

MARGARET M. CALARCO, Ph.D., RN, NEA-BC

CURRICULUM VITAE

Work:
400 N. Ingalls, Office 3158
Ann Arbor, Michigan, 48109
(734) 647-3857
E-mail: mcalarco@umich.edu

Michigan RN License- # 4704157577

ANCC – NEA Certification -
2015025251

EDUCATION:

1978 B.S.N.

The University of Cincinnati
College of Nursing and Health
Cincinnati, Ohio
Graduated Magna Cum Laude

1981 M.S.N.

Case Western Reserve University
Frances Payne Bolton School of Nursing
Cleveland, Ohio
Specialty in psychiatric-mental health nursing

1992 Ph.D. (Nursing)

The University of Michigan,
Ann Arbor, Michigan

CERTIFICATION:

April 2016 – present

Nurse Executive Advanced- Board Certified
American Nurses Credentialing Center

SELECTED EDUCATIONAL COURSES:

“Positive Organizational Scholarship for UMHS Nursing Leadership,” The University of Michigan Ross School of Business, Executive Education Center, March 14-18, 2005.

“Finance for the Non-Financial Manager.” The University of Michigan Ross School of Business, Executive Education Center. June 19, 2000 – June 23, 2000.

“Health Care Leadership Institute. (Inaugural class).” The University of Michigan Ross School of Business, 2002 – 2003.

“Leading Change: Creating Transformational Competencies.” The University of Michigan Ross School of Business, Executive Education Center. April 1, 1999 - April 24, 1999.

EXECUTIVE FELLOWSHIPS:

| | |
|------------------|---|
| July 2005 - 2006 | Robert Wood Johnson, Executive Nurse Fellow Alumni - Mentor |
| May 2005 | Robert Wood Johnson Foundation, CONNECT Project |
| June 2001 | Johnson & Johnson-Wharton Fellows Program in Management for Nurse Executives |
| 1998 – 2001 | Executive Nurse Fellow Robert Wood Johnson Foundation |

EXPERIENCE:

| | |
|----------------|---|
| 9/18 – present | Director for Clinical Innovation Adjunct Clinical Instructor University of Michigan, School of Nursing |
| 1/16 – 12/17 | Chief Nurse Executive, and Chief Nursing Officer, University Hospital & Cardiovascular Center The University of Michigan Health System |
| 4/02 – 1/16 | Senior Associate Director, Patient Care Services and Chief of Nursing Services, The University of Michigan Health System Ann Arbor, Michigan |
| 6/06 – 12/17 | Adjunct Professor, The University of Michigan School of Nursing Ann Arbor, MI |
| 4/02 – 6/06 | Associate Dean for Clinical Affairs and , Adjunct Professor, The University of Michigan School of Nursing Ann Arbor, MI |
| 9/00 – 4/02 | Interim Chief Nursing Services, The University of Michigan Health System Ann Arbor, Michigan and |

Interim Associate Dean for Clinical Affairs,
The University of Michigan School of Nursing
Ann Arbor, MI

5/97 – 9/00

Corporate Director, Quality Improvement
The University of Michigan Health System
The University of Michigan Hospitals and
Health Centers, Ann Arbor, Michigan

2/94 – 6/06

Adjunct Assistant Professor
The University of Michigan School of Nursing,
Ann Arbor, Michigan.

5/97 – 12/98

Psychiatric Nurse Consultant,
Herrick Memorial Hospital
Tecumseh, MI

1/96 - 5/97

Facilitator/Empowerment Initiative
The University of Michigan Health System
Ann Arbor, Michigan

9/94 - 12/95

Director of Patient Care Services for
Mental Health and Employee Health,
The University of Michigan Medical Center
Ann Arbor, Michigan

1/91 - 8/94

Assistant Director of Psychiatric Nursing and
Director, Office of Professional Development
and Research for Pediatric, Perinatal, and
Psychiatric Nursing
The University of Michigan Medical Center
Ann Arbor, Michigan

7/86 - 1/91

Clinical Nurse Specialist.
The University of Michigan Medical Center,
Depression Program
Ann Arbor, Michigan

2/90 - 6/90

Faculty Consultant
Resource Applications, Inc.

10/85 - 7/86

Clinical Nurse Specialist –
Outpatient Psychiatry
Cleveland V.A. Medical Center,
Brecksville, Ohio

| | |
|-------------|--|
| 8/84 - 9/85 | Head Nurse - National Center for Stress Recovery, Cleveland V.A. Medical Center, Brecksville, Ohio |
| 2/82 - 8/84 | Clinical Nurse Specialist - Acute Inpatient Psychiatry, Cleveland V.A. Medical Center, Brecksville, Ohio |
| 6/80 - 1/82 | Staff Nurse - Acute Psychiatry, Huron Road Hospital, Cleveland, Ohio |
| 8/79 - 5/80 | Staff Nurse - Acute Psychiatry, University Hospitals of Cleveland, Cleveland, Ohio |
| 6/78 - 7/79 | Staff Nurse - Acute Adolescent Psychiatry, University of Cincinnati Medical Center, Cincinnati, Ohio |

BOARD APPOINTMENTS:

| | |
|----------------|--|
| 9/18 – present | Member – Quality Committee Packard Health Center Ann Arbor, MI |
| 6/17 – 12/17 | The University of Michigan Health System Board – Quality Subcommittee |
| 4/12 – 3/15 | Washtenaw Community Health Organization Board (WCHO) |
| 4/12 – 3/15 | WCHO - Program Committee |
| 7/01 – 6/07 | Michigan Visiting Nurses, Incorporated. Board of Trustees Member - February 2001 – 2007 Chair – 2003 - 2007 |
| 9/00 – 4/17 | The University of Michigan, Hospitals & Health Centers Board |

INTERNATIONAL PARTNERSHIPS:

| | |
|-----------------|---|
| 10/08 – present | Created the first partnership in nursing leadership between Peking University Third |
|-----------------|---|

Hospital, Nursing Services and the University of Michigan Health System's, Nursing Services. This resulted in a curriculum with mentored visits to educate Nursing Directors and Nurse Managers from China.
Beijing, China

ADMINISTRATIVE INTERNSHIP:

5/88 - 9/88

An administrative internship was completed under the direction of Ellen Marszalek-Gaucher, Senior Associate Director, and Sally Sample, Associate Director of Nursing at the University of Michigan Medical Center.

RESEARCH FUNDING:

7/05 – 6/08

Principal Investigator:
Health Resources Services Administration (HRSA). Grant #D65HP05254. "A Framework for Professional Nurse Development: *The Power of One*" \$703,795

7/05 – 6/10

Principal Investigator:
Health Resources Services Administration (HRSA). Grant #D66HP05244. "Nursing Connections: Strategies to Enhance Nurse Retention" \$811, 512

10/90 - 10/92

Principal Investigator:
The University of Michigan Medical Center, Clinical Research Center,
NIH Grant #MO1 RR 00042 (protocol #961).
Study entitled: "Psychological and Biological Differences Among First-Episode and Recurrently Depressed Women during Depression and Recovery." \$4,160.00

9/87 - 9/90

Principal Investigator:
Individual National Research Service Award.
NIH, Center for Nursing Research
PHS 1 F31 NRO 6163-01
Proposal entitled: "Cognitive Intervention in Late Life Depression." \$32,000.00.

RESEARCH POSITIONS:

- 10/89 - 6/92 Co-investigator with J.C. Coyne, Ph.D.
Pilot study entitled, "Self-Cognitions of
Recovered Depressed Patients."
- 6/87 - 8/87 Research Assistant II
Doctoral Dissertation Study:
Structure of the Self and the Coping
Process.
University of Michigan, School of Nursing.
Principal Investigator: Karen Stein, M.S., R.N.
Role – Study assistant,
- 5/87 - 9/87 Research Associate II - Role – study assistant
Family Planning Research Program.
University of Michigan, School of Nursing.
Principal Investigator: Deborah Oakley, Ph.D.

HONORS:

- 2017 DAISY Foundation Nurse Leader Award
- 2015 University of Cincinnati, College of Nursing &
Health, Alumni Legacy Award for Outstanding
Career Achievement
- 2012 Excellence in Nursing Leadership Award
Sigma Theta Tau International – Rho Chapter
- 2007 Profiled in The Journal for Nursing
Administration, "Inspiration Point: Positive
Organizational Scholarship," March 2007.
- 2005 Nursing Leadership Award
Washtenaw-Livingston Monroe Nurses
Association
- 2004 Profiled in Sigma Theta Tau's Reflections on
Nursing Leadership, Fall 2004.
- 1994 The Gold Star Management Award,
The University of Michigan Medical Center

| | |
|------------------|--|
| 1989 | <u>Who's Who in American Nursing</u> |
| 1989; 1990 | <u>Who's Who of American Women</u> 16th Edition |
| 1986-87 | Dean's Fellowship. University of Michigan, School of Nursing |
| 1978 | Outstanding Senior Award - University of Cincinnati, College of Nursing and Health, Alumni Association |
| 1978; 1989; 1990 | <u>Who's Who Among Students in American Universities and Colleges</u> |

PROFESSIONAL MEMBERSHIPS:

American Nurses Association – (1977- present)

American Organization of Nurse Executives – 2000 – present

- American Organization of Nurse Executives - Education Committee (2013-14)
- American Organization of Nurse Executives - Education Committee (2014-15)

The Conference Board – Performance Excellence Council

- UMHS Representative – 6/97 to 9/00

Editorial Board Member: *Online Journal of Nursing Issues* - June 2000 – present

Michigan Hospitals Association: Performance Improvement and Regulatory Compliance Council

- UMHS Representative – 1/99 to 9/00
- Chairperson, July 2000 to September 2000 (changed position)

Michigan Nurses Association:

- MNA Delegate, 1991-96
- MNA Cabinet on Administration and Education, 1993-95; Chairperson, 1994-95
- Washtenaw-Livingston-Monroe District: Board of Directors, 1992-94
- Advanced Practice Council 1994-1996

Michigan Organization of Nurse Executives – 2002 – present

Midwest Nursing Research Society

- Abstract Reviewer 1995; 1996

Regional Advisory Board – *Nursing Spectrum*

Robert Wood Johnson, Nurse Executive Fellow Alumni Association – 2001 - present

Sigma Theta Tau - Rho Chapter (1977- present)

- Past-President – 2017
- President – 2014-2016
- President-Elect – 2013
- Chairperson, Nurse Excellence Awards Committee, 1997 – 2000
- Corresponding Secretary, 1995-97

DISSERTATION AND MASTERS THESIS:

Psychological and biological differences among first-episode and recurrently depressed women during depression and recovery. Unpublished doctoral dissertation. The University of Michigan, 1992.

Age differences on measures of hopelessness, social isolation, and alienation. Unpublished Masters thesis. Case Western Reserve University, 1981.

PUBLICATIONS:

Shirey, M. R., & **Calarco, M.M.** (2014) Whole Scale change for real time strategic application in complex health systems, Journal of Nursing Administration, Volume 44, Number 11, pp 564-568

Schoville, R., Shever, L.L., & **Calarco, M.M.** (2014). A cost benefit analysis: Electronic clinical procedural resource supporting evidence-based practice (EBP). Nursing Economics. September/October.

Parry, J., **Calarco, M.M.**, & Hensinger, B. (2014). A Unit-based Intervention Framework: De-stressing the Distressed. Nursing Management, 45 (8), August, pp. 38-44.

Calarco, M.M. (2013). Interventions in the mobility domain: An organizational perspective (editorial). Critical Care Nursing Quarterly – Mobility: A successful investment for critically ill patients. Volume 36 (1); January – March 2013, pp.3-4.

Parry, J., **Calarco, M.M.**, Hensinger, B., Kearly, G. & Shakarjian, L. (2012). An Online Portal to Support the Role of the Nurse Manager . Nursing Economics, August, pp. 1-3.

Svejda, M., Goldberg, J., Belden, M., Potempa, K., **Calarco, M.** (2012). Building the clinical bridge to advance education, research, and practice excellence. Nursing Research and Practice, .Volume 2012, Article ID: 826061, 10 pages.

Parry, J.S., Kearly, G., **Calarco, M.M.**, Fuhrmann, M., Shakarjian, L., Crissey, J., and

- Hensinger, B. (2011). Investing in the future nursing workforce. Nursing Management, 42 (7): 17-20.
- Kim, C., **Calarco, MM.**, Jacobs, T., Loik, C. , Rohde, J., McClish, D., Mychaliska, K., Brand, G., Froehlich, F. , McNeice, J., Chang, R., Grunawalt, J., Schmidt, P., Campbell, D. (2011), Leadership at the Frontline: A Clinical Partnership Model on General Care Inpatient Units. American Journal of Medical Quality, October 2011.
- Cameron, K., Mora, C., Leutscher, T and **Calarco, M.**, (2011). Effects of positive practices on organizational effectiveness. The Journal of Applied Behavioral Science.. Published on-line January 29, 2011.
- Calarco, M.M.** (2010). The impact of positive practices on Nurse work Environments: Emerging applications of positive organizational scholarship. Western Journal of Nursing Research. 33 (3), 365-384.
- Hensinger, Barbara; Parry, Juanita; **Calarco, M. M.**; and Fuhrmann, Sarah. (2008) An evidence-based approach to nurses week celebrations. Journal of Nursing Administration. 38(4):172-177.
- Calarco, M. M.** (2001). Point/Counterpoint: Given the nursing shortage is mandatory overtime a necessary evil? Nursing Leadership Forum, 6(2): 33-38.
- Neal, D. & **Calarco, M. M.** (1999). Mental health providers: Role definitions and collaborative practice issues. In M. Riba & R. Balon (Eds.) Psychopharmacology and Psychotherapy. Washington D.C.: American Psychiatric Press, Inc.
- Simms, L.M.& **Calarco, M.M.** (1998). Maximizing people potential: The creation of empowered environments. In S. Price, M. Kock, & S. Bassett (Eds.) Managing health care resources: Present and future challenges. St. Louis: Mosby Year Book, Inc.
- Coyne, J.C, Gallo, S.M., Klinkman, M.S & **Calarco, M.M.** (1998). Effects of recent and past major depression and distress on self-concept and coping. Journal of Abnormal Psychology, 107 (1), 86-96.
- Coyne, J.C., & **Calarco, M.M.** (1995). Effects of the Experience of Depression: Application of Focus Group and Survey Methodologies. Psychiatry, 58, 149-63.
- Pande, A.C., **Calarco, M.M.**, & Grunhaus, L.J. (1991). Combined MAOI-TCA treatment in refractory depression. In J. Amsterdam, (Ed.) Refractory depression - Frontiers in psychiatry. New York: Raven Press.
- Calarco, M.M.** & Krone, K.P. (1991). An integrated nursing model of depressive behavior in adults: Theory and implications for practice. Nursing Clinics of North America, 26,(3),573-84.
- Calarco, M.M.** (1989). Collaboration to improve client care: Breaking the maladaptive cycle. (This article is published under the editor's title, "Managing Myra's Madness").

American Journal of Nursing, 89, (3), 346-49.

Calarco, M.M. (1983). Age differences on measures of hopelessness, social isolation, and alienation. Proceedings of the Sixth Annual Research Conference: Excellence in Nursing Through Research, Chicago: Veterans Administration.

PROFESSIONAL PRESENTATIONS:

Potempa, K. & Calarco, M.M. (2013). *Building the Clinical Bridge for Practice, Education and Research*. AACN-AONE Implementing Successful Academic-Practice Partnerships Conference, Chicago, Illinois.

McCullagh, MC, Foster-Rietz, M., & Calarco, M. (2013). *Cost-effective strategies for prevention of lift injuries among health care workers*. 15th Annual Conference on Evidence-based Practice: Building a Solid Foundation, Ann Arbor, MI.

McCullagh, M. C., Foster-Reitz, M. & Calarco, M. (2012). *Cost effective strategies for preventing lift-related injuries among health care workers*. Poster presented at the AAOHN National Conference, Nashville, TN.

“The Art of Nursing: Transforming Nursing Practice at Michigan.” Ann Arbor Art Museum, July, 2010. Ann Arbor, Michigan.

“Creating Positive Practice Environments: The Emerging Theories of Positive Change.” Invited presentation. (with Judith Hallas and Kathleen Robertson) Nurse Faculty – Nurse Executive Summit. Scottsdale, Arizona. December 2008

“New Horizons in Leadership.” Invited presentation. The International Conference in Advanced Clinical Nursing. Beijing, China. October 2008.

“A Conversation with Chief Nursing Officers” – Panel Presentation. Michigan Organization of Nurse Executives (MONE). Detroit, Michigan. September 2007.

“Creating Empowered Practice Environments: The Application of Emerging Theories of Positive Change.” Invited presentation. Joseph Brant Memorial Hospital – Strategic Planning Day. Burlington, Ontario, Canada. September 2007.

“Creating Empowered Practice Environments: The Application of Emerging Theories of Positive Change.” Nursing Leadership Network of Ontario. Toronto, Ontario, Canada. March 2007.

“Partnering to Empower: The Transformation of Organizational Leadership.” Invited presentation. Lourdes College, Graduate Leadership Seminar Series. Toledo, Ohio, September 2006.

“POS in Action: Creating Empowered Practice Environments.” Invited presentation. The University of Michigan, Ross School of Business; Center for Organizational Scholarship.

Ann Arbor, April 2006.

“Lessons in Leadership.” Invited presentation. Health Care Leadership Institute. The University of Michigan, Ross School of Business. Ann Arbor, February 2006.

“The Power of One.” Invited presentation. The Eighth Annual Midwifery Business Institute, Ann Arbor, Michigan, November 2003.

“Innovative Practice Models: A Transformational Model for Change.” Invited presentation. The Michigan Nurses Association’s Annual Convention. Kalamazoo, Michigan. October 2003.

“The Power of One.” Invited presentation. The University of Michigan Health System’s Nurse Action Days, Ann Arbor Michigan, May 2003.

“Leadership and Power: Challenges and Opportunities.” Invited presentation. The Seventh Annual Midwifery Business Institute, Ann Arbor, Michigan, November 2002.

“Changing Practice: A Challenge for Professional Nursing.” Invited presentation. Urology in Clinical Practice. Ann Arbor, MI, September 2002.

“Improving Patient Safety in Hospitals: Turning Ideas in to Action. Invited panelist. A web-based/CME program. <http://cme.med.umich.edu/iCME/patientsafety03>

“Leadership Traits of Historical Role Models in Nursing.” Invited presentation. The Washtenaw-Livingston-Monroe Nurses Association. Ann Arbor, Michigan. April 2002.

“Creating Environments of Excellence.” Keynote presentation. Medical Surgical Nursing Update. Ann Arbor, Michigan. April 2002.

“Nursing in the New Millennium.” Keynote presentation. The 18th Annual Emergency Services and Survival Flight Conference. Ann Arbor, Michigan, March 2002.

“The Transformation of Nursing and Health Care: Creating the Vision for our Future. Keynote Speech: Eastern Michigan University – Nursing Convocation. April 2001.

“From Surviving to Thriving: Managing the Stress of a Changing Workplace.” Children with Disabilities: Gaining Control in a Rapidly Changing World, Pediatric conference, Ann Arbor, MI, April, 1997.

”From Surviving to Thriving: Coping with Layoffs and Constant Change.” . The University of Michigan, Workplace of the 90’s Conference. Ann Arbor, MI, 1996.

"Nursing Interventions in Depression and Suicide", Invited Presentation. Clinton Valley Center, Pontiac, MI, May, 1992.

"Reducing the Trauma. Early Interventions for Aggression". Psychiatric Nursing: The Human Response to Violence. Ann Arbor, MI, September, 1991.

- "A Nursing perspective on the assessment and management of depression in geriatrics."
Critical clinical issues in the care of the elderly. Ann Arbor, VAMC and UMMC.
Ann Arbor, MI, September, 1991.
- "Presentations on Interventions in Depression and Suicide". Psychiatric Nursing Update '91.
Resource Applications. Chicago, Illinois. April, 1991.
- "Care for the Caregiver: Understanding destructive patterns." Specialization: The Face of the
Future. The 27th Annual Clinical Nursing Conference. Cleveland, Ohio. April, 1991.
- "Collaboration as an Empowerment Paradigm: Theory and Application. Partnerships: Today's
Leadership Challenge." Ann Arbor, MI. October, 1990.
- "Piecing Together the Puzzle: An Integrated Nursing Model of Depressive Behavior."
Innovations in Psychiatric Nursing Practice. Ann Arbor, MI. September, 1990.
- "Nursing Interventions in Depressive Behavior." Presented as part of the NIH Depression,
Awareness, Research, and Training Grant. Pontiac, Michigan. June, 1990.
- "Depression and Suicide: Focus on Patient Assessment and Management Skills." Invited
presentation. Ypsilanti Regional Psychiatric Hospital. Ypsilanti, Michigan. May, 1990.
- "Nursing Interventions in Depressive Behavior." Presented as part of the NIH Depression,
Awareness, Research, and Training Grant. Lansing, Michigan. January, 1990.
- "Piecing Together the Puzzle: Nursing Interventions in Depressive Behavior." Eleventh Annual
Southeastern Regional Psychiatric Mental Health Clinical Nurse Specialist Conference
(with Kathleen Krone, M.S., R.N.). Savannah, Georgia. October, 1989.
- "Nursing Interventions in Depressive Behavior." Presented as part of the NIH Depression,
Awareness, Research, and Training Grant. Traverse City, Michigan. September, 1989.
- "The Spectrum of Depression: Facts, Fears, and Fallacies." Presented as part of the NIH
Depression, Awareness, Research, and Training Grant (with Virginia Murphy-Wienberg,
B.S.N., R.N.). Ann Arbor, Michigan. June, 1989.
- "Nursing Interventions in Obsessive-Compulsive Behavior Using Peplau's Interpersonal Theory
of Nursing: A Case Study." Presented at "Putting it All Together: Nursing Theory,
Nursing Diagnosis, Nursing Intervention." The University of Ottawa, Ottawa, Canada.
May, 1989.
- "Nursing Perspectives on Depressive Behavior: Directions for the Future." Cleveland V.A.
Medical Center, 25th Annual Clinical Nursing Conference entitled, "Nursing in
Transition: Past, Present, and Future Trends in Psychosocial Nursing." April, 1989.

"Nursing Perspectives on Depressive Disorders." Presented as part of the NIH Depression, Awareness, Research, and Training Grant (with K. Krone, MS, RN). Toledo, Ohio. December, 1988.

"Ward Tension Oscillations in a Therapeutic Milieu: Implications for PTSD Inpatient Treatment, Invited presentation, West Side Veterans Administration Medical Center, Chicago, Illinois, January, 1987.

"Nurses Together: Resources for Action." Invited presentation, Psychiatric Nursing Awards Ceremony, University of Michigan Medical Center, Ann Arbor, Michigan, May, 1986.

"Ward Tension Oscillations in a Therapeutic Milieu: Implications for PTSD Inpatient Treatment, Cleveland V.A. Medical Center, 22nd Annual Clinical Nursing Conference, April, 1986.

"The Psychiatric Clinical Nurse Specialist: Breaking the Cycle of Destruction." Sixth Annual Southeastern Psychiatric Clinical Nurse Specialist's Conference, Tampa, Florida, October, 1984.

"The Cognitive Model of Depression: Interventions and Nursing Implications," Cleveland V.A. Medical Center, 19th Annual Clinical Nursing Conference, April, 1983.

RESEARCH PRESENTATIONS:

Calarco, M.M. (2007). "Creating Positive Practice Environments: Applications of the Emerging Theories of Positive Change." Poster Presentation. American Academy of Nursing Conference. Washington, DC.

Calarco, M.M., (1993). "Psychological and Biological Differences Among First-Episode and Recurrently Depressed Women During Depression and Recovery." Paper presentation at the Midwest Nursing Research Society Conference. Cleveland, Ohio.

Calarco, M.M., (1993). "Psychological and Biological Differences Among First-Episode and Recurrently Depressed Women During Depression and Recovery." Paper presentation at the "Decade of the Brain: Retreat or Renaissance for Psychiatric Mental Health Nursing", Huntington, Indiana.

Calarco, M.M., (1992). "Psychological Differences Among First-Episode and Recurrently Depressed Women During Depression and Recovery." Poster presentation at the Midwest Nursing Research Society Conference. Chicago, Ill.

Calarco, M.M., Grunhaus, L.J., & Pande, A.C. (1988). The use of TCA-MAOI combinations in the treatment of refractory depression. Poster presentation at the First International Conference on Refractory Depression, University of Pennsylvania Medical College, Philadelphia, October.

Calarco, M.M. (1986). "Restraint Utilization Study," Cleveland VA Medical Center.

Calarco, M.M. (1985). Age differences on measures of hopelessness, social isolation, and alienation. Poster presentation at the University of Cincinnati, College of Nursing and Health Research Day, May.

Dornfeld, C. & Calarco, M.M. (1985). Behavioral cues which influence decision-making in a psychiatric emergency. Poster presentation at the University of Cincinnati, College of Nursing and Health Research Day, May.

Dornfeld, C. & Calarco, M.M. (1984). Behavioral cues which influence nurse decision-making in a psychiatric emergency. Poster presentation at the Cleveland V.A. Medical Center, 20th Annual Clinical Nursing Conference, April.

Calarco, M.M. (1983). Age differences on measures of hopelessness, social isolation, and alienation. Poster presentation at the Sixth Annual Research Conference, Hines V.A. Medical Center, Chicago, Illinois, October.

SELECTED EDUCATIONAL PRESENTATIONS/ACTIVITIES:

Speaker - "Piecing the Puzzle Together: An Integrated Nursing Approach to Depressive Behavior." The University of Michigan Medical Center, Department of Psychiatric Nursing. Nursing Grand Rounds Presentation. (Presented with K. Krone, M.S., R.N.) June, 1988.

Speaker - "The End of the Rope or the Beginning of Hope?" Nursing Interventions in Suicidal Behavior." University of Michigan Medical Center, Department of Psychiatric Nursing. Nursing Grand Rounds Presentation. (Presented with J. Rizzo, M.S., R.N., C.S.) June, 1987.

Speaker - "Geropsychiatric Nursing Care: An Interpersonal Approach to Disruptive Behavior." Middlebury Manor Nursing Home, Akron, Ohio, February, 1986.

Speaker - "Role of the Clinical Nurse Specialist," Presented twice yearly to Kent State University nursing students, 1984.

Audiotape Presentation - "The Psychiatric Clinical Nurse Specialist: Breaking the Cycle of Destruction," The Hour Company, 1984.

Speaker - "Use of Psychotropic Medications with Geropsychiatric Patients." Castle Nursing Home, Middlefield, Ohio, September, 1984.

Speaker - "An Overview of Cognitive Treatment Approaches." Presented to graduate students in psychiatric-mental health nursing, Case Western Reserve University, November, 1984.

Group Discussion Coordinator - "Assertiveness Training for Nurses," University of Cincinnati,

College of Nursing and Health, 1979.

Instructor - In-service entitled, "Nurse-Patient Interactions: A Mutual Search for Meaning," (18 hour didactic presentation along with 12 hours of clinical supervision).
Cleveland V.A. Medical Center (twice yearly), 1983-1984.

Instructor - Six - week continuing education course presented through Cleveland State University entitled "Nurse-Patient Interactions in a Psychiatric Setting." October-November, 1983.

PROFESSIONAL/COMMUNITY ACTIVITIES:

Packard Health Clinic – Quality Committee (September 2018 – present)

Washtenaw Health Initiative – Senior Living Group – (November 2018 – present)

Search Committee – Co-Chair – Chief Human Resource Officer, Michigan Medicine, 2017

Search Committee – Dean, University of Michigan, School of Nursing. The University of Michigan, 2016.

Search Committee – Executive Director, Mott Children’s hospital and VonVoigtlander Women’s Hospital, The University of Michigan Health System, 2012.

Washtenaw County Health Organization (WCHO) – Board Member – April 2012 – 2015

University of Michigan Health System, Strategic Planning Committee – 2009- 2010.

Search Committee – Dean, University of Michigan, Medical School, The University of Michigan, 2006.

Search Committee – The Chief Executive Officer, The University of Michigan Health System, 2006.

Search Committee – Dean, University of Michigan ,School of Nursing. The University of Michigan, 2005.

Search Committee - Executive Vice President for Medical Affairs. The University of Michigan. 2002

Youth Mentor - University of Michigan, Youth Mentoring Program, 1993-97.

Speaker - One hour radio presentation on the management of disruptive behavior, on WJW's "Medicine and You" program, March, 1984.

Speaker - "Keeping the Lines of Communication Open Between You and Your Adolescent," Greater Cleveland Nurses' Association's Speaker's Bureau. November, 1982.

The University of Michigan Medical Center Alumni Society, Board of Governors - School of

Nursing, Student Representative. 1990-91.

Nursing Administration Advisory Committee - Doctoral Student Representative. The University of Michigan, School of Nursing. 1988-89.

Doctoral Student Organization - University of Michigan, School of Nursing. 1986-1992.
Secretary/Treasurer, 1987-88.