CURRICULUM VITAE

PHILLIP JAY DECKER, Ph.D.
Professor of Healthcare Administration
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1. ACADEMIC BACKGROUND

1A. EDUCATION

B.A., San Diego State University, San Diego, CA, Psychology, 1975.
M.A., The Ohio State University, Columbus, OH, Industrial/Organizational Psychology, 1977.
Ph.D., The Ohio State University, Columbus, OH, Industrial/Organizational Psychology, 1979 (Industrial Relations minor), 1979.
Ph.D. Advisor: Milton D. Hakel.

1B. TEACHING

Graduate Teaching Associate, The Ohio State University, Department of Psychology, Columbus, Ohio, 1976-1978.
Graduate Research Associate, The Ohio State University, Department of Psychology, Columbus, OH, 1978-1979.
Assistant Professor of Management, University of Missouri-St. Louis, St. Louis, MO, 1979-1986.
Joint appointment, Psychology Department, University of Missouri-St. Louis, St. Louis, MO, 1979-1986.
Associate Professor of Management, Western Kentucky University, Bowling Green, KY, 1987-1991.
Visiting Associate Professor, College of Health Sciences, Kansas University Medical Center, Kansas City, KS, 1990.
Associate Professor of Management, Barney School of Business and Public Administration, University of Hartford, West Hartford, CT, 1991-1995.
Associate Professor of Healthcare Administration, School of Business and Public Administration, University of Houston-Clear Lake, Houston, TX, 1995-2004
Professor of Healthcare Administration, COllege of Business, University of Houston-Clear Lake, Houston, TX, 2004-Present
Director, Healthcare Administration Program, University of Houston-Clear Lake, 1999-2006

IC. PRIMARY FIELDS OF INTEREST:

Healthcare Administration
Management and Organizational Behavior
Human Resources Management
Nursing Management
Competency Assessment
Self-handicapping
Organizational Dysfunction
Strategic Vision and Planning
Prediction of Failure
Leadership Development

2. OTHER PROFESSIONAL EXPERIENCE

Pipefitter (1964-1967) Todd's Shipyard, Seattle, Wa.

Nuclear Non-Destructive Test Inspector (1968 to 1971). U.S. Navy, Norfolk, VA.

Inspection Foreman (1971 to 1973). Pacific Southern Foundry, Bakersfield, CA

Personnel Research Specialist (1977 to 1979). General Electric, Specialty Materials Department, Worthington, OH and Fairfield, CT.

Owner of Hawthorn Construction (1985 to 1988). Historical rehabilitation of buildings in the City of St. Louis.

Part Owner (1998-2018) of DeckSev Investment, LLC, real estate development.

Owner (1997-2018) of DeckSev Management, LLC., consulting

Part Owner (2000-2020) of RE By the Bay Real Estate, LLC, real estate brokerage

2A. ADMINISTRATIVE EXPERIENCE:

Director, Healthcare Administration Program, University of Houston – Clear Lake, 1999 to 2006.

3. HONORS AND AWARDS

California Scholar, 1973 to 1975
Graduated Magna Cum Laude, Distinction in Psychology, 1975
Phi Beta Kappa, 1975
Ohio State University Fellow, 1975 to 1979
Phi Kappa Phi, 1980
Upsilon Phi Delta. 2003
Finalist, Award for Outstanding University Teaching, Ohio State University, 1976&1977
Best Book in Nursing Management, *Journal of Nursing Administration*, 1986 and 1997

4. PUBLICATIONS

4A. JOURNAL PUBLICATIONS

Decker, P.J. Modesty and caution in reviewing behavior modeling: A reply to McGehee and Tullar. *Personnel Psychology*, 1979, 32, 399-400.

Decker, P.J. and Cornelius, E.T. III. A note on recruiting sources and job survival rates. *Journal of Applied Psychology*, 1979, 64, 463-464.

Sackett, P. and Decker, P.J. Detection of deception in the employment context: A review and critical analysis. *Personnel Psychology*, 1979, 32 (3), 487-506.

Decker, P.J. The effects of symbolic coding and rehearsal in behavior modeling training. *Journal of Applied Psychology*, 1980, 65 (6), 627-634.

Decker, P.J. Homosexuality in employment. *Personnel Journal*, 1980, 59 (9), 756-760.

Decker, P.J. and Cornelius, E.T. III. The effect on leniency of justifying performance ratings to a supervisor. *Journal of Psychology*, 1981, 108, 211-218.

Decker, P.J. The enhancement of behavior modeling training of supervisory skills by the inclusion of retention processes. *Personnel Psychology*, 1982, 35 (2), 323-332.

Decker, P.J. and Moore, R.C. What behavior modeling is all about and how it works. Offered as a reprint in *Training*, 1982, 19, 26.

Decker, P.J.; Sullivan, E.; and Moore, R.C. Using behavior modeling for supervisory development in healthcare settings. *Cross Reference on Human Resources Management*, 1982, 12 (6), 1-3.

Decker, P.J.; Sullivan, E.; and Moore, R.C. How hospitals can solve the nurse shortage. *Hospitals and Health Administration*, 1983, 27 (6), 12-27.

Sullivan, E. and Decker, P.J. Attracting nurses back to the hospital. *The Journal of Nursing Administration*, 1983, 8, October (abstract).

Decker, P.J. Video feedback and practice group size in behavior modeling training. *Personnel Psychology*, 1983, 36, 763-773.

Sullivan E. and Decker, P.J. Solving the nurse shortage: Drawing nurses back to the hospital. *Healthcare Supervisor*, 1984, 2 (4),79-86.

Mann, B. and Decker, P.J. The effect of model behavior distinctiveness on observational learning. *Academy of Management Journal*, 1984, 27 (4), 900-910.

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Sullivan, E. and Decker, P.J. Using behavior modeling to teach management skills. *Nursing and Healthcare*, 1985, 6 (1), 41-45.

Sullivan, E.; Decker, P.J.; and Hailstone, S. Management screening in an assessment center. *Nursing*

Success Today, 1985, 2 (1), 31-34.

Sullivan, E. and Decker, P.J. Ten tips for effective nursing management. *Nursing Success Today*, 1985, 2 (8), 7-11.

Sullivan, E.; Decker, P.J.; and Hailstone, S. Assessment center technology: A method to select head nurses. *Journal of Nursing Administration*, 1985, 15 (5), 13-18.

Hogan, P.; Hakel, M.D.; and Decker, P.J. The efficacy of trainee-generated versus trainer-provided rule coding for observational learning generalization. *Journal of Applied Psychology*, 1986, 71 (3), 469-473.

Decker, P.J. Social learning theory and leadership. *The Journal of Management Development*, 1986, 5 (3), 46-58.

Fugate, D.; Brewer, J. and Decker, P.J. Women in professional selling: A human resource perspective. *Journal of Personal Selling and Sales Management*, 1988, 8 (Nov.), 33-41.

Fugate, D.; Decker, P.J.; and Brewer, J. Perspectives on the movement of women into professional sales positions: Managing a (new) human resource. *Journal of Midwest Marketing*, 1989, 4 (1), 235-241.

Fugate, D. and Decker, P.J. Channel leadership in health care marketing: A Natural Role for Hospitals. *Journal of Health Marketing Quarterly* 1990, 7 (3/4), 189-199. Reprinted in Self, D.R. and Busbin, J. W. *Wellness and Prevention: Current Issues*. Hawthorn Press, 1990.

Milliman, R. and Decker, P.J. An empirical investigation into the use of post-purchase communications to improve direct marketing effectiveness. *Journal of Business Communication*, 1990, 27 (2), 159-170.

Trimble, S.K.; Nathan, B.R.; and Decker, P.J. Effect of positive and negative models on learning in behavior modeling training. *Journal of Learning and Behavior Change*, 1990, 7 (2), 1-12.

Decker, P.J. and Strader, M. Nursing administration programs: Hard choices. *Journal of Nursing Administration*, Feb. 1992, 22 (3), 11-14.

Decker, P.J. The quality revolution and research: A need for more examination of team work. *Human Resource Development Quarterly*, 1993, 4(2), 149-153.

Decker, P.J. and Greenlaw, R. The JCAHO agenda for change and the 1994 standards. *Quality Matters: The Voice of the Connecticut Hospital Association*, Dec. 1993, 48(12), 1-3.

Decker, P.J.; Greenlaw, R.; and Strader, M. The walls come tumbling down: Implications   of performance improvement. *Journal of Nursing Administration*, 1994, 24 (7-8), 18-20.

Greenlaw, R.; Decker, P.J. and Strader, M. Leadership and accreditation. *Journal of Nursing Administration*, 1994, 24(10), 6-8.

Greenlaw, R.; Decker, P.J.; Strader, M. Nurses and patient assessment *Journal of Nursing Administration*, 1994, <u>24(12)</u>, 7-9, 58.

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Decker, P.J. and Braithwaite, R.R. From limiting to limitless behavior: It begins with assessment. *The Connecticut Yankee*, 1995, <u>24 (Jan./Feb)</u>, 7-8.

Wooten, K.C. & Decker, P.J. A strategic HRM model for restructuring health care organizations. *Hospital Topics*, 1996, <u>74(1),</u> 10-15.

Decker, P.J.; Strader, M. & Wise, B. Developing a Performance Competency System: Part I-Theory vs. JCAHO Practice. *Hospital Topics*, 1997, <u>75(1)</u>,23-28.

Decker, P.J. Sexual harassment in healthcare: A major productivity problem. *The Healthcare Supervisor*, 1997, <u>17(7)</u>, 1-14.

Above reprinted in <u>The Health Care Labor Manual</u>, Aspen Health Law Center, Aspen Publishers, 1998.

Decker, P.J.; Strader, M. & Wise, B. Developing a Performance Competency System: Part II-Developing a performance competence system. *Hospital Topics*, 1997, <u>75(2)</u>, 10-17.

Decker, P.J. The JCAHO has provided a tool to change your workforce: Are you paying attention? *The Healthcare Supervisor*, 1998, <u>16(3)</u>, 54-62.

Decker, P.J. The hidden competencies of healthcare: Why self-esteem, accountability, and professionalism may affect hospital customer satisfaction scores. *Hospital Topics*, Vol. 77, No. 1, Winter, 1999.

Decker. P. J. (with several others), "Competencies of Healthcare Administration." *The Current Topics in Management*, Volume 7, 2002.

Durand, R.; Decker, PJ; & Bruder, P. Organ Donation among African Americans: Challenges and Opportunities in Increasing Donor Rates. *Hospital Topics*, Vol. 80, No. 3, 2002.

Co-author (with several others), "Competencies of Nurses Working in Rural Healthcare Settings," in A. Chandra, S. Kavunsubasi, and A. Kisa (eds.), *Global Engagements in Creating Financially Viable Healthcare Systems*. July 2002. pp. 19-26.

Atkins, L.; Davis, K.; Holtzman, S.M., Durand, R, & Decker, P. Family Discussion About Organ Donation Among African Americans. *Progress in Transplantation, Vol. 13, No. 1,* 2003, pp 28-32.

Shafer, T.J.; Ehrle, R.N.; Davis, K.D.; Durand, R.; Holtzman, S.M.; Van Buren, C.T.; Crafts, N.J.; and Decker, P.J. "Increasing Organ Recovery from Level I Trauma Centers: The In-House Coordinator Intervention*." Progress in Transplantation*, Volume 14, September 2004, pp. 250-263.

Davis, K; Holtzman, S; Durand, R; Decker, PJ; Zucha, B; Atkins' L., "Leading the Flock: Organ Donation Feelings, Beliefs, and Intentions among African American Clergy and Community Residents." *Progress in Transplantation*, Volume 15, September

2005, pp. 211-218.

Decker, P.J.; Durand, R.; & Ayadi, F. Using Cognitive Modeling in Business Management Education, *Southwestern Business Administration Journal,* 2011, Vol. 11(2), Fall.

Decker, PJ; Durand, R.; Mayfield, C.O.; McCormack, C.; Skinner, D.; & Perdue, G. Predicting Implementation Failure in Organization Change. *Journal of Organizational Culture, Communications and Conflict*, Allied Academies, Vol. 16, No 2, 2012.

Revere, L. & Decker, P.J., A Robust and Cost-Effective Database Approach to Managing, Collecting, Analyzing and Reporting Assessment Data. *Business Education & Accreditation,* Vol. 4, No. 2, 2012.

Revere, L: Decker, PJ; and Hill, R. Assessing Learning Outcomes. *Business Education Innovation Journal,* Vol. 4, No. 1, June, 2012.

Selcer, A.; Goodman, G.; and Decker, P.J. Fostering Transformational Leadership. *Business Education Innovation Journal,* Vol. 4, No. 2, December, 2012.

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Selcer, A. and Decker, P.J. The Structuration of Ambidexterity: An Urge for Caution in Organizational Design, *International Journal of Organizational Innovation*, Vol. 5, No. 1, 2012.

Decker, PJ, Durand, R., Ayadi, F., Whittington, W., and Kirkman, DM. Self-Assessment of Management Competencies and Intention to Change, *Academy of Educational Leadership Journal,,* Vol. 18, No. 4, December 2014.

Durand, R., Decker, PJ, and Kirkman, DM. Methodologies for Estimating the Likelihood of Program Implementation Failure, *American Journal of Evaluation*. (2014) 35: September 2014, pp 404-418, originally published online 27 February 2014.

Eriks, C., Decker, PJ., Ainsworth, N., Ward, R., Durand, R., Mitchell, JP., Beck, C. (2015) A Study of the Psycho, Social, & Economic Impact of a US Habitat for Humanity Affiliate. *Housing, Care, and Support*, 18 (1), 12-25.

Selcer, A., Karlsen, M., Mitchell, JP, Decker, PJ, Durand, R. (2015) What do Adults with ASD Desire in their Residence? *Housing, Care, and Support*, 18 (1). 31-40.

Mitchell, J. P., Decker, P. J. (2017). Self-Handicapping: From Business School to Leadership. *Global Journal of Business Pedagogy, 1*(3), 95-107.

Mitchell, J. P., Decker, P. J. (2017). "Self-Handicapping in Leadership: A Call for Research". Global Journal of Business Disciplines 1 (1), 56.

Mitchell, JP., Decker, PJ., Durand, R., Durand, J., & Moriki, Y (2018). "Experiencing self-handicapping behavior at work." Global Journal of Business Disciplines, Volume 2, Number 1, August.

Mitchell, JP., Li, X., Decker, P. (2021). "The Association between Medical Hardships and Early Retirement Account Withdrawals" (2021). Global Journal of Accounting and Finance. 5 (2).

Mitchell, JP., Li, X., Decker, PJ. (2021) "Gig Workers' Financial Confidence and Behavior". ABDJ "C"Global Journal of Accounting and Finance. Vol. 5 (2).

Mitchell, JP., Li, X. & Decker, P. (2021). "Community-Level Characteristics of Timely PCP Follow-Up Care and Post-Discharge ER Usage." Hospital Topics. Accepted – In press 2022.

Decker, P., Durand, R., Mitchell, J., & Li, X. (2022). Goal Orientation, Perceived Enabler/Barriers, and Self-Efficacy in Business Leadership Instruction. Global Journal of Business Disciplines. Accepted, in press for 2022.

4A.1 NON-REFEREED JOURNAL PUBLICATIONS

Phillip Decker, Jordan Mitchell, and Julie Rabat-Torki (2015). Aim at Value–Based Care, but Don't Shoot Yourself in the Foot. *HFMA Magazine*, accepted for 2017 publication.

Decker, PJ., Mitchell, JP., Potter, P. (2016) "You Need an Engaged Staff: Are You in the Way?". MGMA Connection (Medical Group Management Association), 26 (1) 29-31.

List of articles on Self-Handicapping by Decker, PJ and Mitchell, J in ManageMagazine. @ www.managemagazine.com

    Decker and Mitchell - November 17, 2016, **Why Self-Handicapping Leadership is a Hurtful Strategy,** https://managemagazine.com/article-bank/self-handicapping/why-self-handicapping-hurtful-leadership-strategy/

    Decker and Mitchell - November 25, 2016, **From Self-Handicapping Leadership to Mastery Management,** https://managemagazine.com/article-bank/self-handicapping/self-handicapping-leadership-performance-mastery-management/

    Decker and Mitchell - December 1, 2016, **Overcoming Self-Handicapping Leadership and the Problem of Accountability,** https://managemagazine.com/article-bank/self-handicapping/overcoming-self-handicapping-leadership-problem-accountability/

    Decker and Mitchell - December 9, 2016, **Self-Awareness and Self-Handicapping Leadership,** https://managemagazine.com/article-bank/self-handicapping/self-awareness-self-handicapping-leadership/

    Decker and Mitchell - December 15, 2016, **Tunnel Vision – Its Drawbacks and How to Stay Clear of it,** https://managemagazine.com/article-bank/self-handicapping/tunnel-vision-its-drawbacks-and-how-to-stay-clear-of-it/

    Decker and Mitchell - December 23, 2016, **How to Skyrocket Employee Motivation and Engagement,** https://managemagazine.com/article-bank/self-handicapping/skyrocket-employee-motivation-engagement/

Decker and Mitchell - December 31, 2016, **Be Best at the Managerial Decision Making Process,** https://managemagazine.com/article-bank/self-handicapping/managerial-decision-making-process/

Decker and Mitchell - January 5, 2017, **Importance of Communication Skills for Leadership and Management,** https://managemagazine.com/article-bank/self-handicapping/importance-communication-skills-leadership-management/

Decker and Mitchell - January 12, 2017, **Talent Development Planning and How to get it Right,** https://managemagazine.com/article-bank/self-handicapping/talent-development-planning-how-to-get-it-right/

Decker and Mitchell - January 20, 2017, **Are you Micromanaging? STOP IT. See Why,** https://managemagazine.com/article-bank/self-handicapping/micromanaging-stop-it-see-why/

Decker and Mitchell - January 26, 2017, **Driving for Outstanding Business Results,** https://managemagazine.com/article-bank/self-handicapping/driving-outstanding-business-results/

Decker and Mitchell - February 3, 2017, **Exemplary Leadership Practices – One step at a Time**, https://managemagazine.com/article-bank/self-handicapping/exemplary-leadership-practices/

Neumann, C. B., Decker, P. J., Mitchell, J. (2017). Sich ins Knie schießen – Der Faktor Selbst-Sabotage. *Human Resources Manager DE*. https://www.humanresourcesmanager.de/news/der-faktor-selbst-sabotage.html [Published: 2017]

4.A.2 SUBMITTED OR IN PREPARATION

Mitchell, J., Steele, D., & Decker, P. (2021). "Financial Characteristics of Mobile Banking and Payment Users in the United States." Under review, the International Journal of Electronic Finance.

Decker, P; Mitchell, J; Li, X., & Fetea, A. (2022) Goal Orientation and Classroom technology. In final preparation for submission.

Mitchell, J., Li, X. & Decker, P. (2021). The Administrative Burden and Cost of Health Insurance for Healthcare Professionals, In final preparation for submission.

Mitchell, J., Li, X., Decker, P., Fetea, A., & Li, X. (2021). "First Impression of andragogy in online teaching." Future publication in library research phase.

4B. PROCEEDINGS

Decker, P.J. "The Effects of Coding and Rehearsal in Behavior Modeling Training." A paper

presented at the Midwest Academy of Management 23rd Annual meeting. Cincinnati, Ohio, April 11, 1980 (Paper in Proceedings).

Decker, P.J. "Effects of Justifying Performance Ratings to a Superior Officer on Leniency." A paper presented at the Psychology in the Department of Defense 7th Annual meeting. USAF Academy, Colorado Springs, Colorado, April 17, 1980 (Paper in Proceedings).

Decker, P.J. "The Application of Social Learning Theory to Training Employees." A paper presented at ISA Conference, St. Louis, Missouri, March 23, 1981 (Paper in Proceedings).

Decker, P.J. "The Enhancement of Behavior Modeling Training of Supervisory Skills by the Inclusion of Retention Processes." A paper presented at the Academy of Management Annual Meeting, San Diego, August, 1981 (Abstract in Proceedings).

Decker, P.J. "The Effects of Different Symbolic Coding Strategies in Behavior Modeling." A paper presented at the Midwest Academy of Management, Columbus, Ohio, March, 1982 (Paper in Proceedings).

Decker, P.J. "Symbolic Coding Stimuli and Rehearsal in Behavior Modeling Training." A paper presented at the 20th International Congress of Applied Psychology, Edinburgh, Great Britain, July, 1982 (Abstract in Proceedings).

Decker, P.J. and Sullivan, E. "Using Consensus Decision Making in Assessment Centers to Select Head Nurses." A paper presented at the Biennial National League for Nursing Convention, Philadelphia, June, 1983 (Paper in Proceedings).

Fugate, D.L., Decker, P.J. and Erffmeyer, R. "The hospital as integrated channel leader in acute care health marketing." A paper presented at the Atlantic Marketing Association Conference, Williamsburg, VA, October, 1988 (Paper in Proceedings).

Decker, P.J. "Developing a healthcare administration course to be delivered on the Internet." A poster presented at the Association of University Programs in Health Administration Annual Meeting, Chicago, IL, June, 1997.

Durand, R.; Decker, P.J.; and Richard C. Allison. "The Development of Competency Models in Healthcare," published in A. Chandra (ed.), *Proceedings of the First International Conference on Local Healthcare, Global Markets: An International Conference on Healthcare Systems for the New Millennium*, Queretaro, Mexico, May 2000.

Decker, P.J. (with several others), "Competencies of Healthcare Administration," In P. Minors (ed.). *Proceedings of the Eighth International Conference on Advances in Management.* Athens, Greece. July 2001.

Co-author (with several others), "Competencies of Nurses Working in Rural Healthcare Settings." In A. Chandra, S. Kavunsubasi, and A. Kisa (eds.) *Proceedings of the Second International Conference on Healthcare: Global Engagement in Creating Financially Viable Health Care Systems*. Ankara, Turkey. July 2002, 19-26.

Co-author (with several others), "The Practitioner and the Educator's View of the Core Competencies for Healthcare Administrators on the U.S.-Mexican Border." In P. Minors (ed.) *Proceedings of the*

Tenth Anniversary International Conference on Advances in Management. Needham, MA. July 2002.

Co-author (with several others), "Centralization versus Decentralization of Organ Procurement Organizations." In P. Minors (ed.) *Proceedings of the Tenth Anniversary International Conference on Advances in Management.* Needham, MA. July 2002.

Co-author (with several others), "Quality Improvement for Healthcare Organizations: The Case of Organ Donation." In P. Minors (ed.) *Proceedings of the Tenth Anniversary International Conference on Advances in Management.* Needham, MA. July 2002.

Co-author, "The Impact of In-House Coordinators on Nurses' Attitudes Toward and Knowledge of Organ Donation," presented at the 2004 Annual Research Meetings of AcademyHealth (sic), San Diego, CA, June. Presentations at this meeting are peer reviewed. Published in abstracted form in meeting *Proceedings.*

Co-author, "Feelings and Beliefs about Organ Donation among African American Clergy," presented at the 2004 Annual Research Meetings of AcademyHealth (sic), San Diego, CA, June. Presentations at this meeting are peer reviewed. Published in abstracted form in meeting *Proceedings.*

Co-author, "Selecting Students for Graduate Study in Healthcare Administration," presented at the 2005 Annual Meetings of the Association of University Programs in Healthcare Administration, Boston, MA, June. Published in abstracted form in meeting Proceedings.

Co-author, "Expanding Organ Donation Among African Americans in the United States though Religious Organizations: Results from an Experimental, Educational Intervention." Presented at the 2005 Annual Research Meetings of AcademyHealth (sic), Boston, MA, June. Presentations at this meeting are peer reviewed. Published in abstracted form in meeting Proceedings.

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Scarbrough, A and Decker, PJ, "Questioning the Value of Practicum Training in Healthcare Management/Administration Graduate Programs." Published in the Proceedings of the Association of University Programs in Healthcare Administration Annual Meetings, Orlando, Fl, August 2007.

Skinner, D., Decker, PJ, McCormack, C., and Leach, P. From Discovery to Successful Implementation Predicting Organizational Change Preparedness. Published in Proceedings at Decision Analysis Affinity Group Meeting, Indianapolis, IN, May, 2009.

Decker, PJ, Durand,R; and Revere, L. "The Predictive Power of Self-Evaluation in Assessing Educational and Academic Outcomes," presented at Evaluation 13, the annual international meetings of the American Evaluation Association, Washington, D.C., October 2013. Published online at – http://comm.eval.org/communities/resources/viewdocument/?DocumentKey=2324c3be-a339-4e8e-96c9-6cee4f0c6cc0

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4C. BOOKS

Sullivan, E. and Decker, P.J. (eds) *Effective Management in Nursing*. Addison-Wesley, 1985.

Sullivan, E. and Decker, P.J. Key Skills for Effective Leadership and Management Student Video. Published with the Fourth Edition, 1997.

Schutz, C.; Decker, P.J. and Sullivan, E. *Nursing Management: An Experiential/Skill Building Workbook*. Addison-Wesley, 1985.

Alexander, J. A.; Hermonn, M. K.; Schutz, D.; Trimble, S.; Decker, P.J.; and Sullivan, E. *Instructors Manual for Effective Management in Nursing and Nursing Management: An Experiential/Skill Building Workbook*. Addison-Wesley, 1985.

Decker, P.J. and Nathan, B. *Behavior Modeling Training: Principles and Applications*. Preager Scientific Publishing, 1985.

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Alexander, J.; Kiely, J. T.; Hermonn, M. K.; Decker, P.J.; Brewer, J.; and Sullivan, E. *Test Bank for Effective Management in Nursing*. Addison-Wesley Publishing, 1989.

Decker, P.J. and Decker, T.N. *Renovating Brick Homes.* Pownal, VT: Garden Way Publishing, 1990.

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Alexander, J. A.; Hermonn, M. K.; Schutz, D.; Trimble, S.; Decker, P.J.; and Sullivan, E. *Instructors Manual for Effective Management in Nursing and Nursing Management: An Experiential/Skill Building Workbook*. Addison-Wesley, Third Edition, 1992.

Schutz, C.; Decker, P.J. and Sullivan, E. *Nursing Management: An Experiential/Skill Building Workbook*. Addison-Wesley, Third Edition, 1992.

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Sullivan, E.; Decker, P.J.; Weiss, G.L. and Lonnguist, L.E. *Health care Management.* Pearson Custom Publishing 2002.

Sullivan, E. and Decker, P.J. (eds) *Effective Leadership and Management in Nursing, Pearson,* Sixth Edition, 2005.

Sullivan, E. and Decker, P.J. (eds) *Effective Leadership and Management in Nursing, Pearson,* Seventh Edition, 2009. (Sold book to co-author in 2003 – still being pubished)

Decker, P.J. & Mitchell, J. (2016) S*elf-handicapping Leadership: The Behaviors Holding Back Employees, Managers, and Companies, and How to Overcome Them.* Pearson/Financial Times.

Decker, PJ. Mitchell, JP & Li, X. (2021) *Leadership123: Discovering your Potential*. A book online in Kindle. Amazon.com: LEADERSHIP123: VOLUME 1 - Discovering Your Potential (LEADERSHIP123-A Three Volume Primer for Leadership Success) eBook : Decker, Phillip J, Mitchell, Jordan P, Li, Xiao: Kindle Store

Decker, PJ. Mitchell, JP& Li, X. (2021) *Leadership123: Engaging your team*. A book online in Kindle. Amazon.com: LEADERSHIP123: VOLUME 2 - Engaging your Team (LEADERSHIP123-A Three Volume Primer for Leadership Success) eBook : Decker, Phillip J, Mitchell, Jordan P, Li, Xiao: Kindle Store

Decker, PJ. Mitchell, JP& Li, X. (2021) *Leadership123: Building Mastery*. A book online in Kindle. Amazon.com: LEADERSHIP123: VOLUME 3 - Building Mastery (LEADERSHIP123-A Three Volume Primer for Leadership Success) eBook : Decker, Phillip J, Mitchell, Jordan P, Li, Xiao: Kindle Store

4D. BOOKS IN PRINT OR SUBMISSION

None

OTHER BOOK PUBLICATIONS

Decker, P.J. and Decker, T.N. (1999) 22 sections of *Preparing for the Next Millenium.* Pownal, VT: Garden Way Publishing.

4D. BOOK CHAPTERS

Roundtree, B; Decker, P.J.; and Sullivan, E. Chapter 1, "The Nature of Supervision in Health Care." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Menlo Park, CA: Addison-Wesley, 1985.

Decker, P.J. and Hailstone, S. Chapter 10, "Recruiting and Selecting Staff." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Menlo Park, CA: Addison-Wesley, 1985.

Decker, P.J. and Knight, L. Chapter 11, "Training and Developing Staff." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Menlo Park, CA: Addison-Wesley, 1985.

Breaugh, J. and Decker, P.J. Chapter 13, "Controlling Absenteeism and Turnover." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Menlo Park, CA: Addison-Wesley, 1985.

Decker, P.J. Chapter 18, "Nursing Associations and Labor Unions." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Menlo Park, CA: Addison-Wesley, 1985.

Sullivan, E. and Decker, P.J. Chapter 18, "Development of the Nurse Manager." In Stull, M. K. and Pinkerton, S. *Current Strategies for Nurse Administrators*. Aspen, 1988.

Martin, S.; Sullivan, E. and Decker, P.J., Chapter 1, "Introduction to Nursing Management." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Redwood City, CA: Addison-Wesley, 1988.

Decker, P.J.; Roundtree, B.; and Sullivan, E. Chapter 2, "The Organization of Health Care Organizations." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Redwood City, CA: Addison-Wesley, 1988.

Dossett, D.L.; Jenkins, R.L.; and Decker P.J. Chapter 10, "Leadership Skills." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Redwood City, CA: Addison-Wesley, 1988.

Cooney, J.P.; Decker, P.J.; and Handley, S.A. Chapter 7, "Organizational Structure and Environment." In Decker, P.J. and Sullivan, E. *Nursing Administration*. Norwalk, CT: Appleton & Lange, 1992.

Keal, T.B. and Decker, P.J. Chapter 14, "Budgeting and Compensation." In Decker, P.J. and Sullivan, E. *Nursing Administration*. Norwalk, CT: Appleton & Lange, 1992.

Decker, P.J. and Buntzman, G. Chapter 2, "The Nature of Organizations in Health Care." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Redwood City, CA: Addison-Wesley, 1992.

Decker, P.J.; Clifford, R.; and Knight, L. Chapter 14, "Staff Development and Patient Education." In Sullivan, E. and Decker, P.J. *Effective Management in Nursing*. Redwood City, CA: Addison-Wesley, 1992.

Decker, P.J.; Nathan, B. and Russell, J.E.: Portion of Chapter 18, "Training Evaluation." In Bernardin, H. J. and Russell, J.E., *Human Resource Management: An Experiential Approach*. McGraw-Hill, 1993.

Decker, P.J. and Russell, J.E., Chapter 18, "Organizational Training." In Bernardin, H.J. and Russell, J.E. *Human Resource Management: An Experiential Approach*. McGraw-Hill, 1993. Second Edition, 1997.

Decker, P. J. and Russell, J. E. Chapter 17 "Organizational Training." In Bernardin, H. J. and Russell, J.E., *Human Resource Management: An Experiential Approach*. McGraw-Hill, 2003.

Chandra, A., Alex Habib, Phillip Decker, Jordan Mitchell, and Mariana Smith. 2017. "An Introduction to Self-Handicapping Leadership in Organizations: How Personnel Uncertainty Leads to Excuses, Reduced Effort, and Obstacles in the Workplace," Chapter #1, in the book entitled NEW FRONTIERS IN GLOBAL HEALTHCARE MANAGEMENT AND BUSINESS ISSUES (2nd Edition), Excel India Publishers, New Delhi, India (ISBN# 9-789386-256317), pp 1-7.

4E. BOOK REVIEWS

Decker, P.J. Review of *Behavioral Problems in Organizations*, Cooper, C.L. (Ed.). *Personnel Psychology*, 1980, 33 (2), 477-480.

Decker, P.J. Review of *Training the New Supervisor*, Gardner, J.E. *Personnel Psychology*, 1980, 33 (4), 869-872.

Decker, P.J. Review of *Role Playing: Practical Manual for Group Facilitators*, Shaw, M.E.; Corsini, R.J.; Blake, R.R.; and Mouton, J.S. *Personnel Psychology*, 1981, 34, 195-196.

Decker, P.J. Review of *Auditing Management Development*, Easterby-Smith, M.; Braiden, E.; and Ashton, D. *Personnel Psychology*, 1981, 34, 639-641.

Decker, P.J. Review of *Activities for Trainers: 50 Useful Designs*, Mill, C.R. *Personnel Psychology*, 1981, 34, 439-441.

Decker, P.J. Review of *The Fine Art of Interviewing*, Goodale, J.G. *Public Programs and Processes Communication*, 1982, 5, 5-6.

Decker, P.J. Review of *Public Personnel Management and Public Policy*, Dresang, D.L. *Public Programs and Processes Communication*, 1984, 7, 2-3.

Decker, P.J. Review of *Training Theory and Practice*, Reddy, W.B. and Henderson, C.C. *Personnel Psychology*, 1988, 41 (4), 821-824.

Decker, P.J. and Reber, R. Review of *Behavioral Engineering Through Safety Training*, Kohn, J.P. *Personnel Psychology*, 1989, 42 (2), 451-454.

Decker, P.J. Review of *Training - the Competitive Edge*, Rosow, J.M. and Zager, R. *Personnel Psychology*, 1989, 42 (4), 872-875.

Decker, P.J. Review of *Training for Impact*, Robinson, D. G. and Robinson, J. C. *Personnel Psychology*, 1990, 43 (2), 388-391.

Decker, P.J. Review of *Training and Development in Organization*, Goldstein, I.L. and Associates. *Personnel Psychology*, 1990, 43 (4), 864-868.

Handley, S.M. and Decker, P.J. Reviews of *Alcohol Problem Intervention in the Workplace: Employee Assistance Programs and Strategic Alternatives*, Roman, P.M. (Ed.) and *Strategies for Employee Assistant Programs: The Critical Balance (2nd Ed.)*, Sonnenstuhl, W.J. and Trice, H.M. *Personnel Psychology*, 1991, 44 (2), 410-414.

Decker, P.J. Review of *An Experiential Learning Approach to Employee Training Systems*, Sims, R.R. *Personnel Psychology*, 1991, 44 (3), 640-643.

Stork, D. and Decker, P.J. Review of *Dependent Care and the Employee Benefit Package: Human Resource Strategies*, Crawford, L. *Personnel Psychology*, 1992, 45(2), 460-464.

Stork, D. and Decker, P.J. Review of *Child Care Challenges for Employees*, Kossek, E. E. *Personnel Psychology*, 1992, 45 (3), 689-693.

Stork, D. and Decker, P.J. Review of *Work, Families, and Organizations*, Exodic, S.(Ed). *Personnel Psychology*, 1993, 46(1), 192-196.

Decker, P.J. and Miles, W. Review of *Codependency in the Workplace*, Allcorn, S. *Personnel Psychology*, 1993, 46(2), 414-419.

Decker, P.J. Review of *The Trainer's Handbook*, Mitchell, G. *Personnel Psychology*, 1993, 46(4), 854-859.

Decker, P.J. Review of *The Portable MBA in Management*, Cohen, A.R. *Personnel Psychology*, 1994, 47(2), 384-390

Decker, P.J. and Fairfield-Sonn, J. Review of *The Economist Intelligence Unit Global Manager: Recruiting, Developing and Keeping World Class Executives*, Moynihan, M. *Personnel Psychology*, 1994, 47(3), 704-706.

Ogilvie, J.R. and Decker, P.J. Review of *Human Resources Management*, French, W. *Personnel Psychology*, 1995, 48(1), 209-213.

Ogilvie, J.R. and Decker, P.J. Review of *Industrial/Organizational Psychology: Science and Practice (2nd Ed.)*, Scal, F.E. & Knight, P.A. *Personnel Psychology*, 1995, 48(3), 723-727.

5. PROFESSIONAL PAPER PRESENTATIONS

Decker, P.J. "Solutions to the Nursing Shortage." A paper presented at the Missouri Hospital Association Annual Convention, Tan-Tara, Missouri, November, 1980.

Decker, P.J. "Using Behavior Modeling in Clinical and Counseling Psychology Applications." A paper presented at the Missouri Psychological Association Convention, Columbia, MO, April, 1983.

Decker, P.J. "The Effects of Video Feedback and Practice Group Size in Behavior Modeling Training." A paper presented at the American Psychological Association Convention, Anaheim, CA, August, 1983.

Fugate, D. and Decker, P.J. "Upward Communications in a Male-Dominated World: Training for female business students who become salespersons." A paper presented at the Association of Business Communication Midwest Conference, Louisville, KY, April, 1988.

Konczak, L.; Decker, P.J.; and Dossett, D. The Effects of Different Instructional Techniques on Training Outcomes. A paper presented at the Annual Academy of Management Convention, Anaheim, CA, August, 1988.

Fugate, D.L. and Decker, P.J. "Training female business majors to cope in a male-dominated environment." A paper presented at the Second Annual Women's Studies Conference, Western Kentucky University, September, 1988.

Fugate, D.L.; Decker, P.J.; & Brewer, J. "Women in professional sales: A human resource management approach." A paper presented at the Midwest Marketing Association Meeting, Chicago, March, 1989.

Trimble, S.K.; Nathan, B.; & Decker, P.J. "Effect of positive and negative models on learning and behavior modeling." A paper presented at the Society of Industrial/Organizational Psychology Convention, Boston, April, 1989.

Decker, P.J.; Sullivan, E.J.; and Hailstone, S. "The use of assessment center technology to select head nurses: Which dimensions account for final decision?" A paper presented at the Academy of Management Annual Convention, Washington, D.C., August, 1989.

Decker, P.J. "Developing a healthcare administration course to be delivered on the Internet." A poster presented at the Association of University Programs in Health Administration Annual Meeting, Chicago, IL, June, 1997.

Decker, P.J. & Benedict, W. " Sexual harassment in healthcare: Incidence, antecedents, outcomes, cost, and solutions." A paper presented at the Academy of Management Annual Meeting, Boston, MA, August, 1997.

Decker, P.J.; Durand, R. and Allison, R.C. "The Development of Competency Models in Healthcare: Core Hospital, Healthcare and Nursing Competencies," a paper presented at the international conference, "Local Healthcare, Global Markets: An International Conference on Healthcare Systems for the New Millennium," held in Queretaro, Mexico.

Durand, R. and Decker, P.J. "The Competencies of Healthcare Administration: Self-Esteem, Accountability and Professionalism as Core Issues," presented as a poster at the annual meetings of the Association of University Programs in Health Administration (AUPHA), June 2000. Los Angeles, CA.

Decker, P.J. (with several others), "Distance Education in Healthcare Administration: Issues, Problems, and Prospects, a poster presented at the Annual Meetings of the Association of University Programs in Healthcare Administration. Atlanta. June. 2001(Note: Posters included in this conference were anonymous refereed.)

The above poster was published in abstracted form as "Distance Education in Healthcare Administration," *Abstract of Posters.* AUPHA, June 2001.

Decker, P. J. (with several others), "Organ Donation among African Americans," presented at the Annual Meetings of the Academy for Health Services Research and Health Policy, Atlanta, GA. June 2001. (Note: All presentations at the Academy are anonymously refereed.)

Co-author (with several others), "Organ Donation at the Crossroads: Educating Healthcare Administration Students to Meet Future Needs," a poster presented at the 2002 Annual Meetings of the Association of University Programs in Healthcare Administration. Washington, D.C. June, 2002.

Co-presenter, "Core Competencies for Healthcare Administrators in the U.S.--Mexico Border Area," presented at the annual meetings of the Association of University Programs in Healthcare Administration, Washington, D.C., June 2002.

Co-presenter, "Organ Donation at the Crossroads," presented at the annual meetings of the Association of University Programs in Healthcare Administration, Washington, D.C., June 2002.

Co-author (with several others), "The Practitioner and the Educator's View of the Core Competencies for Healthcare Administrators on the U.S.-Mexico Border," presented at the Ninth Annual International Conference on Advances in Management, Needham, Massachusetts, July 2002.

Co-author (with several others), "Competencies of Nurses Working in Rural Healthcare Settings," presented at the Second International Healthcare Conference, Ankara, Turkey, July 2002.

Co-author (with several others), "Centralization versus Decentralization of Organ Procurement Organizations," Co-author (with several others), "Centralization versus Decentralization of Organ Procurement Organizations," presented at the Ninth Annual International Conference on Advances in Management, Needham, Massachusetts, July 2002.

Co-author (with several others), "Quality Improvement for Healthcare Organizations: The Case of Organ Donation," presented at the Ninth Annual International Conference on Advances in Management, Needham, Massachusetts, July 2002.

Co-author, "Evaluative Judgment and Graduate Study in Healthcare Administration: The Hartman Value Profile," presented at the 2006 Annual Meetings of the Association of University Programs in Healthcare Administration, Seattle, WA June.

Co-author, ""Changes in Organ Donation Attitudes, Perceptions, and Behavior among African Americans in the U.S." Presented at the 2006 Annual Research Meetings of AcademyHealth (sic), Seattle, WA, June.

The following were accepted but not presented due to travel constraints:

Using Competency Assessment to Adequately Prepare Healthcare Administration Students for the Future (first author) was accepted for INTED 2010, the International Technology, Education and Development Conference**,** that will be held in Valencia (SPAIN), March 8-10, 2010.

Using a "Focused Learning" Approach in an On-Line Course (first author) was accepted for INTED 2010, the International Technology, Education and Development Conference**,** that will be held in Valencia (SPAIN), March 8-10, 2010.

An Assessment of a "Focused Learning" Approach to an On-Line HADM Course was accepted at the 2010 AUPHA Annual Meeting Poster Session in Portland, Oregon.

Decker, P.J. & Durand, D. Process Evaluation Methodologies for Estimating the Chances of Program Failure. Paper accepted for the American Evaluation Association Annual Meeting, Anaheim, Ca., November, 2011.

Revere, L and Decker, PJ A Database Approach for Engaging the Faculty in Closing the Loop. Paper accepted for the 2012 Assessment Conference, AACSB International, March 20, 2012, Houston, TX.

Phillip J. Decker; Roger Durand; Femi Ayadi; Wayne Whittington and Dorothy Kirkman Improving the Impacts of Self-Evaluation. American Evaluation Association Annual International Conference, Minneapolis, October 24 – 27, 2012.

Alkarim Kanji, Otaresiri Lorraine Inije with Faculty Sponsor: Dr. Phillip Decker. Evaluation of the STAR+PLUS Waiver Upgrade Assessment Process for a Texas   Managed Care Organization. 18th Annual Student Conference for Research and Creative Arts at UHCL on April 25-26, 2012.

Phillip J., Roger Durand, and Lee Revere, "The Predictive Power of Self-Evaluation in Assessing Educational and Academic Outcomes," presented at Evaluation 13, the annual international meetings of the American Evaluation Association, Washington, D.C., October 2013. Published online at – http://comm.eval.org/communities/resources/viewdocument/?DocumentKey=2324c3be-a339-4e8e-96c9-6cee4f0c6cc0

Phillip J. Decker (Co-presenter), Roger Durand (Co-presenter), Christine Eriks, Natalie Ainsworth, and Rachel Ward, "A Collaborative, Multiple Design, Process and Outcomes Evaluation of a Local Habitat for Humanity Project," presented at Evaluation 13, the annual international meetings of the American Evaluation Association, Washington, D.C., October 2013. Published online at – http://comm.eval.org/communities/resources/viewdocument/?DocumentKey=b35861f3-d80c-499b-96ae-4a8761dfa263

Mitchell, JP, Decker, PJ**,** "Self-Handicapping: From the Classroom to Leadership". 23rd Annual Southwestern Business Administration Teaching Conference". Texas Southern University, Houston, TX. Presented October 29, 2015.

Durand, R., Decker, PJ. & Waller, E. A Process and Outcomes Evaluation of Academic Honesty Interventions in On-line Courses. Presented at Evaluation 15, the annual international meetings of the American Evaluation Association, Chicago, IL, Nov. 2015.

Mitchell, JP., Decker, PJ., Gower, K., "Self-Handicapping In the Classroom". 76th Annual Meeting: Academy of Management. Anaheim, CA. Presented August 9, 2016.

6. PARTICIPATION IN PROFESSIONAL MEETINGS

Research issues in behavioral measures of criteria. Research Round-table of the Personnel/Human Resources Division of the Academy of Management's 39th Annual meeting. Workshop Discussant. Atlanta, Georgia, 1979.

Decker, P.J.; Hakel, M.; Weiss, H.; Krumboltz, J.; Campbell, J.; and Stone, G. "Applications of Social Learning Theory in the 80's." Symposium at the A.P.A. Annual Convention, Los Angeles, August, 1981 (Submitted by P. Decker).

Decker, P.J. "Using Behaviorally-Based Training Processes in Management Development." An invited address at the Plant Engineering and Maintenance Conference, Chicago, Illinois, April, 1982.

Decker, P.J. "Developing and Evaluating Behavior-Based Training Programs." An invited address at the Missouri Hospital Association, Educator's Division, Tan Tara, Missouri, November, 1982.

Decker, P.J. "Recent Research in Behavior Modeling," A keynote speaker address at the Zenger-Miller Behavior Modeling User Conference, San Francisco, CA, February, 1983.

Decker, P.J. and Sullivan, E. "Role Ambiguity and Role Conflict in Nursing." An invited address at the Missouri League for Nursing Annual Convention, St. Louis, MO, April, 1984.

American Psychological Association Division 14 Workshops. EEO Law update, workshop coordinator. APA convention, Toronto, Canada, August, 1984.

Decker, P.J. "EEO Law and Performance Appraisal." An invited address before the Private Practice Section at the American Physical Therapy Association Annual Meeting, St. Louis, MO, November, 1984.

Decker, P.J. "Selection Interviewing and the Law." An invited address at the Health Care Financial Management Association, Southern Illinois Chapter, Annual Meeting, Carbondale, IL, November, 1984.

Decker, P.J. "Training in 1985." An invited address at the Human Resources Management Association meeting, September, 1985, St. Louis, MO.

Decker, P.J. "Motivating Staff." University of Missouri/Southern Illinois University Schools of Nursing Annual Management Conference, September, 1985, St. Louis, MO, (and in 1986).

Society for Industrial/Organizational Psychology Workshops. Innovative Approaches to Performance Appraisal, Workshop Coordinator. SIOP Convention, Boston, April, 1989.

Eastern Academy of Management, 1993 Annual Meeting paper reviewer.

Decker, P.J. "Empowerment in the Quality Improvement Organization." An invited address at the JCAHO Annual Quality Forum, Chicago, November, 1994.

Decker, P.J. "Empowering Teams in Performance Improvement." An invited address at the JCAHO Annual Long Term Care Conference, Chicago, November, 1994.

Decker, P.J. "Using CQI Principles in Work Design." An invited address at the JCAHO Annual Quality Forum, Chicago, October, 1994

Decker, P.J. "Change creation techniques for healthcare leaders." An invited address at the Texas Hospital Association Annual Convention, San Antonio, TX, June, 1996.

Decker, P.J. "How to develop competencies for JCAHO accreditation. An invited address at the Texas Hospital Association Annual Convention, San Antonio, TX, June, 1996.

Decker, P.J. "Developing a performance competency assessment system." An invited keynote address at the Annual Healthcare Human Resource Management Association of California meeting, City of Industry, CA, January, 1997.

Southern Academy of Management, Paper reviewer, 1997.

Academy of Management, Paper Reviewer, 1982, 1983, 1984, 1985, 1991, 1999, 2000, 2001, 2009.

Society of I/O Psychology Annual Meeting, Paper Reviewer 1980, 1981, 1982, 1983, 1984, 2009

Decker, P. J., Grose, L., and Landry, C. Developing a Competency Assessment System: An Approach to Taking Care of People. Texas Hospital Association Annual Conference, Austin, TX June, 1999.

Attended AUPHA Annual conferences 1999-2006 as Program Chair.

7. PROFESSIONAL ORGANIZATION SERVICE

Continuing Education and Workshop Committee, Division 14, American Psychological Association, member, 1984-1985, 1988-1990.

Joint Commission for the Accreditation of Healthcare Organizations, Department of Education Programs, faculty board, 1991-1999

AUPHA Human Resources Management Advisory Committee member 2002- 2008

AUPHA Long Term Care Advisory Committee member, 2001 - 2008

Research Board, Center for Healthcare Design, 2008 to 2010.

8. PROFESSIONAL JOURNAL REFEREEING

Review Board, *HR Magazine, Personnel Psychology, Journal of Applied Psychology*, 1983-1999.
Editorial Board, *Human Resource Development Quarterly*, 1992-2006.

Occasional reviewer for *Health Care Management Review.*

Occasional reviewer for *Leadership in Health Services.*

9. RESEARCH REPORTS & MONOGRAPHS

Brett, J.; Decker, P.J.; Durham, C.; and Sackett, P. Development of an Affirmative Action Program for the Circulation Department of the Ohio State University Library System. Technical Report, The Ohio State University Library System, 1975.

Brett, J.; Decker, P.J.; Finnegan, M.L.; Goldmark, G.; Lyness, K.; Sackett, P.; Strickland, W.; and Billings, R. Job Satisfaction Survey Conducted for Nursing Services. Technical Report, The Ohio State University Hospitals, 1976.

Hakel, M.; Decker, P.J.; Ford, K.; Hicks, W.; and Robinson, R. Development of the Retail Outlet Manager Selection Program for the Standard Oil Company. Technical Report, The Ohio State University Research Center, 1977.

Decker, P.J. Analysis and Development of the Exempt and Non-exempt Performance Appraisal Systems. Technical Report, Specialty Materials Department, General Electric Co., 1978.

Decker, P.J. Development of the Non-exempt Employee Selection System. Technical Report, Specialty Materials Department, General Electric Co., 1978.

Decker, P.J. The Exempt Recruiting and Selection Guidebook. Specialty Materials Department, General Electric Co., 1978.

Billings, R.; Chapman, E.; Decker, P.; Mitchell, T.; Rapaport, R.; and Sackett, P. Self-examination of an I/O Psychology Program: Report of the Committee to Review the Ph.D. Candidacy Certification Process. Submitted to the faculty in Industrial/Organizational Psychology, The Ohio State University, February, 1979.

Decker, P.J. Healthcare management micro training: a Behavior Modeling Training Program for Healthcare Supervisors. Barnes Hospital, Department of Education and Training, 1981.

Decker, P.J.; Hogan, P.; and Hailstone, S. The Head Nurse Assessment Center Manual. Barnes Hospital, Nursing Service, 1981. Revised 1988.

Decker, P.J. Development of Selection Tests for the Maintenance Mechanic and Electrician Apprenticeship Programs. Technical Report, Wagner Division, Century Operation, McGraw-Edison Co., 1981.

Decker, P.J. Management Micro Training: a Behavior Modeling Program for Supervisors. Personnel Office and Business Extension, University of Missouri-St. Louis, 1982.

Decker, P.J. Selection Interviewing Procedures for Hospital Managers: A Training Program. Barnes Hospital, Nursing Service, 1982.

Lynch, S.M. and Decker, P.J. Evaluation of a Beginning Teacher Induction Program: Life Raft in a Sink or Swim Situation? Technical report, Jennings School System, Administration Office, Jennings, MO, 1983.

Morgan, S.; Decker, P.J. and Ogilvie, J. Final Report on Training Needs Assessment.
        Institute of Living, Hartford, CT, 1993.

Decker, P.J. TQM at IOL. The Institute of Living, Hartford, CT, 1994.

Decker, P.J. and Strader, M.K. Competency Driven Change in Healthcare Organizations: A
        Comprehensive Realignment. A total of over 800 page developed and provided to over 50
        hospitals as a community service. Four volumes and software:
            Volume I: Developing a Competency Assessment System.
            Volume II: Workshop Handouts
            Volume III: Sample Competency Assessment Forms
            Volume IV: Building a Supporting Infrastructure Around Your Competency Model

Decker, P.J. and Strader, M.K. *Competency Driven Change in Healthcare Organizations: A
        Comprehensive Realignment.* A book published for the Veterans Administration, VISNs 8,16,
        22. 1998 AND 1999.

Co author (With Roger Durand) *Evaluation Report: IHC Trainees*, prepared for LifeGift Organ Donation
        Center and the Division of Transplantation, Public Health Service, U.S. Department of Health and
        Human Services, as part of grant to the University of Houston-Clear Lake and LifeGift Organ
        Donation Center for the In-House Coordinator Training Project. July 2000, 2001, 2002.

Co author (With Roger Durand) *Focus Group Report: Group with Limited Donation Experience*,
        prepared for LifeGift Organ Donation Center and the Division of Transplantation, Public Health
        Service, U.S. Department of Health and Human Services, as part of grant to the University of
        Houston-Clear Lake and LifeGift Organ Donation Center for the African American Clergy
        Outreach Project. July 2000, 2001, 2002.

Co author (With Roger Durand) *Focus Group Report: Group with Some Donation Experience*, prepared
        for LifeGift Organ Donation Center and the Division of Transplantation, Public Health Service,
        U.S. Department of Health and Human Services, as part of grant to the University of Houston-
        Clear Lake and LifeGift Organ Donation Center for the African American Clergy Outreach
        Project. July 2000, 2001, 2002.

Co-author (with several others), "Final Report on Project to Increase Organ Recovery from Level I
        Trauma Centers (Grant No. 5 H39 OT 00011-03)," submitted to the Division of Transplantation,
        Office of Special Programs, Health Resources and Services Administration, U.S. Department of
        Health and Human Services. (125 pages -approx.). December 2002.

Co-author (with several others), "Final Report on African American Community Outreach Project (Grant
        No. 5 H39 OT 00014-03)," submitted to the Division of Transplantation, Office of Special
        Programs, Health Resources and Services Administration, U.S. Department of Health and Human
        Services. (80 pages -approx.). December 2002.

Co-author, Final Report of Nursing Innovation Grant Program – Category R, Regional Innovations in
        Nursing Education, THECB Nursing Innovation Grant Program, 2006-2008, UTMB, Co-Project
        Evaluator

Christine Eriks, Aylar Ansaritalesh, Rama Kulkarni, Charita Nevuri, Crystal Roark (Student Authors), Phillip J. Decker, and Roger Durand (Faculty Authors), *Bay Area Habitat for Humanity Impact Study*. September 11, 2013. Habitat for Humanity Bay Area Chapter. Dickinson, TX. 292 pages.

10. FUNDED GRANTS

The effect of bedside computing on nurse retention, satisfaction and quality of care. American Nurses Foundation. Norma Barr, principal investigator. Phillip J. Decker, consultant, funded 10-15-90.

Decker, P.J. The development of a Program web site. University of Houston Clear Lake Instructional Technology Center grant, 1996.

Decker, P.J. The development of problem-centered education modules in a new course. University of Houston Clear Lake Instructional Technology Center grant, 1997.

Decker, P.J. The determination of the core skill and knowledge competencies required of health care administration graduate students: A customers viewpoint University of Houston Clear Lake Total Quality Management grant, 1998.

Decker, P.J. The development of web based instruction and testing of medical terminology in the HADM Program. University of Houston Clear Lake Instructional Technology Center grant, 1998.

Decker, P.J. Pilot study to determine the competencies of Texas nurses working in rural settings. Funded by the Texas Bureau of Nurse Examiners, 1998.

Grant (3 years) from the Public Health Service, United States Department of Health and Human Services, to the University of Houston-Clear Lake and the LifeGift Organ Donation Center of Texas, to implement and evaluate a "Program to Enhance the Supply of Human Organs from Level I Trauma Centers in the United States," beginning in 1999.

Grant (3 years) from the Public Health Service, United States Department of Health and Human Services, to the University of Houston-Clear Lake and the LifeGift Organ Donation Center of Texas, to implement and evaluate a "Program to Enhance the Supply of Transplantable Human Organs with the Assistance of African-American Clergy," beginning in 1999.

Grant awarded but not funded. With Roger Durand. Received an award (research grant) from the Public Health Service, U.S. Department of Health and Human Services, to evaluate a program aimed at improving the organ donor request process. This project was selected for award jointly to the University and to the LifeCenter Organ Donation Organization of Seattle. 2002. To date the Public Health Service has lacked the monies to actually fund the grant.

Decker, P.J. Federal Traineeship Grant to fund UHCL HADM Students. NIH, 1999 to 2006.

Nursing Innovation Grant Program – Category R, Regional Innovations in Nursing Education, THECB Nursing Innovation Grant Program, 2006-2008, UTMB, Co-Project Evaluator

Phillip Decker & Lee Revere, Co-Principal Investigators. Self-Assessment of Personal Traits and Job Progression. UHCL FSRF Grant, July-December, 2012.

11. PROFESSIONAL ASSOCIATIONS

Academy of Management (Healthcare and HR Divisions)
Society for Human Resource Management
Association of University Programs in Health Administration
American Society of Health Care Educators and Trainers
Society for Industrial/Organizational Psychology
American Psychological Society
Association for Quality and Participation
American Congress of Healthcare Executives
Medical Group Management Association
Healthcare Finance Management Association
American Evaluation Association
Allied & Global Academies

12. WORK WITH LOCAL ORGANIZATIONS

Consulting activities available upon request.
Public service activities available upon request

13. ACADEMIC COMMITTEES

Business School Policy Committee, Chair, 1979-80, member, 1983-84.
University Humans Subjects Committee, 1979-82, Chair 1982-85.
Senate Faculty Research and Publications Committee, 1980-82.
Business School Extension Policy Committee, Chair, 1981-82.
School of Nursing Extension Planning Committee, 1981-84.
Graduate Program Development Committee (Graduate Council), 1982-83.
Senate Summer Research Fellowship Committee, 1982-83.
Management Department Curriculum Ad Hoc Committee, 1988.
University Faculty Research Committee, 1988-1990.
Faculty Academic Development Committee, 1989-1990.
PhD Program Review Committee, 1990.
M.S.N./M.B.A. Review Committee, 1990-1995.
Curriculum Ad Hoc Committees, Management Department, 1991-92.
Barney School Curriculum Committee, 1992-1994.
Scholarship Committee, 1995-1997.
University Facilities Committee, 1998-1999.
University Intellectual Properties Committee, 1998-1999.
University Senate, 1998-2000
Library and Computer Resources Committee, 1998-2002
Distance Education Committee, 1999-2002.
SBPA Teaching Evaluation Committee, 1999-2003
BUS MBA Committee, 1999-2014.
UHCL Distance Education Committee, 2003 to 2005.
BUS Curriculum Committee, 2007 to present.
BUS Post-Tenure Review Committee, 2010, 2015, 2019
AOL Committee, 2015 to present.
Two different task forces in BUS – publishing policy and teaching peer review, 2019-2021.
Several new hire committees.

Several 3 year review and tenure/promotion committees.

OTHER SERVICE

Phi Kappa Phi, UMSL Chapter, Vice President, 1981-83.
American Society of Personnel Administrators, UMSL Student Chapter, Faculty
Advisor, 1982-86, WKU Student Chapter ASPA, Interim Faculty Advisor, 1989-1991.
Faculty Advisor, Management Club, Univ. of Hartford, 1991-1992.
Team teaching in Nursing Division and The Department of Public Administration,
Healthcare Concentration, University of Hartford, 1991-1995.
Faculty Advisor, Healthcare Student Association, University of Houston Clear Lake, 1997 to 2012.
Faculty Advisor to Phi Uplison Delta – UHCL Chapter of UPD Honor Society, 2012 to present.
UHCL HADM AOL Coordinator, 2018-present.

COURSES TAUGHT

CREDIT COURSES:

UNDERGRAD:
 Intro Organizational Behavior/Management
 Management
 Advanced Organizational Behavior
 Personnel Administration/Human Resource Management
 Advanced Human Resource Management
 Labor Relations
 Project Management
 Industrial/Organizational Psychology
 Interpersonal Skills
 Compensation
 Industrial Training
 Selection/Performance Appraisal
 Foundations of Healthcare Administration
 Organizational Behavior

GRADUATE:
 Healthcare Policy
 Human Resources in Healthcare
 Healthcare Administration
 Epidemiology, Health & Disease
 Planning and Strategy in Healthcare
 Organizational Behavior
 Organizational Training
 Labor Relations & Collective Bargaining
 Interpersonal Skills
 Personnel/Human Resource Mgt.
 Advanced Personnel
 Productivity and Quality Improvement in Healthcare Organizations
 Management (MBA for Physicians)
 Healthcare Facility Planning, Design, and Construction (Co-taught)
 Hospital Operations (Co-taught)
 Human Behavior in Organizations

Graduate Residency in Healthcare Administration
Fundamentals of Healthcare Administration
Leadership in Healthcare Organizations
Healthcare Consulting
Evaluation in Healthcare
Healthcare Leadership
Strategic Planning in HC

Ph.D. (Psychology):
Selection seminar
Training seminar

SAMPLE OF NON CREDIT COURSES (CONT. ED.):

Employee Selection
Selection Interviewing
Diagnosing and Solving Employee Problems
Coaching
Interpersonal Skills
Disciplining Employees
Performance Appraisal
On-the-job Training
Behavior Modeling Training
Equal Employment Law
Managing Change
Role ambiguity/conflict and stress
Quality Improvement
Empowerment
CQI Tools
Nursing Administration
Ethics
Team Building
Customer Focus
Competency assessment
Change Management
Meeting Management
Self-Handicapping in Leadership
Leadership for MDs