Nathaniel Jones III, Ph.D., MBA

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**PERSONAL STATEMENT**

In both my personal and professional life, I seek to work and be engaged in activities that benefit the lives of people. My professional career has spanned more than 25 years of which the past thirteen years have been spent working in higher education engaged in administration, teaching and research. Prior to coming to the academy, I worked as a hospital administrator for thirteen years. My choice of career and institutions that I have worked for reflect my values. As I have grown personally and professionally, I seek new and greater opportunities to benefit people and communities. Since my resume focuses largely on my administrative knowledge, skills, and experience, I summarize my academic work in more detail in this person statement.

I earned my Ph.D. in public policy in 2002 after completing a Master in Business Administration and a Bachelor of Science in Engineering. My Ph.D. curriculum was interdisciplinary, requiring that I master course work in policy analysis, research methodology and statistics as well as the core disciplines of economics, political science and sociology. Qualifying examinations tested students’ abilities to integrate the course work in practical applications to important policy questions. The capstone of the Ph.D. program was the dissertation research.

My dissertation examined the impact of increased health care corporatism on hospitals’ financial performance and provision of charity care. To conduct this analysis, I assembled a data set for hospitals located in Maryland and the District of Columbia for a period covering 1993 through 2000. Data sources included the American Hospital Association annual surveys, Maryland and District of Columbia Hospital Associations’ reports on costs and utilization, cost and utilization data from the Health Services Cost Review Commission and Interstudy. A series of fixed effect panel models was used to examine the effects of increased corporatism on hospitals’ financial performance and provision of charity care. Descriptively, I found that corporatism (e.g., county level HMO penetration, county level concentration of admissions) increased over the study period. Hospital financial performance improved, while the provision of charity care declined. My multivariate work demonstrated some support for the hypothesized effects of increased corporatism on hospital performance. The most robust finding related to the relationship between hospital ownership and performance. This dissertation exemplifies my ability to apply rigorous research methodology to important health policy questions. I received doctoral fellowship support from the Policy Sciences Graduate Program and the University of Maryland Graduate School. I was also nominated for a Dissertation Fellowship from the Southern Regional Education Board.

Since receiving my Ph.D., I have taught policy analysis skills to master and doctoral students. I have taught the following specific courses: Economics of Health Care Financing, Politics of Health Care, Health Care Financing, Health Society and the Physician, and Introduction to Research Methodology. I recently developed a new course entitled Health Care Policy, Politics and Law. Additionally, I have lectured in courses in Public Health, Critical Issues in Health Care, and Strategic & Financial Management of Health Institutions. I consistently received above average student evaluations as a professor. As an Assistant Professor for the Dartmouth Institute for Health Policy and Clinical Practice, I was involved in the review and redesign of the curriculum for the MS, MPH and Ph.D. degree programs. I advised students and participated in the review and evaluation of Ph.D. candidates seeking admission to the program. Additionally, I have recruited students to the Dartmouth Institute graduate programs.

In 2003, my colleagues and I at the University of Maryland, Baltimore County, Maryland Institute for Policy Analysis & Research conducted a program evaluation of the Health Outcomes Survey (HOS) for the Centers for Medicare & Medicaid Services (CMS). The evaluation consisted of three components: 1) a description of the context of HOS development, 2) an examination of the HOS instrument and operational protocols, and 3) an assessment of the policy issues concerning the utility of HOS data. Our study included an extensive review of the relevant literature, the analysis of HOS data for reliability, validity, attrition and power, as well as an examination of the stakeholders involved in the development and use of the HOS. Key findings of our evaluation included: 1) HOS is a reliable and valid measure for the elderly population; 2) most of the survey attrition is the result of random factors; 3) whether the HOS has adequate power depends upon the threshold of the actual net plan effect deemed important to detect.

My education has played a significant role in shaping who I am and the contributions I am able to make to society. It is in part for this reason that I am very passionate about working to make institutions more efficient and effective in their work. I believe I have a proven track record of leadership and success in higher education, hospital administration and management consulting. The thrust and emphasis of my work is the pursuit and management of change aimed at enhancing organizational effectiveness, quality and excellence in service delivery within an environment of constrained resources. Many seek success in their chosen career or vocation; I seek significance, which I define as achievement and excellence in work that really matters in the lives of people. I am humbled by and thankful for the privilege of making meaningful contributions to organizations that benefit those they serve.

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**PROFESSIONAL PROFILE**

Accomplished leader with strong educational credentials, proven problem solving and communication skills, and a commitment to excellence and diversity. Outstanding record of executive leadership in the areas of: higher education finance and administration, strategic planning, information technology, human resources management, contract negotiation and administration, compliance and risk management, advancement and external relations, policy development and analysis, auxiliary operations, as well as success in teaching, research and evaluation. Management consultant providing analytical, strategic, accreditation, financial and operational advice and solutions to a select clientele of business owners, senior higher education administrators, and not-for-profit organization executives.

## EDUCATION

**Doctor of Philosophy - University of Maryland, Baltimore County**

**Major: Public Policy**

**Degree Conferred:** **August 2002**

Concentration - Health Policy

Relevant Courses - Research Methodology, Advance Quantitative Research Methods, Operational Research and Evaluation, Health Care Financing, Health Economics, Health Care Politics and Policy Analysis, Econometrics, Statistics, The Sociology of Health Care, and Health Law

Dissertation - Pro-market Corporatism Good Public Policy or Just Good Business: An Analysis of the Impact of Market Competition on Hospital Financial Performance and Community Benefit

Fellowships – Policy Sciences Dissertation Fellowship, UMBC Graduate School Dissertation Fellowship, nominated for the Southern Regional Education Board Dissertation Fellowship

**Master of Business Administration - Loyola University**

**Degree Conferred: May 1993**

Concentration – Finance and Administration

Relevant Courses – Accounting, Finance, Organizational Behavior & Management, Quality Improvement and Measurement, Statistics, Operations Research, Financial Management, Micro and Macro Economics, Performance Management, Technology Management, and Human Resources Management

**Bachelor of Science - University of Maryland, Baltimore County**

**Major: Mechanical Engineering**

**Degree Conferred:** **August 1987**

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## PROFESSIONAL EXPERIENCE

**Jones Consulting Inc., Riverside, CA** **February 2001 – Present**

***President*** –Manage the firm and provide high quality consulting and business support services to academic, business, and not-for-profit clients. Key service areas include: Strategic Planning, Management Consulting, Academic Services, Project Management, Financial Planning & Budgeting, and Business Services. Effectively collaborate with clients to creatively and flexibly establish scopes of work that meet their needs. Seek to build long-term business relationships based on excellent advice & consultation, quality services, reliability, and outstanding results.

**University of California, Riverside, CA**  **January 2009 – Present**

***Chief Financial and Administrative Officer*** – College of Humanities, Arts & Social Sciences Directs the financial and administrative affairs of the College and serves as the principal advisor to the Dean, Associate Deans, department chairs, and program directors in the areas of financial and administrative management, technology, facilities, contract/grant administration, human resources, capital budgeting, planning and analysis in support of the College’s academic mission. Oversees a budget of nearly $100M and a staff of over 150 career, casual/contract and student employees with 9 direct reports. Specific responsibilities include executive leadership in the areas of budget and financial matters, human resources management, risk management, technology and information systems, advancement/development support, contract and grant pre- and post-award activities, and general administration for the College. Assist in the formulation of College academic plans, articulating those plans in the context of financial resources, enrollment growth, campus trends, campus and College priorities and opportunities, as well as disciplinary and interdisciplinary potential.

Serves at the institutional level in formulating campus guidelines and advising on budget allocations, planning priorities and enrollment management issues through participation on various committees and working groups.  This work involves in-depth and complex analysis of multi-faceted issues involving existing and proposed campus policies, organizational structures and strategies as well as providing advice and information to campus executive leaders. Assist with curricular and operational matters related to the new School of Public Policy.

**Dartmouth College, Hanover, NH February 2005 – August 2011**

***Assistant Professor*** (Feb. 2005 – Aug. 2011) **-** Dartmouth Institute for Health Policy & Clinical Practice

Taught courses in the area of health care policy, financing and economics. Served on the curriculum committee to redesign the curriculum for the master and doctoral programs. Advised students and participated in the review and evaluation process of health policy Ph.D. students. Recruited students for the Institute and served on various faculty committees. Assisted in the preparation for the reaccreditation of the Master of Public Health program. Collaborated with other faculty on teaching, research and service.

***Chief Financial and Administrative Officer*** (Feb. 2005 – Aug. 2008) **-** William Jewett Tucker Foundation

Managed the day-to-day operations of the Foundation. Responsible for the fiscal and administrative affairs of the Foundation including the following: budgeting, management accounting, financial planning, human resources, information systems, marketing and public relations, risk management, grants and contracts, policies and procedures, program assessment and evaluation, development and stewardship, and short and long range planning. Served as principal advisor to the Foundation’s executive officer and as officer-in-charge in his absence. Managed the development and implementation of the Foundation’s strategic plan and staff reorganization. Served on campus level committees including: Human Resources Policies, Campus Climate, College Mission and Values, and the Dartmouth Centers Forum (Treasurer). Provided advice and counsel to the Interim Vice President for Diversity and Equity on a wide range of institutional matters.

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**University of Maryland Baltimore County**, **Baltimore, MD June 2003 – December 2004**

***Project Director & Adjunct Assistant Professor* –** Department of Public Policy

Managed and served as the principal researcher for the Medicare Health Outcomes Survey (HOS) program evaluation grant. Responsibilities included grant accounting and contract administration, client relations, work planning and coordination, purchasing, research, writing, and data analysis. Co-authored an article and several papers based on our research. Taught graduate courses in health policy and advised students.

**Northern Arizona University**, **Flagstaff, AZ**  **December** **2000 - June 2003**

***Assistant Dean of Resources & Enrollment Management*** - College of Education

Served as the Chief Financial and Operations Officer for the College, responsible for financial affairs and budgeting, internal auditing, purchasing, human resources management, information technology, fundraising, project and property management, decision support and database management, enrollment management, grants and contracts administration, academic personnel, auxiliary services and institutional compliance and risk management. Taught graduate and undergraduate courses including: Introduction to Research Methodology and University Colloquium.

**Medstar Health, Washington, DC**  **August 1994 – December 2000**

**Corporate Director**

Managed the daily operations of the Planning, Design and Development division, with its $50M annual budget which provided an array planning and professional services to Medstar institutions throughout MD, DC, and VA. Served as the Chief Contracting/Purchasing Officer. Developed standard requests for proposals, operating procedures and contracts. Managed governmental relations and institutional compliance; trained and managed highly skilled staff, vendors and consultants. Developed and enforced policies. Oversaw large and complex multimillion dollar projects. Provided leadership and technical support for quality assurance, risk management, service excellence, outcomes measurement, and strategic planning initiatives. Played key role in project development, financing determination and administration of a $1B facilities master plan.

**University of Maryland Medical System, Baltimore, MD October 1987 – August 1994**

**Project Manager / Mechanical Engineer**

Managed hospital design and construction projects and assisted in business and strategic planning. Conducted facilities and operational risk assessments and energy analyses. Developed and managed corrective action plans. Facilitated operations and process improvement initiatives. Managed a diverse operational staff of 25. Negotiated and administered multimillion dollar contracts and purchases. Enhanced system quality assurance and reliability.

##### ACCOMPLISHMENTS

**Financial Management & Business Affairs**

* Conducted a performance and productivity analysis to justify the use of a differential rather than a straight percentage budget reduction model. The analysis showed the College of Education’s superior efficiency and productivity relative to the other colleges and resulted in a reduction in our required budget cut from 4%-6% to less than 1%.
* Instituted various initiatives and/or measures that resulted in millions of dollars in saving to my institution.
* Administered and negotiated contracts up to $34M, developed and managed capital and operating budgets in excess of $90M, yielding millions of dollars in savings.

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* Developed a resource and enrollment database to evaluate academic departments’ performance and use of financial resources.
* Developed management accounting reports that were specifically designed to inform strategic and operational decision making.
* Established internal audit processes and procedures to ensure appropriate financial controls and compliance with university and college policies.
* Enhanced the Tucker Foundation’s development and stewardship plan and effectively managed the $15M capital campaign.

**Strategic Planning**

* Managed the strategic planning and staff reorganization process for the Tucker Foundation.
* Played a key role in managing the Washington Hospital Center’s and the University of Maryland Medical System’s Master Planning efforts, addressing their short and long-term space needs.
* Spearheaded the development of strategic plans for the Medical System's Diagnostic Imaging Department and Cancer Center, which resulted in improved market position and resource utilization.
* Led the development of a 5 - year, strategic plan for a computer integration firm. This effort led to improved financial performance and greater customer satisfaction and retention.
* Provided management consulting services to Naropa University president related to strategic planning, staff reorganization, and accreditation.

**Managerial Leadership**

* Successfully managed administrative and financial functions including: community and government relations, accounting, auditing, policy compliance, human resources, purchasing, information systems & technology, property and project management, risk management, marketing and communications, program assessment, diversity, and operations and maintenance.
* Managed diverse staffs and contractual agents, providing a range of services including: accounting, legal, research, consulting, administration, architecture, engineering, construction, safety and security, information technology, diversity training and operations management. Responsible for a staff as large as 400.
* Established a positive rapport and working relationships with community groups, staff, faculty members, physicians, government officials, students, administrators, executives and board of trustees.
* Drafted and implemented policies and procedures to improve customer satisfaction, financial controls and operational efficiency.
* Successfully led institutional change and reorganization efforts.
* Established clear institutional mission, vision, values and goals. Worked collaboratively and transparently to achieve organizational objectives.
* Developed emergency response and business continuity plans.

**Technology Management**

* Managed the re-design of the College of Education’s website and established computer standards, specifications, replacement and acquisition policies and procedures.
* Managed software applications and telecommunication systems procurement and implementation.
* Management the development of information technology solutions to address various operational issues leading to greater efficiency, improved decision making and/or service quality.

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##### MANAGEMENT PHILOSOPHY

My management philosophy can be best expressed by the phrase “Inspired Excellence”. This concept constitutes a paradigm of mutual respect, open and honest communication, mission and value-focused leadership and a service excellence approach to all tasks. I believe in the following values: Teamwork, Diversity, Participatory Management, Honesty and Integrity, Fairness, Responsibility, Creativity, Innovation, Efficiency and Effectiveness in work processes, and Compassion and Understanding in human relations.

## Publications

Deolalikar, A.B. and Jones III, N. (2014). The Role of Incentives in Promoting Professional Responsibility. In Mitchell, D.E. and Ream, R.K., *Professional Responsibility: The Fundamental Issue in Education and Health Care Reform* (246-281). Switzerland, Springer International Publishing.

Jones, N., Jones, S.L., and Miller, N.A. (2004). The Medicare Health Outcomes Survey Program: Overview, Context, and Near-term Prospects. Health and Quality of Life Outcomes, 2:33, 1-10.

Jones, N., Jones, S., Mandell, M., Marcotte, D.E., and Miller, N.A., 2004. *Assessment of Reliability and Validity, Attrition and Statistical Power of the Medicare Health Outcomes Survey*. Medicare Health Outcomes Survey Program Evaluation: Working Paper 2A. Baltimore, MD: MD Institute for Policy Analysis and Research, UMBC.

Jones, N., Mandell, M., Marcotte, D.E., and Miller, N.A., 2004. *Assessment of Alternatives for Improving the Medicare Health Outcomes Survey*. Medicare Health Outcomes Survey Program Evaluation: Working Paper 2B. Baltimore, MD: MD Institute for Policy Analysis and Research, UMBC.

Jones, N., Mandell, M., Marcotte, D.E., and Miller, N.A., 2004. *Assessment of the Medicare Health Outcomes Survey Data & Dissemination Strategies, Use, and Utility*. Medicare Health Outcomes Survey Program Evaluation: Working Paper 3. Baltimore, MD: MD Institute for Policy Analysis and Research, UMBC.