Curriculum Vitae (CV)
Diane L. Dixon, EdD
Columbia, MD 21044
410-740-0986 (phone) Diane@ddixon.org
https://www.linkedin.com/in/ddixonorg/

PROFESSIONAL EXPERIENCE
1995- present D. DIXON & ASSOCIATES, LLC, Columbia, MD

<u>**Managing Principal**</u>

Leads an independent consulting practice primarily focused on leadership development at this time. Diane L. Dixon has over 30 years of experience in leadership and organization development services primarily in healthcare and human services organizations. Specific services have included leadership development, strategic change management and planning, team development, training and workforce development, and retreat/meeting facilitation in organizations of various sizes and complexity. The mission is to provide client-centered quality services with integrity. Client references available upon request.

1990-1995   THE HELIX HEALTH SYSTEM now part of MedStar Health, Baltimore, MD

Multi-Hospital System with several health-related businesses.

<u>**Director, Human Resource Development- Union Memorial Hospital and Franklin Square Hospital Center**</u>

Facilitated and coordinated leadership and organizational development services for the health system after the merger of Union Memorial Hospital with Franklin Square Center. These services included organization development consultation to executives, department managers and supervisors, physician and nurse leadership. These services included conducting organizational assessments and facilitating organization development processes such as team development, managing change and transitions, staff education, group process facilitation, group problem-solving and conflict management, strategy development, and meeting facilitation. After the merger, the director designed and facilitated the human side of merger integration processes for the system. Position was eliminated due to another merger and new leadership.

1986-1990   THE UNION MEMORIAL HOSPITAL

Acute Care Hospital

<u>**Manager, Human Resource Development**</u>

The manager led hospital-wide leadership and management development. In this capacity, the manager developed a systemic approach for developing leaders and managers which included training, education, and coaching aligned with organizational strategic direction. Organization development consultation services were designed to enhance hospital effectiveness and efficiency on departmental and whole organization levels.

1985-1986 **WARNER-LAMBERT COMPANY, PARKE DAVIS GROUP, Lititz, PA**
Global pharmaceutical and consumer products manufacturing subsidiary (now Pfizer)
Supervisor, Training and Development
The supervisor was responsible for training and management development for a major manufacturing plant. Responsibilities included regular interaction and integration with the corporate training and development function. The short tenure was the result of a worldwide organizational downsizing.

1981-1984 **McCORMICK AND COMPANY, INC., Baltimore, MD**
Global manufacturer and distributor of spices, flavorings, and food products
Corporate Training Specialist
The corporate training specialist reported to the Director of Management Development for the corporation and assisted with corporate-wide training support to business units. Responsibilities included delivering company-sponsored training programs. The training specialist designed and implemented a seven-module, multi-media management orientation program.   Reason for Leaving: Recruited for training and development position to Warner-Lambert, Parke-Davis Group.

1979-1981 **DEPT. OF SOCIAL SERVICES, STATE OF MD, Baltimore, MD**
Government agency providing social services
Training Specialist
The training specialist assessed training needs and developed programs in clinical, social service, and administrative areas with an initial focus on staff development for school-age day care centers.

ACADEMIC EXPERIENCE
2014- present **University of Maryland School of Public Health, College Park, MD**, **Adjunct Lecturer**
- Teach Healthcare Leadership and Communications for the Master of Health Services Administration degree program
- Taught the hybrid version of the course for the Master in Public Health, Public Health Practice and Policy degree program (Fall 2017&2020)
- Taught Leadership, Teams, and Coalitions: Policy to Advocacy in the Certificate in Principles of Public Health program (Summer 2019)

2003-2014 **Johns Hopkins University,** Baltimore, MD and Washington, DC
Professional Faculty, Carey Business School (2007-2014)
- Business Communication- taught standard curriculum for the Master of Marketing degree program (Fall 2013; Fall 2014)
- Behavioral Decision Making- developed the curriculum and taught- Summer 2011 and Spring 2012
- Faculty member for an academic partnership with America's Health Insurance Plans (AHIP) former Minority Management Development

Program from 2005-2010. Designed leadership development curriculum which included, Managing Group Dynamics in a Diverse Workplace; Leading Change: Critical Competencies for Effective Leadership; Leading People: Building Teamwork and Collaboration in Complex Organizations; and Leveraging the Unique Challenges of the Minority Manager on the Executive Path

Faculty Practitioner, Business of Medicine Program (2003-2007)
- Adapted the course design and taught a graduate "Leadership and Organizational Behavior in Medical Settings" course that was part of the core curriculum for both the Master of Business Administration degree and Certificate of Business Programs targeted to physicians and other medical professionals in the Washington, DC metropolitan area.
- Designed and taught a graduate elective "Leading and Managing Organizational Change" course for physicians and other medical professionals seeking a Master in Business Administration degree at the Baltimore Medical campus.
- Participated in a MBA in the Life Sciences Program Development Committee led by Dr. Douglas Hough.
- **Faculty Practitioner (Spring 2001):** Developed and taught a graduate course on "Negotiating Skills". This course was part of the Master of Business Administration curriculum for the Business of Medicine Program.

EDUCATION
George Washington University, Washington, DC (1997)
> **Ed.D. -**Executive Leadership Doctoral Program in Human and Organizational Learning (formerly Human Resource Development Program)
> *Dissertation*: The Relationship Between Chief Executive Leadership (Transactional and Transformational) and Hospital Effectiveness

Loyola University Maryland, Baltimore, MD (1978)
> **M.Ed.** in Education Administration
> *Fields of Concentration for Qualifying Exam:* Management and Supervision

Howard University, Washington, DC (1970)
> **B.A.** in Sociology
> *Minor Field of Study:* Psychology

NTL Institute for Applied Behavioral Sciences, Alexandria, VA
> Professional courses in Human Interaction Laboratory; Organization Development-What is OD?; Facilitating and Managing Complex Change; Program for Specialist in OD; Teambuilding (1988-1993); What is the New OD? (2010)

CERTIFICATIONS
- Faculty WebTycho Online Instruction Training Course, University of Maryland University College (2005)
- Organizational Fitness, Center for Organizational Fitness, Harvard University (1999)
- Myers-Briggs Type Indicator Professional Qualifying Program, Type Resources, Inc. (1995)

RESEARCH
Topic: Minority Hospital/Health System CEOs: Career Trajectory Experiences and Leadership Competencies on the Executive Path, Completed 2017; University of Maryland Institutional Review Board

PUBLICATIONS
Book:
Diversity on the Executive Path: Wisdom and Insights for Navigating to the Highest Levels of Healthcare Leadership, Health Administration Press, 2020

Book Chapters:
Dixon, D.L. (2011). Organization development in the new age of healthcare reform. In Wolf, J., Hanson, H. & Moir, M. (eds.) Organization development in healthcare: A guide for leaders. Charlotte, North Carolina: Information Age Publishing.

Dixon, D.L. (2008). Perspectives on leading complex healthcare delivery systems. In Cohn, K.H. & Hough, D.E. (eds.). The business of healthcare, Volume 2: Leading healthcare organizations. Westport, Connecticut: Praeger Publications.

Dixon, D.L. (2003). Successfully surviving culture change. In Weiner, A.S. & Ronch, J.L. (eds.) *Culture change in long-term care*. New York: The Haworth Social Work Practice Press.

Blogs:
Dixon, D. L. (2015, February). Leaders of Color on the Executive Path: Will "Executive Presence" Alone Be a Trajectory to the Executive Suite?, www.ddixon.org
Dixon, D. L. (2014, July). Health Care Leadership in Complex Complexity, www.ddixon.org
Dixon, D. L. (2013, May). Will smart leadership be enough in health care?, UB Institute for Person-Centered Care, http://wnyapccblog.com/
Dixon, D. L. (2013, February). Collaborating Across Boundaries in Health Care Delivery: What's Old is New, UB Institute for Person-Centered Care, http://wnyapccblog.com/

Articles:
Dixon, D.L. (2015, November). The essential mindset. *Trustee Magazine*, American Hospital Association.

Dixon, D.L. (2015, November 5). How to develop a 'transorganizational' mindset to lead your organization. *Hospitals & Health Networks Daily*, American Hospital Association, www.hhnmag.com

Dixon, D.L. (2010, January). Leading and managing technological change in the life sciences. *TAG44 Newsletter.* www.**tag44**.com/**newsletter**2.asp

Dixon, D.L. (2010, May). Collaborating across boundaries in a networked world: Human connection still matters. *TAG44 Newsletter,* www.**tag44**.com/**newsletter**2.asp

Dixon, D.L. (2010, September). Developing effective teams across the global landscape. *TAG44 Newsletter,* www.**tag44**.com/**newsletter**2.asp

Dixon, D.L. (2007, January). Service leaders: Learn from natural disasters. *Personal Excellence.*

Dixon, D.L. (2005, May) Balanced leaders: Maintain authenticity. *Leadership Excellence.*

Dixon, D. L. (2005, April). Inner vision. *Personal Excellence*.

Dixon, D.L. & Bilbrey, P.A. (2004, February). Leadership development: A business imperative. *Hospitals & Health Networks E-Newsletter for Health Care Executives.*

Dixon, D.L. & Bilbrey, P.A. (2004, June). Developing leaders daily. *Executive Excellence*. 21(6), 18.

Dixon, D. L. (2004, October). Lead with integrity. *Executive Excellence.*

Dixon, D. L. (2003, September 8). Leading with integrity: Have we forgotten what it means? *HR.com.* [On-line] Available: www. HR.com.

Dixon, D.L. (2003). Unraveling the leadership conundrum: The practitioner's dilemma. In Gardiner, J. & Cherrey, C. (eds.) Building leadership bridges. College Park, MD: International Leadership Association.

Dixon, D. L. (2003, October). Transformational leadership in a new age. *Contemporary Long-Term Care*. (AAHSA Annual Conference Show Publication)

Dixon, D.L. (2003). Successfully surviving culture change In Weiner, A.S. & Ronch, J.L. (eds.) Culture change in long-term care, *Journal of Social Work in Long-Term Care,* Part II, 2(3/4), 423-438.

Dixon, D.L. (2002, March-April). Surviving mergers and acquisitions. *Health Forum Journal.*

Dixon, D.L. (2002, November). A fresh perspective: Curing the ills of the long-term care industry requires changing the worldview of its leaders. *Contemporary Long-Term Care, 25(11),*30-34.

Dixon, D.L. (2001). The disappearing front-line caregiver: Leadership strategies for staff retention. *Long-Term Care Interface*. 2, 46-49.

Dixon, D. L. (2000, March/April). People power: Fostering leadership abilities in staff pays off for facilities, *Subacute Care Today*, 26-29.

Dixon, D.L. (2000, Spring). Lean and mean- What does it really mean, now?, *HR.Com* [On-line]. Available: www.HR.com.

Eisenstat, R. A.& Dixon, D. L. (2000, July/August). Building organizational fitness, *Health Forum Journal*, 52-55.

Dixon, D. L. (2000, Spring). Collaborating vs. Colluding?, Guest Editorial. *HR.Com*.[On -line], www.HR.com.

Dixon, D. L. (2000, October 2). In real life HR makes a difference: Pfizer's Merger Integration *HR.com.* [On-line] Available: www. HR.com.

Dixon, D. L. (2000, October). Revisiting the collaborating vs. colluding dilemma*. HR.com.* [On-line] Available: www. HR.com.

Dixon, D. L. (2000, November/December). Leadership and culture alignment: Seven practical steps can help leaders bring different cultures together. *Health Progress*. 81, 34-37, www.chausa.org.

Sofo, F. & Dixon, D.L. (2000, December). Diversity: A choice of new perspectives. *International Journal of Humanities and Peace* 16 (1), 54.

Dixon, D. L. (1999, September/October). Leadership and the human touch. *Subacute Care Today*, 38-42.

Dixon, D.L. (1999, December). Achieving results through transformational leadership. *Journal of Nursing Administration, 29*, 17-21.

Marks, M. L.& Dixon, D. L. (1999, November/December). Making mergers, acquisitions & alliances work-What health care leaders need to know to avoid common pitfalls, *Health Forum Journal,* 30-33.

Dixon, D.L. (1998, March/April). The balanced CEO: A transformational leader and a capable manager. *Health Care Forum Journal,* 26-29. www.healthforum.com

Dixon, D.L. (1998, September). The OD conundrum continues...Reflections on the OD forum at fourth session. *Performance In Practice*, American Society for Training and Development.

Dixon, D.L. (1998, November-December). Transformational leadership--The key to remodeling long-term Care for the 21st century. *Subacute Care Today*, 41-43.

Leadership Columnist-Caring for the Ages (2000-2008) - Newspaper Magazine-Lippincott, Williams & Wilkins and Elsevier Publishing; Official Publication of the American Medical Directors Association

AWARDS
- Journalism Award-American College of Health Care Administrators, 2006

PRESENTATIONS
- **Speaking of Books- "Diversity on the Executive Path", Conversations with Campus Authors**, University of Maryland, College Park, (February 18, 2020)
- **"Diverse Leaders on the Executive Path: Wisdom and Insights for Navigating the Journey"**, Guest Lecturer, "Leading Organizations" course, Master of Health Administration, Johns Hopkins Bloomberg School of Public Health (December 2019)
- **"Recruitment and Retention Practices: Insights from Research on the Journey to CEO"**, Panelist: Equity & Inclusion in Recruiting and Retention Practices, National Association of Health Services Executives Annual Conference, Orlando, FL (October 2018)
- **"Effective Leadership in Complex Change and Transitions"**, AHIP Human Resource Leadership Council Meeting (2016)
- **"Impact of Cultural Diversity in the Global Workplace"**, AHIP's IT Advisory Group (2016)
- **"Take Control of Your Professional Development in the Midst of Change",** Division of Extramural Research/NIH Management Development, Bethesda, MD (June 13, 2012)
- **"Discovering Who You Are: Making the Most of Your Career and Life",** Division of Extramural Administrative Services/NIH, Bethesda, MD (June 5, 2012)
- **"Embracing Change: New Roles, New Opportunities",** Division of Extramural Administrative Services-National Institutes of Health, Management Training Conference, Bethesda, MD (September, 2011)
- **Co –Presented with Scott Allen, Center for Leadership Development and John Carroll University, "The Leadership Learning Model: A Strategy for Developing Leaders"**, 11th Annual International Leadership Association Conference, Prague, Czech Republic (November 2009).
- **Panelist-Transformation of Board Leadership, "Transforming Board Leadership: The Challenge and Opportunity of Inclusion",** 11th Annual International Leadership Association Conference, Prague, Czech Republic (November, 2009).
- **"The Role of Transformational Leadership in the New Age of Health Care Reform", Keynote,** Economic Roundtable of Mid-Ohio Valley, Marietta, Ohio (April 2009).
- **"Quality Improvement in the New Age of Health Care Reform: A Leadership Opportunity", Keynote,** Quality Tarrant North Texas Annual Conference, Ft. Worth, Texas (April 2009).
- **"Me, Myself and I as a Leader: Becoming an Authentic and Ethical Transformational Leader", Opening Speaker,** 3rd Annual Ethical Student Leadership Conference-Wiley College, Marshall, Texas (January 2009).

- **"Becoming a Change Agent in Your Long-Term Care Setting",** panel moderator, American Medical Directors Association 2008 Annual Symposium, Salt Lake City, Utah (March, 2008).

- **"Integrating Leadership Theory and Practice for Sustaining Organizational Change",** co-presenter- workshop format, International Leadership Association Ninth Annual Conference, Vancouver, BC (November, 2007).

- **"Best Practices: Interactive Exercises for Use in Leadership Education and Training",** co-presenter-panel format, International Leadership Association Ninth Annual Conference, Vancouver, BC (November, 2007).

- "**Leading and Managing Change in Complex Long-Term Care Organizations",** Kendal Health Services Meeting, New York (October 2007).

- **"Emergent Models of Global Healthcare Delivery: The Impact of Leadership" Panel Discussion**, Convener and Commentator, International Leadership Association, 7th Annual Global Conference, Amsterdam, the Netherlands, (November 2005).

- **"Building Trust in Relationships: The Power of Interdisciplinary Teamwork"**, NIH/ National Institute of Allergy and Infectious Diseases, Bethesda, MD, (September, 2005)

- **"Making the Most of Interdisciplinary Teams"**, Matheny Medical and Educational Center, Peapack, New Jersey, (June, 2005)

- **"Quality in the Health Care Continuum Depends on Developing Leaders"**, District of Columbia Health Care Association, Washington, DC (June, 2005)

- **"Understanding Group Dynamics"**, American Health Insurance Plans Association, Minority Management Development Program, Las Vegas, Nevada (June, 2005)

- **"Successfully Surviving Culture Change",** American College of Healthcare Administrators, Winter Marketplace, Las Vegas, Nevada (December 2004)

- **"Building Your Leadership Development Plan"**, American Association of Homes and Services for the Aging, Annual Conference, Nashville, Tennessee (November, 2004)

- **"Practical Approaches for Developing a Culture of Quality in Long-Term Care Facilities"**, Health Facilities Association of Maryland 56th Annual Convention and Trade Show, Ocean City, Maryland (September, 2004)

- **"Me, Myself & I As A Leader"**, Pioneer Network Conference-Leadership Track, Overland Park, Kansas (August, 2004).

- **"Overcoming Regulation Management in Long-Term Care"**, Mid-Atlantic LifeSpan-23rd Annual Conference and Exposition, Ocean City, MD (May, 2004).

- **"Working Across Fragmented Boundaries: How Leaders Can Become Bridge Builders"**, International Conference on Care Management, Philadelphia, PA (October 2003).

- **"Leadership in a Transformational Time: Building a Culture that Supports Patient Safety",** Quality Leadership Conference, Missouri Pro, St. Louis, Missouri (October 2003).

- **"Negotiating Across Boundaries and Disciplines"**, Society of Administrative Managers General Clinical Research Center National Meeting, (March 2003).

- **"Overcoming the Regulation Mindset in Long-Term Care"**, National Council on Aging/American Society on Aging Annual Conference, Chicago, Illinois (March 200

- **"Redefining Long-Term Care: A New Look at Leadership"**, American Medical Directors Association Annual Symposium-Advanced Medical Direction Pre-Conference Sessions. (March 2003).
- **"Leadership in a Transformational Time",** American Medical Directors Association, Winter Management Conference on Medical Direction, (Winter 2002).
- **"Unraveling the Leadership Conundrum-The Practitioner's Dilemma"**, Roundtable Discussion, International Leadership Association Annual Conference, Seattle, WA (November 2002).
- **"New Look at Long-Term Care Leadership"**, Health Care Association of Michigan, 14th Annual Reimbursement Conference, (June 2002).
- **"Practical Approaches to the Motivation of Senior Care Staff"**, Novartis/BiMark Medical Communications Senior Care Fellowship, *Moving from Concept to Implementation: Innovation, Quality, and Outcomes*, (April 2002)
- "**Medical Directors Role in Culture Change"**, American Medical Directors Association, Annual Symposium, (March 2002).
- "**Working Across Boundaries"**, National Council on Aging/American Society on Aging, (April 2002).
- **"Healthcare Leadership on the Edge---Dialoguing and Reflecting on Burning Questions",** Paper presented at the meeting of the International Leadership Association, Miami, Florida. (November 2002).
- **"Making a Culture Change-Seven Practical Steps",** American Society on Aging, New Orleans (Spring 2001).
- **"Why Should Medical Directors Care About CNAs: Strategies for Finding & Keeping Front-line Caregivers"**, Annual Meeting American Medical Directors Association (Spring 2001).
- **"Maintaining a Balance in the Midst of Change",** American Society on Aging, San Diego, (Spring, 2000).
- Guest Speaker, **Healthcare Case Study for Making Mergers and Acquisitions Work: The Organizational, Cultural, and Human Aspects**; American Management Association Course, (2000).

AFFILIATIONS/BOARD EXPERIENCE
- Broadmead Life Plan Retirement Community, Hunt Valley, MD--- Board of Trustees (2004-2010); Nominating and Executive Evaluation and Compensation Committees; Executive Director's Executive Committee
- International Leadership Association--- Board of Directors (2007-2011), Interim Vice Chair (2010-2011); Lead for Strategic Initiative #2; former Chair- Leadership Development Member Interest Group (2006-2007)
- Caring for the Ages Editorial Board—Lippincott, Williams & Wilkins and Elsevier Society News Group (2000-2007)
- Grassroots Crisis Intervention Center, Columbia, MD-- Board of Directors, (1997-2002)
- St. Bernardine's School, Baltimore, MD—Board of Directors, (2002)
- YWCA of Greater Baltimore-- Board of Directors; Human Resource Committee Chair 1992-1993; served two Board terms