

# VITA

## Gregory A. Moore, Ed.D., MBA

Professor  
Austin Peay State University  
College of Behavioral and Health Sciences  
Department of Health and Human Performance  
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### EDUCATION:

Doctorate in Education (Ed.D.), Vanderbilt University,  
Human Development Counseling and Coordination, 1990,  
Nashville, Tennessee

Masters in Business Administration (MBA), Austin Peay State University,  
1981, Clarksville, TN

Bachelors in Business Administration (BBA), University of Iowa, 1969,  
Iowa City, Iowa

### SUMMARY OF PROFESSIONAL ACCOMPLISHMENTS:

- Have taught twenty-three different healthcare management and business related courses in the classroom and online in two Middle Tennessee state universities
- Published eleven manuscripts in peer reviewed journals from 2007-2023
- Presented 13 papers at conferences from 2007-2023
- Appointed by University President to Chair University Online Committee, 2015-18
- Awarded the Socrates Award for Excellence in Teaching by Austin Peay State University, April 29, 2009
- Received advising award from Austin Peay State University on April 29, 2009
- Prior to teaching, employed for 28 years as chief executive or upper

level manager in health and human service organizations in three states

- Supervised a variety of organizations, one supporting 1000 employees with a \$40 million budget
- Have overseen the management of diverse functions, including medical services; occupational, physical, and speech therapies; human resources; training and development; transportation systems; case management; fiscal and purchasing operations; maintenance; recreation; and a sewer and water treatment plant
- Coordinated construction, renovation, and physical expansion of four facilities, using in part Small Business Administration and Housing and Urban Development loans and grants
- Developed new organizational structures in three different organizations in three states
- Presided over disciplinary and complaint hearings for 1000 employees in a state agency
- Developed, wrote, or facilitated new policies and procedures and operations manuals
- Created, oversaw, or expanded childcare centers in three organizations in two states
- Served on the Board of Directors of four community service organizations

## **ACADEMIC EMPLOYMENT WITH AUSTIN PEAY STATE UNIVERSITY**

**August, 2004 to present**

**Professor**

**Austin Peay State University**

*College of Behavioral and Health Sciences*

*Department of Health and Human Performance*

*Clarksville, Tennessee 37044*

Courses taught:

Graduate

- *Financial Management of Health Care Services (online)*
- *Healthcare Economic Policy (online)*
- *Strategic Planning in Healthcare (online)*

- *Human Resource Management (online)*
- *Issues in Healthcare Administration (online)*
- *Law, Policy, and Advocacy (online and in person)*
- *Healthcare Administration (online);*
- *Research Processes (online and in person)*
- *Stress Management (online and in person)*
- *Technical Writing (Individual Study online)*
- *Graduate Healthcare Administration Capstone (online/in person hybrid)*

#### Undergraduate

- *Strategic Planning in Healthcare (online and classroom)*
- *Healthcare Economics (online and classroom)*
- *Healthcare Finance (online and classroom)*
- *Health Care Management (online and classroom)*
- *Internship in Health and Human Performance (classroom and online)*
- *Liberal Arts Education for Freshman APSU 1000 (classroom)*
- *Law, Policy and Advocacy (online and classroom)*
- *Substance Use and Abuse (classroom)*

#### ▪ **ACTIVITY RELATED TO TEACHING ASSIGNMENTS AT APSU**

- Served on Search Committee for Departmental Health Administration Faculty 2021-23
- Served on Masters in Health Administration Program Coordinator Search Committee (2018-2021)
- Served on Masters in Health Administration Accreditation Committee (2018-2023)
- Graduate courses created and used by adjuncts and others include HHP 5050 Administration, HHP 5630 Finance, and HHP 5510 Economics through 2021
- Created and have been teaching new graduate Strategic Planning in Healthcare course (2017)
- Adapted undergraduate HHP 4600 Law, Policy, and Advocacy for online teaching
- Created and taught three new undergraduate courses (Healthcare Strategic Planning, Economics, and Finance) for revised Healthcare Management Concentration curriculum implemented Fall, 2011

- Served on HHP departmental committee to revise Health Care Management Concentration curriculum implemented Fall, 2011
- Grew number of HHP Internship sites for students to over 100
- Served as interim Health and Human Performance Department Chair for several Summer II sessions
- Advising about 80 undergraduate students
- Chaired or participated in Graduate Program of Study Committees and Oral Exams
- Advised freshmen and transfer students during summer and assisted in formal pre-fall registration through 2016
- Received the APSU Socrates Award for Excellence in Teaching on April 29, 2009
- Received APSU advising award on April 29, 2009
- In 2010 arranged for students in Health Care Management course to create a bulletin board in HHP area on the Affordable Care Act and do a class presentation on its facts and myths
- Substantially revised the Health and Human Performance Internship Guide
- Developed and taught the undergraduate healthcare courses HHP 3000 Management, HHP 3630 Finance, HHP 3510 Economics, and HHP 4390 as online courses
- Reviewed two online courses developed by other faculty in Health and Human Performance Department
- Met with the Chief Executive Officer of the local hospital to facilitate placements of internship students, recruit graduate students, and to explore the possibility of service learning projects for graduate and undergraduate students in health care management and health services administration specializations
- Contacted local Director of the United Way to facilitate internship placements with member agencies and obtain feedback regarding internship students

## SCHOLARLY AND CREATIVE ACTIVITY

### Publications

Moore, Gregory A. (2022) Determining the Characteristics Needed for a Universal Healthcare System in the United States. *International Journal of Advances in Science, Engineering, and Technology*, Volume 10, Issue 2, pages 41-45.

Moore, Gregory A. (2020) Determining the Effect of the Trump Administration's Erosion of the Affordable Care Act on Americans Needing Healthcare. *Test Engineering and Management*, Volume 83, Issue March-April, 2020. ISSN: 0193-4120. Pages 15598-15604.

Moore, Gregory A. (2018) Why Universal Healthcare is a Trend in the U.S. *International Journal of Academic Business World*, Spring, Volume 12, Issue 1, p. 103.

Moore, Gregory. (2016) Teaching the Affordable Care Act to Aspiring Healthcare Administrators. *Journal of Strategic and International Studies*, Volume XI, Number 2 2016, ISSN 2326-3636, pages 24-31.

Moore, Gregory A., and Gomez, Melissa (2013). Determining If a Curriculum Should Include an Internship: A Cost-Benefit Analysis. *Global Education Journal*, 3.

Moore, Gregory A. (2013). The Advocacy Project: A Best Practice for Higher Education. *Leadership and Organizational Management Journal*.

Moore, Gregory A. (2012) Six Challenges for the Future of Online Instruction. *Conflict Resolution and Negotiation Journal*, 1

Moore, Gregory A. (2011) Ten Ways Online Instructors Can Improve Graduation Rates. *Journal of Higher Education Theory and Practice*, Vol. (1).

Moore, Gregory A. (2009). Key Considerations to Upgrade an Internship Program. *Insights to a Changing World*, 3.

Moore, Gregory A. (2008). Is Online Instruction More Efficient than Traditional Instruction? *The Journal of Learning in Higher Education*, 4, 25-30.

Moore, Gregory A. (2007). Achieving Quality in the Human Service

Organization: Navigating a Perfect Storm. *Insights to a Changing World*, 2.

## **Presentations**

### ***Paper presented at a meeting and designated with a Best Paper Award (Eligible for publication)***

Moore, Gregory A. (2018, May 24) *Determining the Effect of President Trump's Sabotage of the Affordable Care Act on Americans Needing Healthcare*. Paper presented at the Academic Business World International Conference.

### ***Published paper presented at a meeting and designated with a Best Paper Award and a Best Presentation Award***

Moore, Gregory A. (2017, May 24) *Why Universal Healthcare is a Trend in the U.S.* Paper presented at the Academic Business World International Conference.

Moore, Gregory A. (2008, May 26) *Is Online Instruction More Efficient than Traditional Instruction?* Paper presented at the Academic Business World International Conference on May 26, 2008, Nashville, Tennessee.

### ***Published paper presented at a meeting***

Moore, Gregory A. (2022) *Determining the Characteristics Needed for a Universal Healthcare System in the United States*. Presentation virtually made at Eurasia Web International Conference, May 20-21, 2022.

Moore, Gregory A. (2020) *Determining the Effect of the Trump Administration's Erosion of the Affordable Care Act on Americans Needing Healthcare*. *Test Engineering and Management*, Volume 83, Issue March-April, 2020. ISSN: 0193-4120. Pages 15598-15604. Presentation in Orlando, March 2020.

Moore, Gregory. (2016) *Teaching the Affordable Care Act to Aspiring Healthcare Administrators*. Paper presented at the 2016 Academic OASIS Conference on Business Economics, Finance, and Accounting in Orlando, Florida, March 9-12.

Moore, Gregory A., and Gomez, Melissa (2013, May 22). *Determining if a Curriculum Should Include an Internship: A Cost-Benefit Analysis*. Paper presented at the Joint Conference of Academic Business World International and the International Conference on Learning and Administration in Higher Education in Nashville, Tennessee.

Moore, Gregory A. (2012, May). *The Advocacy Project: A Best Practice for Higher Education*. Paper presented at the Joint Conference of Academic Business World International and the International Conference on Learning and Administration in Higher Education in Nashville, Tennessee.

Moore, Gregory A. (2011, May). *Six Challenges for the Future of Online Instruction*. Paper presented at the Joint Conference of Academic Business World International and the International Conference on Learning and Administration in Higher Education in Nashville, Tennessee

Moore, Gregory A. (2010, May) *Ten Ways Online Instructors Can Improve Graduation Rates*. Paper presented at the Joint Conference of Academic Business World International and the International Conference on Learning and Administration in Higher Education in Nashville, Tennessee.

Moore, Gregory A. (2009, May 25). *Key Considerations to Upgrade an Internship Program*. Paper presented at the Joint Conference of Academic Business World International and the International Conference on Learning and Administration in Higher Education in Nashville, Tennessee.

***Unpublished paper presented at a meeting***

Moore, Gregory A. (2017, May). *The Effect of Change in Healthcare on Teaching and Learning Healthcare*. Paper presented at the Academic Business World International Conference, Nashville, Tennessee.

Moore, Gregory A. (2007, May 28). *A Model to Determine the Skills Needed By Managers in Human Service Organizations*. Paper presented at the Academic Business World International Conference, Nashville, Tennessee.

**SERVICE TO THE DEPARTMENT AND UNIVERSITY**

- Served on University Fee Adjustment Appeals Committee 2022-24
- Served on Selection Committee for Community Foundation and Austin Peay State University College of Behavioral and Health Sciences Dr. Bill Wyatt Distinguished Professor Award 2022
- Department advisor to Governor's Preview Day for new students 2022

- Served on HHP Departmental Bueler Scholarship Committee 2021
- Served on three HHP Departmental Retention, Tenure, and Promotion committees 2021
- Served on HHP Departmental Public Health hiring committee 2021
- Served on HHP Departmental Speech and Language hiring committee 2021
- Served on College Curriculum Committee 2018-19
- Chair of the University Online Committee, 2015-18
- Served on the Health and Human Performance Department Committee on the Masters of Health Administration Executive and Certificate Programs 2017-8
- Served on University Compensation Committee, 2014-16
- Served on the College Retention, Tenure, and Promotion Committee, 2015-16
- Served on University Accessibility Committee, 2015-16
- Chaired the College of Behavioral and Health Sciences Socrates Award Selection Committee for 2012
- Advised Conditional, At Risk students for Title III from 2006-2016
- Served on University Online Committee 2007-2018
- Served on Technology Committee 2010-11
- Served on College Retention, Tenure, and Promotion Committee 2011-12
- Faculty sponsor for APSU Student Bass Club 2011-2013
- Chaired Selection Committee for hire of additional faculty in HHP Healthcare Management in 2010-11
- Served three year term on Faculty Senate, 2008-2011



- Served two one-year terms on the Graduate Research Council as Health and Human Performance faculty representative, 2008-2010
- Appointed to Faculty Senate Finance Committee, 2009
- Served as Chair of Faculty Senate Faculty White Committee, 2008-2009
- Arranged a panel of five Internship Sponsors from the community to prepare students for internship, 2009
- Health and Human Performance Club Co-Advisor, Fall, 2008 through Spring, 2009
- Health and Human Performance Club Advisor, 2007-2008
- Presented Health and Human Performance Leadership Award to student on Awards Day, April 22, 2008
- Served on HHP Departmental Committees that resulted in department recommending revision in graduate curriculum and recommending undergraduate Internship become pass/fail, Spring, 2008
- Served on the Austin Peay State University Residency Appeals Committee, 2006-2007
- Served on the Austin Peay State University Student Suspension and Appeals Committee, 2005-2006
- Served on the Middle Tennessee State University Awards Committee for 2003-2004

## **SERVICE TO THE PROFESSION**

- Membership in Southern Management Association since 2008
- Member of Indiana Rural Health Association 2019-2024
- Senior Advisor for Franklin Publishing Company 2010-2013
- Reviewed papers as peer reviewer for the Joint Conference of the Academic Business World International and the International Conference on Learning and Administration in Higher Education, Nashville, Tennessee 2010, 2013.

- Served as Moderator for the Joint Conference of the Academic Business World International and the International Conference on Learning and Administration in Higher Education, Nashville, Tennessee 2010, 2013
- Reviewed manuscripts as peer reviewer for Franklin Publishing Company 2012
- Member of the Tennessee Association for Health, Physical Education, Recreation, and Dance 2007-2009
- Member of the Academy of Management professional association and two subcommittees within the Academy: Healthcare Management and Organizational Behavior 2005-2009
- As a volunteer for the Academy of Management reviewed papers submitted for consideration for presentation at the Academy of Management Annual Conference in Atlanta, Georgia, 2006
- Volunteered as a technical coordinator for the TAHPERD Conference held at Austin Peay State University, 2005.
- Wrote three strategic management textbook reviews, 2002-2004

## **SERVICE TO THE COMMUNITY**

- Volunteered to distribute flyers to promote Get Covered Nashville to enhance enrollment in Affordable Care Act exchanges for healthcare insurance at Mayor's 5K Walk/Run, Nashville, TN, 2013
- Spoke to three Austin Peay State University classes in APSU 1000 and Medical Technology about careers in Healthcare Management 2010, 2011, 2012
- Spoke to Collegiate Leadership Vanderbilt on "Leadership in Non-Profit Organizations" in Nashville, Tennessee on November, 8, 2007.
- Solicited donations for the Clarksville-Nashville Muscular Dystrophy Association, November, 2007
- Presented "Crisis and Conflict in Human Services" at the Tennessee Association of Health, Physical Education, Recreation, and Dance Conference, Franklin, Tennessee, November 5, 2007

- Presented “The Business of Childcare: Focus on Finance” at the Two Rivers Association for the Education of Young Children Spring Conference, Clarksville, Tennessee, April 28, 2007
- Consulted with Tennessee Association of Health, Physical Education, Recreation, and Dance Finance Committee Chair, Dr. Becky Glass, regarding financial reports, 2007
- Provided grant writing assistance to cycling group in Clarksville, TN, January 24, 2007
- Board Member of the Tennessee Network of Community Organizations, 1985-1987; 2000-01
- Board Member of Special Services Unit at Madison, Indiana, 1995-1998
- Vice President of Kentucky Association for Private Residential Resources, 1990-91
- Council Member for Western Kentucky University’s Children’s Diagnostic Network, 1987-90

## **PROFESSIONAL DEVELOPMENT**

- Attended Indiana Rural Health Association Annual Conference in French Lick, Indiana, June 12-14, 2023
- Completed training on Federal Educational Rights and Privacy Act, August 15, 2022.
- Completed training on Title IX, August 15, 2022.
- Completed training on Sexual Harassment, August 15, 2022.
- Attended Indiana Rural Health Association Annual Conference in French Lick, Indiana, June 13-15, 2022
- Attended Eurasia Conference, virtual, May 21-22, 2022
- Attended Teaching Professional Virtual Conference summer, 2021
- Attended Austin Peay State University training on substitutions and waivers, fall 2021

- Attended Commission on Accreditation of Health Care Management Education Introductory and Intermediate training for accrediting a university program, Philadelphia, PA on June 11, 2018.
- Attended training on Degree Works 2018
- Attended the ABWIC Conference in Nashville, TN, May 24-25, 2018.
- Attended the ABWIC Conference in Nashville, TN, May 24-26, 2017.
- Attended the OASIS Conference in Orlando, Florida, March 9-12, 2016.
- Attended the Teaching Professor Conference, Atlanta, GA, May, 2015
- Attended the Joint Conference of the Academic Business World International and the International Conference on Learning and Administration in Higher Education, Nashville, Tennessee, May, 2009-2013
- Attended the Association for Assessment of Learning in Higher Education Conference, Lexington, KY June, 2013
- Attended training on conditional advising annually 2006-13
- Attended training on updates in D2L 2013
- Completed training in Title VI Human Resources 2012
- Attended the Tennessee Association of Health, Physical Education, Recreation, and Dance Conference, Murfreesboro, Tennessee, November 1, 2009.
- Attended the Tennessee Association of Health, Physical Education, Recreation, and Dance Conference, Franklin, Tennessee, November 17, 2008.
- Attended the Academic Business World International Conference, Nashville, Tennessee, May, 2008
- Attended APSU sponsored Desire2Learn Training, April, 15, 2008.

- Attended two sessions of E-dossier training at APSU on November 19, 2007
- Attended the Southern Management Association Conference in Nashville, Tennessee, November 9, 2007
- Attended Health and Human Performance Departmental training on the D2L online system, October 26, 2007
- Attended the Academic Business World International Conference, Nashville, Tennessee, May, 2007
- Attended the Innovative Professor Conference held at APSU, August 16-17, 2006
- Attended the Academy of Management Annual Conference in Atlanta, Georgia on August 14 and 15, 2006
- Attended the Teaching Professor Conference held in Nashville, Tennessee on May 19-21, 2006
- Completed training on the Virtual Classroom, Discussion Boards, and Use of Gaming in online course instruction on April 13, 2006
- Completed training on teaching APSU 1000, August 19, 2005
- Completed training on Electronic Dossiers, August 16, 2005
- Completed training on Blackboard and Web-CT, July 7, 2005, APSU
- Completed training on graduate programs and Institutional Review Board presented by Dr. Pender, Dean of Graduate Studies, September 24, 2004
- Attended Audio Conference on "Assessing Online Teaching" on September 9, 2004, at APSU
- Trained in use of Blackboard on September 20, 2004, at APSU
- Attended the 2004 Annual Meeting of the Tennessee Hospital Association held in Nashville, Tennessee, September 29-October 1, 2004.
- Attended the Tenth Annual Conference of the American Society of Business and Behavioral Sciences, Las Vegas, February 20-24,

2003

- Completed two day seminar on Human Resources Law, 2001
- Completed Indiana Governor's Executive Management School, 1996
- Trained in Creative Problem Solving, Indiana State University, 1996

## **OTHER PROFESSIONAL ACADEMIC EMPLOYMENT**

### **Instructor (Adjunct)**

*Nashville State Community College  
Business Department  
Nashville, Tennessee  
6/07 to 8/07*

Taught *Introduction to Business* course for directors of childcare programs in the Clarksville, Tennessee area sponsored by the Tennessee Early Childhood Training Alliance (TECTA) at Austin Peay State University

### **Instructor (Full-time)**

*Middle Tennessee State University  
Jones Business School, Department of Management and Marketing,  
Murfreesboro, Tennessee 37132  
8/20/02 to 5/30/04*

Taught five classes per semester with up to three preparations  
Courses taught:

*Principles of Management  
Business Policy (Strategy)  
Small Business Management*

### **Instructor (Adjunct) in Business and Management**

*Embry-Riddle Aeronautical University  
Ft. Campbell, KY  
1987*

Taught Business class in the evenings at Ft. Campbell, KY

## **OTHER NON-ACADEMIC PROFESSIONAL EMPLOYMENT**

### **Consultant**

*Priority Care of Tennessee  
Nashville, Tennessee*

9/04 to 1/05

Provided consultation and technical assistance to incorporators of start-up organization seeking non-profit status from IRS and approval from State of Tennessee to be funded under TN-Care (Medicaid in TN) to provide services to individuals with disabilities.

**Project Director/Consultant**

*Alcohol and Drug Council of Middle Tennessee, Nashville Prevention Partnership Nashville, Tennessee  
3/2002-4/2003*

Implemented the Neighborhood Bridges program for the Nashville Prevention Partnership designed to reduce violence and drug use among students by connecting families, schools, and targeted communities.

**Executive Director**

*Outlook Nashville  
Nashville, Tennessee  
4/1998-3/2002*

Managed this health and human service organization supporting children and adults with disabilities with funding from TN Care (federal Medicaid). Supervision included nursing services, coordination of physical, occupational, and speech therapies, and a range of residential and community services, as well as childcare. Managed an operations budget that exceeded \$3 million, a human resources program for 80 employees, fund raising, and policy development.

**Superintendent (1995-1998) and Assistant Superintendent (1991-1994)**

*State of Indiana; Family Social Services Administration; Division of Disabilities, Aging, Rehabilitation Services; Muscatatuck State Developmental Center  
Butlerville, Indiana  
1991-1998*

Managed this state intermediate care facility of 1000 staff and a \$40 million dollar operating budget in supporting 516 residents with developmental disabilities. Promoted continuous quality improvement in medical services, physical, speech, and occupational therapies, and facilitated the choice of individuals to move into the community. Expanded vocational services, enhanced physical plant safety, and staff retention. Achieved 100% compliance with federal Medicaid certification.

**Director of Developmental Disabilities Services**

*LifeSkills, Inc., Developmental Disabilities Office  
Bowling Green, Kentucky  
1987-1991*

Directed the division of developmental disabilities services in one of

Kentucky's fourteen private regional boards that offered mental health, developmental disabilities, and alcohol and substance abuse services for a ten county area. Managed 300 staff with more than \$4 million of the agency's \$9 million budget. Initiated region-wide case management, planned and built the agency's first HUD funded group home, oversaw the creation of a procedures manual, and expanded and diversified childcare throughout the region. Served on organization's management team establishing policy and formulating and executing strategy.

**Executive Director**

*Progressive Directions, Inc.*

*Clarksville, Tennessee*

*1978-1987*

Developed a community based private, health and human service organization which supported individuals with developmental disabilities into a regional, diversified organization with a \$500,000 budget. Negotiated federal, state, and local contracts. Obtained \$250,000 loan from Small Business Administration for a new center and \$500,000 from Housing and Urban Development to construct the organization's first new facility for a community residence.

**Coordinator of In-service and Monitoring**

*State of Tennessee, Tennessee Department of Mental Health & Mental Retardation*

*Nashville, Tennessee*

*1974-78*

Facilitated and conducted inservices, consulted, and performed quality surveys with state contracted, community based, human service organizations supporting the disabled in Middle Tennessee. Presented to potential board members and existing Boards of Directors in Middle Tennessee information on philosophy, goals, and strategies to create high quality and fiscally sound organizations

**Program Director**

*King's Daughters School*

*Columbia, Tennessee*

*1972-1974*

Managed one of Tennessee's first community based human service programs for individuals with disabilities funded in part by a contract with the Tennessee Departments of Mental Health and Mental Retardation and the Department of Human Services.

**Teacher-Coordinator**

*Maury County Board of Education*

*Columbia, Tennessee 38401*

*1971-1972*



Taught Distributive Education classes, coordinated students on the job, and sponsored the Distributive Education Club

**Volunteer Management Consultant**

*Peace Corps*

*Itabiana, Brazil*

*1969-1971*

Developed farmers' marketing cooperatives in northeastern Brazil