connecticut
11. Ogeechee Technical College, Ga
12. Dekalb Technical College, Ga
13. Erie Community College, NY
14. Roane State Community College, Tenn
15. J. Sargent Reynolds Community College, Va
16. NOSTA Tri-Service Optician School, Va

Association of University Programs in Health Administration

National Undergraduate Certification Reviews:

- University of Alabama- Team Member, 2013
- University of Minnesota at Duluth- Chair, 2014
- Appalachian State University- Chair, 2015
- Davenport University- Chair, 2016
- University of Alabama Birmingham- Chair, 2017
- Robert Morris University- Chair, 2018 (Chair)
- Saint Leo University- Chair, 2020 (Chair)
- University of South Dakota, 2021 (Chair)
- University of New Orleans, 2022 (Chair)
- University of Minnesota at Duluth, 2023 (Chair)

Task Force on Undergraduate Eligibility and Criteria

Professional Membership

- American College of Healthcare Executives (2005--Present)
- Sandhills Healthcare Executives Forum (Education Program Chair 2010-2016)
- Association of University Programs in Health Administration
- North Carolina Opticians Association (1973- 2010).
- Opticians Association of America (Honored Fellow Member)
- National Academy of Opticianry (Fellow Member)
- Contact Lens Society of America, 1975- 2016
- North Carolina Distance Learning Association, President, 2007-2008
- College of Civilian and Military Educators 2004-2006
- Southern Management Association
- Fayetteville Area Medical Managers Association (President 2012-2014)

Scholarly Activity

Published Articles

Teamwork in Health Care Services Delivery in Nigeria: A Mixed Methods Assessment of Perceptions and Lived Experiences of Pharmacists in a Tertiary Hospital: *Integrated Pharmacy Research and Practice* 2022:11 33–45, January, 2022

- **Teamwork in Health Care Services Delivery in Nigeria: A Mixed Methods Assessment of Perceptions and Lived Experiences of Pharmacists in a Tertiary Hospital:** *PMID: 35117984; PMCID: PMC8801360*
- *DOI: 10.2147/IPRP.S331041*

Book Reviews

1. Katz, B. (2020). *Connecting Care to Patients*. Jones and Bartlett, ISBN: 9781284129427
2. Leineck, C. (2021). *Healthcare Financial Accounting*, Cognella Academic Publishing. Expected publication, 2021.

Article Reviews

- Southern Management Association, 2008, 2009, 2010, 2011, 2012, 2013, 2014 and 2019 (26 total articles to date)
- **Hospital Topics- Taylor and Francis Online, Consulting Editor, 2019-Present**
 1. March 2019- Awareness and Observance rate of the Patients' Rights Charter in General Hospitals; the Perspectives of Iranian Patients
 2. May 2019- Supply Chains in Healthcare Organizations: Lessons Learned From Recent Shortages
 3. July 2019- Medicare' Hospital-Acquired Condition Reduction Program and Community Diversity in The United States: The Need to Account for Racial and Ethnic Segregation
 4. August 2019- Adaption Phase of Electronic Health Records; A Survey and Empirical Analysis
 5. October 2019- Nurse Productivity and Nutrition Status in public Hospitals in Surabaya; A Cross-Sectional Study
 6. March 2020- Leadership Styles of Nurse Managers and Turnover Intention
 7. March 2020- Defining a Healthy Organization in Primary Care; A Qualitative Study
 8. May 2020- Interventions Used for Reducing Readmissions for Surgical Site Infection

9. June 2020- Improving the Effectiveness of Root Cause Analysis in Hospitals
 10. July 2020- Understanding the Economic Behavior of the Medically Uninsured in the United States
 11. July 2020- Inpatient Capacity Management During COVID-19 Pandemic: The Yale New Haven Hospital Capacity Expansion Experience
 12. March 2021- Oncology Volunteers in a Comprehensive Cancer Center: An Observational Study of Compassion and Well-being
 13. August 2021- Optimizing physician's requirement in a tertiary care hospital in India using Erlang's method
 14. September 2021- A REVIEW OF 2020 STATE AND DC FACE MASK GUIDELINES FOR U.S. HEALTHCARE WORKERS DURING THE COVID-19 PANDEMIC (Accepted for Publication October 13, 2021)
 15. January 2022- Why do people of Asian descent not utilize mental health treatments compared to other ethnic groups in the United States? (Under review) Accepted for Publication same month (01/22).
 16. April 2022- Executive Involvement in Governing Boards and Hospital and Health System Performance
 17. June 2022- Designing Targeted Falls Prevention and Mitigation Plans for Non-Profit versus For-Profit Nursing Homes. (Accepted August 2022).
 18. August 2022- Small Rural Hospitals in the U.S. and the Impact of Covid: A Cross Sectional Study. (Accepted for Publication October 2022).
- **Frontiers of Public Health, Associate Editor/Reviewer 2016-present**
 1. January, 2017- Developing a Sustainable Needs-based Pediatric Acute Care Training Curriculum in the Solomon Islands (Accepted)
 2. February, 2017- Internal Medicine Residency Program in Guyana: A Collaborative model for sustainable Graduate Medical Education in resource limited settings (Accepted)
 3. February, 2017- Old Data for Novel Theory: An X-Ray Analysis of Gun Carrying Factors among Adolescents
 4. June, 2017- Developing a Mentorship Program in Laos
March, 2017- Internal Medicine Residency Program in Guyana; A Collaborative Model for Sustainable Graduate-Medical Education in Resource-Limited Settings (Accepted)
 5. September 2017- Specification of Change Mechanisms in Pregnant Smokers For Malleable Target Identification: A Novel Approach to a Tenacious Public Health Problem (Accepted)
 6. January, 2018- Implementation of a Training System for Emergency in Vietnam (Accepted)
 7. January, 2018- Effect of Cardiopulmonary Resuscitation Training on High School Students (Accepted).
 8. April, 2018- Designing Place-based Interventions for Sustainability and Replicability; The Case of Go! Austin/VAMOS! Austin (Accepted)
 9. April, 2018- Comparing the cost-effectiveness of campaigns delivered via various combinations of television and online media. (Accepted).

10. January 2019- Sex and Sleep: Perceptions of Sex as a Sleep Promoting Behavior in the General Adult Population (Accepted)
 11. April 2019- Incorporation of Edutainment into Intervention and Evaluation: The Jump with Jill (JWJ) Program (Accepted)
 12. October 2019- Planning for implementation success using RE-AIM and CFIR frameworks; A Qualitative Study (Accepted).
 13. February 2020- Social Education in Medicine; intersections with logical principles. (Rejected)
 14. June 2020- Physical Activity during Coronavirus Pandemic (COVID-19)? Driving action for a correct exercise plan. (Accepted).
 15. December 2020- Student Volunteering as a Solution for Health Professions Education: Lessons from the Covid-19 Pandemic (Accepted)
 16. January 2021- Successful implementation and development of a phase II cardiac rehabilitation program: A China-wide cross-sectional study tracking in-service training clinical staff. (Accepted).
 17. July 2021-Design and implementation of a contemporary Health Administration program for health managers (Accepted, 9/21)
 18. October 2021- Is it time we stop discouraging evening physical activity? New real-world evidence from 150,000 nights (Accepted 10/21) *Front. Public Health* **9**: 772376. doi: 10.3389/fpubh.2021.772376
 19. January 2022- The evaluation of the relationship between oral habits prevalence and COVID-19 pandemic in adults and adolescents; a systematic review (Accepted February 2022)
<https://doi.org/10.3389/fpubh.2022.860185>
 20. Barriers and facilitators of rehabilitation nursing care for patients with disability in the rehabilitation hospital; A qualitative study. (Accepted July 2022) doi: 10.3389/fpubh.2022.931287
Citation: *Front. Public Health* **10**: 931287. doi: 10.3389/fpubh.2022.931287
 21. February 2023- Factors Influencing the Satisfaction of Community Senior Care Services in China: An Analysis Based on an Extended Anderson Model: Selected for Publication April 2023
- **Journal of Health Administration Education, Editorial Board: Reviews**
 1. 2014- MOOC +Classroom = Leadership; One Program's Experience with Incorporating a MOOC into Healthcare Administration Education
 2. 2016: A Comparison of For-Profit and Non-profit Continuing Care Organizations.
 3. 2016: The Influence of CAHME Accreditation Findings and Program Reputation on Length of Healthcare Management Program Accreditation
 4. 2019: Characteristics of Successful Health Alliance Strategies; Evidence from Rural Health Care Experiences.
 5. 2020. A New Core Competency for Healthcare Administrators; Discussing the Need for Emergency and Disaster Management in Graduate Health Care Management Curriculum

6. 2020. Inpatient Capacity Management During COVID-19 Pandemic: The Yale New Haven Hospital Capacity Expansion Experience.

Books and Book Chapters

Transforming Education in Health Care Administration and Opticianry, in: Advances in Higher Education and Professional Development (C. Halupa, Ed.). IGI Global (June 2015).

Strategic Analysis for the Healthcare: Concepts and Practical Applications (with M. Wayland). Health Administration Press (October 2015).

Strategic Analysis for Healthcare: Concepts and Practical Applications (2nd Ed.) (with M. Wayland). Health Administration Press (October 2020)

Effective Leadership for Health Care Organizations. . . Meeting Healthcare's Greatest Need (with D. Brady). Linus Publishing (Fall 2022)

Strategy Development for the Optical Industry and Beyond, 2011, Opticians Association of America, Memphis (with Professor Michael Wayland).

Medical School and the Transition to Graduate Medical Education. (with M. Martin, & L. Salzberg), in: **Exploring the Pressures of Medical Education from A Wellness and Mental Health Perspective.** IGI Global (June 2017)

Professional Presentations- Optical (partial list)

Vision Expo East and West
NC Opticians Association
Virginia Society of Prescription Opticians
New York State Society of Opticians
Pennsylvania Society of Opticians
Ohio Opticians Association
Illinois Opticians Association
Tennessee Dispensing Opticians Association
Tennessee Opticians Association
Southeastern Society of Dispensing Opticians
Professional Opticians of Florida
Nebraska Opticians Association
Eye Quest Conference, Chicago
Southeastern Opticians Conference, Atlanta
Contact Lens Association of Ophthalmologists, Los Angeles
National Academy of Opticianry
Eye Care 2000 and 2001 (Northeastern Optometric Conference, Chicago)
South Carolina Association of Opticians

Contact Lens Association of Ophthalmologists, Las Vegas
Contact Lens Society of America
Contact Lens and Eyecare Symposium (CLES)
Iowa Opticians Association
Texas State Optical
SECO, the Southern Council of Optometrists (2002)
OptoEast, Atlantic City, N. J.
OptoWest, Anaheim, California
Opticians Association of America
National Opticians Conference
Contact Lens and Eyecare Symposium, 2003-2006
Georgia Opticians Association
Washington Opticians Association
Alaska Opticians Association
Optical Consultants, Wisconsin
American Academy of Ophthalmology/Joint Commission on Allied Health
Personnel in Ophthalmology
Louisiana Association of Dispensing Opticians
Registered Opticians Association of Texas
Alberta Opticians Association 2005/2006/2007
Opticians Association of Canada 2005
Vision Canada 2006
Opticians Association of Washington
Carolina Ophthalmology, Hendersonville, NC (2007)
McDonald and Associates, LLC- annual CE seminars in 5-6 locations across North
Carolina, 2010- present

Invited Presentations

2006- International Faculty, Phillips/Aventis Hospital/Public Health Leadership Program in cooperation with the Chinese International Health Exchange and Cooperation Center. Lectures included Change Management and Strategic Management and Planning. This ongoing program includes teaching at sites in the United States and in Beijing. Classes in 2006 were held in Cambridge, Mass.(April, 2006), and Beijing, China (October, 2006)

Leadership Development Institute, Southeastern Health Systems, Lumberton, NC.
Leadership Development: Mentoring, October 2015

Sandhills Healthcare Executives Forum, Fayetteville, NC. Panel Moderator,
Teambuilding. September 2015

Sandhills Healthcare Executives Forum, Strategic Planning Workshop, August 2015

Sandhills Healthcare Executives Forum, Fayetteville, NC. Panel Moderator, *Health Insurance Exchanges*, March 2015

- Sandhills Healthcare Executives Forum, Fayetteville, NC. Panel Moderator, *The ACA: How Readmission Penalties Will Affect the Healthcare Executive's Mission, and The Role of the Media in Shaping Healthcare*. March 2014
- Keynote Address, *The Future of Opticianry in the U.S.* 70th Anniversary Celebration, New York State Society of Opticians 2007
- Achieving Success; How to Successfully Reach Your Goals*
Projects with Industry, Fayetteville, North Carolina, October 2006, May 2007
- Financial and Governance Issues Facing Community Organizations and Agencies*,
Institute for Community Leadership, Fayetteville, NC, March 2008
- Dual Enrollment at Fayetteville State University; A Case Study*. Proceeds of the
UNC Teaching and Learning with Technology Conference 2006
- Using authorPOINT Lecturing Software to Improve Administrator Evaluations of Faculty Teaching*. Proceeds of the UNC Teaching and Learning with
Technology Conference 2006
- Southern Management Association 2009, 2010, 2011:
Discussant:
- *Diffusion of Quality Improvement Processes in Hospitals: Evaluation of the Strategy to Improve Quality (2009)*
 - *Extending the Question to Why? An Institutional Perspective on End-of-Life Services in Acute Care (2009)*
 - *Developing Economies' Shift from Supplying Low- To High-Value Added IT Enabled Services: A Case Study of the Indian Healthcare Off-shoring Industry (2009)*
 - *The Dynamic of HMO's Consumer-Friendliness and Preventive Care Utilization; A Replication and Extension (2010)*
 - *Is Nursing Home Profit Status Associated With Innovations in Advance Directives; Evidence From the National Nursing Home Survey (2011)*
 - *The Business of Health Care. Class Five Turbulence (2012)*
 - *Work Relationships and the Result of Trust and Turnover; A Study of Nurses and Physicians LMX (2012)*
 - *Hybrid Organizations: Propositions Concerning Factors That Push Organizations to Migration (2012).*

Article Submission and Presentation: *The Case for Establishing a Trauma Center*, with Ashley Odvody Considine, MBA (2014). Cape Fear Valley Health Systems.

American College of Healthcare Executives

- *Judge: Richard J. Stull Essay Contest, 2014*

Association of University Programs in Health Administration

- *What Makes a Web Course Successful*, with R. Oetjen, M. Jones, and V. Schreck, 2010

Sandhills College of Healthcare Executives- Board of Governors Examination Review (Developed and Presented an ongoing course for SHEF members) present annual presentation, 2017- present.

Sandhills Healthcare Executives Forum, Fayetteville State University
“Leadership and Management in Contemporary Healthcare Organizations”
April 20, 2023

Community Service

Jacksonville Jaycees, 1974-1993. President, 1984-1985

N.C. Jaycees, 1974-1993. State Vice President (Membership), 1980; Regional Director, 1979-80; District Director, 1977-79

Onslow County United Way Chairman, 1982

Onslow County Democratic Party Chairman, 1989-91

Jacksonville- New River Rotary, Charter Member and Director, 1982-87

Jacksonville Mall Merchants Association President, 1986

Brynn Marr Shopping Center Merchants Association President, 1978

Jacksonville-Onslow Chamber of Commerce

Chairman, Military Affairs Committee, 1989-90

Chairman, Governmental Affairs Committee, 1988-89

City of Jacksonville Planning Board, 1987-90

Jacksonville Community Penalties Board of Directors, 1987-92

Board of Directors, Sponsors for Academic Talent, 1987-93

Jacksonville Kiwanis Club, 1994-2000

Community Concerts of Fayetteville, Board of Directors, March 2003- June 2008

Cumberland County Business Council, Board of Directors (Ex-officio, representing Fayetteville State University), 2003-2005

Military Affairs Council, Cumberland County Business Council 2003- 2005

Chairman, Business Advisory Council, Employment Source, 2005- 2006

Fayetteville Area Sentencing Center, Board of Directors, 2005- 2012

Lay Leader, Christ United Methodist Church, 2007-2013

President, United Methodist Men, Christ United Methodist Church, 2007- 2012

Board of Institutions, North Carolina Conference, United Methodist Church, 2010-2019

Committee on Superintendence, Fayetteville District, Eastern North Carolina Conference, United Methodist Church, 2010- 2012

Board Member- Southern Regional Area Health Education Center, 2014-2020.
Chair, 2018-20

Board of Trustees- Cape Fear Valley Health Systems, 2016- present

Member, Disciplinary Hearing Commission, North Carolina State Bar (appointed by Gov. Pat McCrory, R-NC) June, 2017- July, 2019

Board of Trustees, Fayetteville State University (appointed by Speaker of the House Tim Moore, and legislatively approved). July 1, 2019- June 30, 2023.

Board of Directors, The Karen Chandler Trust. January 2022- present

Civic Recognition

- Order of the Long Leaf Pine (presented by Governor James B. Hunt, Jr.) July 1979. NC's highest civilian award.
- Outstanding Young Men of America (Multiple Listings)
- Jaycee of the Year (multiple awards)
- Jacksonville Jaycees Special Recognition Award
- Honorary Lt. Governor of North Carolina (Presented by Lt. Gov. James C. Green)
- Outstanding Young Man of Jacksonville
- Distinguished Service Award, Jacksonville Jaycees

- Jaycee International Senator
- NC Democratic Party State Leadership Award
- J. Dan Gosnel Award, Southeastern Opticians Conference, 2009 and 2011
- Regents Award, American College of Health Care Executives, 2016

Research Interests

Current research interests include non-traditional and distance learning techniques in the health sciences, and on the development of advanced level education and training programs for students in the health sciences.

Specific Health Administration research interests include:

- Health Care Policy
- Organizational Transition and Change
- Health Care Strategic Management
- Management and Leadership

Supported and supervised multiple undergraduate student research projects at the State of North Carolina Undergraduate Research Symposium 2012 and 2013.

Associate Editor, *Frontiers in Public Health*.

Associate Editor, *Hospital Topics*

Review Editor, *Technology, Knowledge and Learning*

Additional Publications (partial list)

Basic Refraction Techniques. New York Refracting Opticians, Inc. Albany, N.Y.
Video and related manual.

Contact Lens Design and Application. Columbia Pacific University, San Rafael,
California, 1989.

An Evaluation of Apprenticeship Training for Opticians in the State of North Carolina, East Carolina University School of Education, Greenville, N.C.
December 1991.

Basic Math for Opticians, Reflections, North Carolina Opticians Association,
Raleigh, N.C., October 1989.

Refraction and the American Optician, Reflections, North Carolina Opticians
Association, Raleigh, N.C. January 1991.

Contact Lens Diamonds, Ophthalmology Management, October 1998, p. 26.
Boucher Communications, Ft. Washington, Pa.

- The Bottom Line on Bifocals*, Ophthalmology Management, April 1998, p. 28.
Boucher Communications, Ft. Washington, Pa.
- Contact lenses, slab-off on spectacles could help patients with Anisometropia*,
Primary Care Optometry News. Thorofare, N. J., September 1988
- From Spectacles to Contact Lenses*, Ophthalmology Management, May 1999, p. 36.
Boucher Communications, Ft. Washington, Pa.
- Don't Give Yourself Away*, Ophthalmology Management, September 1999, p. 30.
Boucher Communications, Ft. Washington, Pa.
- The Competitive Advantage*", Ophthalmology Management, March 2000, p. 32.
Boucher Communications, Ft. Washington, Pa.
- The Potential in Presbyopia*, Ophthalmology Management, May 2000, p. 34.
Boucher Communications, Ft. Washington, Pa.
- Presbyopia. Career Progression Program*, National Academy of Opticianry.
Expected publication date: June 2001
Co-authored with Dr. David Michaels.
- Paragon CRT: Reducing Myopia While You Sleep*. Vision Care Product News, June
2003.
- Extending Contact Lens Wear*. Vision Care Product News, April 2003.
- Stabilization; the Success or Failure of Toric Contact Lenses*. Vision Care Product
News, March 2003.
- Focus Night and Day: A Safe and Effective Continuous-Wear Contact Lens*. Vision
Care Product News, September 2002.
- Lifestyle Solutions in a Bottle: No-rub Contact Lens Care*. Vision Care Product
News, October 2002.
- Changing the Eye's Refractive Status Without Surgery*. Vision Care Product News,
June 2006.
- Lens Verification; A Necessary Element in the Dispensing Process*. (with Dr. Frank
Ervin) Refractive Eyecare for Ophthalmologists, June 2002
- Dual Enrollment at Fayetteville State University; A Case Study*. Proceeds of the
UNC Teaching and Learning with Technology Conference 2006.

Using authorPOINT Lecturing Software to Improve Administrator Evaluations of Faculty Teaching. Proceeds of the UNC Teaching and Learning with Technology Conference 2006

Competitive Strategies for the Independent Eye Care Professional. Eye Care Professional Magazine, October 2007.

The American Optician; Where Do We Go From Here? Eye Care Professional Magazine, November 2007- April, 2008 (7-part series).

The Competitive Advantage. Eye Care Professional Magazine. November 2008-March 2009 (5-part series).

(Monthly Article for Eye Care Professional Magazine: (2007-2012)

www.ecpmag.com.

"Teamwork in Health Care Services Delivery in Nigeria: A Mixed Methods Assessment of Perceptions and Lived Experiences of Pharmacists in a Tertiary Hospital." A Mixed Methods Assessment of the Perceptions of Nigerian Public Sector Pharmacists About Teamwork In Their Workplace (January 2022). Mohammed, E., McDonald, W. and Ezike, A. <https://pubmed.ncbi.nlm.nih.gov/35117984/>

RetinalNet - AI for Covid-19 Risk Assessment from Retinal Scans. Under review (June 2020). Potnis, A, Lewis, F., McDonald, W., Jeswani, P, Orsorio, C, and T. Lowe. Internal Research, Fortem Genus Labs, Fayetteville, NC