

Patrick M. Mulvihill

Curriculum Vitae

INDIANA UNIVERSITY OF PENNSYLVANIA 2010 - 2015
Doctor of Education: *Administration & Leadership Studies*

ROBERT MORRIS UNIVERSITY 2004 – 2007
Masters of Education: *Business Education*

EDINBORO UNIVERSITY OF PENNSYLVANIA 1996 – 2000
Bachelors of Science: *Marketing & Business Administration*

Research Interests

Organizational Behavior | Systems Theory | Leadership | Qualitative Research

POINT PARK UNIVERSITY

Chair, Department of Management: *Rowland School of Business* 2018 – Present

Assistant Professor: *Rowland School of Business* 2015 – Present

Teach courses at the doctoral, masters and undergraduate levels related to organizational theory, leadership and business management.

Adjunct Faculty: *School of Business* 2007 - 2015

Teach courses at the undergraduate level related to organizational theory, leadership and business management.

Highlights of Academic & University Service

- *International Education:* Responsible for leading efforts to increase international presence of Rowland School of Business through education abroad, faculty led, and internships abroad.
 - *Dissertation Committee Service:* Chair & Committee member for doctoral candidates
 - Core Outcomes Assessment Committee (COAC): University Committee (2018- Present)
 - *Marketing & Communication Committee:* University Committee (2016-17)
 - *Service Quality Committee:* Department Committee focused upon student experience (2015-16)
 - *IRB Committee:* Committee Member & Perform initial review of research proposals (2014-2015)
 - Co-created and lead Allegheny Intermediate Unit Leadership Seminar (2012-Present)
 - Created and provided supervision for Student Emerging Leaders Cohort (2011-2012)
 - Created and provide ongoing supervision for Pittsburgh Promise Mentor Program (2011- 2014)
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Academic Technology

Academic

- SPSS, NVIVO, Qualtrics
- Blackboard, D2L, Moodle
- Microsoft Excel; Word; PowerPoint
- Prezi, Timetoast

Administrative

- Jenzabar, Banner, eCollege
- Crystal Reports, Infomaker
- SQL, SQL Server, HTML

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Course History

DOCTORAL COURSES

Qualitative Research I (CENG 711) Traditional

This course will provide the doctoral candidate with the fundamental knowledge and skills in qualitative research methods in educational research that are used to conduct doctoral dissertations. Course content will prepare candidates for the tasks of: a) specifying an initial set of research questions for the qualitative study based on theory and prior research; b) formulating a qualitative research plan related to the set of research questions; c) developing a qualitative research plan that identifies the overall approach that will be used in the dissertation; c) developing a research plan that provides a detailed description of the methodology including the proposed site and sample selection, instruments, data collection techniques; and, d) qualitative data analysis. Upon the successful completion of this course, the student will be able to demonstrate an understanding of the types of problems for which qualitative methods are well suited and the skills needed to design and conduct a high quality dissertation using qualitative research methods

Qualitative Research II (CENG 712) Traditional

This course will broadly introduce students to the theories, methods, and interpretive skills of qualitative research. Specifically, students will learn participatory, action research including community identification, empowerment theory, participant criteria selection and retention, organization evaluation and assessments as well as creating partnerships and action plans in the identified community. Students will be trained in ethnography including creation of protocols and field notes, knowledge of interviewing skills as well as the identification of gatekeepers and key informants. Students will gain knowledge of critical discourse analysis, which will include the collection of relevant archival data and subsequent genealogical analysis. Finally, an understanding of the Point Park University institutional review board process will be offered, including confidentiality, de-identification and safety of participants.

GRADUATE COURSES

Organizational Behavior (MBA 574) Traditional | Online | Onsite

This course examines human behavior in organizations at both the micro and macro levels. The interaction of human, technological and structural factors in organizations will be examined. Important issues to be considered include theories of communication, motivation and decision making. Issues of organizational politics and the challenges of conflict management will be addressed.

Organizational Systems (MBA 575) Traditional | Onsite

This course examines systems thinking, holistic analysis and systems dynamics. A variety of systems theories ranging from mechanistic approaches, organismic approaches, cybernetics as well as current understandings of flux and transformations will be examined. Special attention is given to practical applications to real world business problems.

Target-Concentric Analysis (INTL 503) Traditional | Online

This course describes a modern approach developed in 2002 for the collecting and analysis of data. This replaces the former intelligence cycle, which was popular during the Cold War era. It maintains the use of experts in analysis, but broadens participation in analysis of information to non-experts, in order to obviate bias as a factor when reviewing information. It also includes participation of the policy maker(s) in defining specific tasks and the expanded use of open-source intelligence.

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Course History (Cont'd)

UNDERGRADUATE COURSES

Introduction to Business (BMGT 101) Traditional | Online

A survey of business and management using descriptive and analytical techniques including the study of human relations, delegation of authority and managerial communications.

Ethical Leadership (BMGT 234) Traditional

A philosophical investigation of the main concepts and theories of ethics, with applications to fundamental moral questions as they arise in different areas of business. The following issues may be used as illustrations: affirmative action, investment in unethical companies or countries, product safety, whistle blowing and advertising.

Principles of Management (BMGT 208) Traditional

Emphasis on the major theories and functions of Management. Students develop an understanding of why management is needed in all organizations and what constitutes good management.

Business Communication and Research (BMGT 221) Traditional | Online

Students examine the objectives, methods, and forms of business communication used within business research and presentation of findings.

Principles of Marketing (BMGT 205) Traditional

Study of the functions, institutions, marketing structure tools, career opportunities and the preparation of a complete marketing campaign for a job.

Management Science (BMGT 310) Traditional

The basic operations of research methods used in managerial and statistical decision-making: mathematical programming, inventory models and forecasting.

Modern Marketing Concepts (BUS 413) Traditional

Introduction to the language and issues of marketing with an emphasis on learning to develop responsive strategies for reaching consumers to meet business needs. Includes topics such as market segmentation, product development, promotion, distribution, and pricing.

Problem Solving with Information Technology (CMPS 116) Traditional

A course on how Information Technology impacts organizations and how to use Information Technology to solve problems.

Quantitative Methods (CRMJ 315) Traditional | Online

Introduction to mathematical and statistical tools used routinely by criminal justice and law enforcement professionals to analyze crime data.

Research Methods and Design (CRMJ 351) Traditional

Provides an introduction and overview of the methods, designs, and measurements used in criminal justice and criminology research.

Leadership: Confluence of Emotional and Cultural Acumen (LEAD 312) Traditional | Online

Students will explore the concepts of emotional intelligence and cultural intelligence and consider their level of EI/CI as they complete instruments, exercises and gain insight on the various styles of leadership that do not sacrifice essential connections that binds a network or system of people.

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Course Development

Leadership: Confluence of Emotional and Cultural Acumen (LEAD 312) Online

Students will explore the concepts of emotional intelligence and cultural intelligence and consider their level of EI/CI as they complete instruments, exercises and gain insight on the various styles of leadership that do not sacrifice essential connections that binds a network or system of people.

Organizational Behavior (MBA 574) Traditional | Online

This course examines human behavior in organizations at both the micro and macro levels. The interaction of human, technological and structural factors in organizations will be examined. Important issues to be considered include theories of communication, motivation and decision making. Issues of organizational politics and the challenges of conflict management will be addressed.

Behavioral Dynamics in Organization (BMGT 395) Online

Explores the different theories, strategies and skills that managers and subordinates need to develop to improve interpersonal relations. Primarily emphasizes skill areas in leadership, motivation, communication, group dynamics, organizational development, conflict resolution, political strategy, cross-cultural relations, ethical behavior, stress management and time management. Develops effective strategies for becoming effective managers, subordinates, peers and students.

Leadership Seminar: Walt Disney World (BMGT 395) Traditional

This dynamic course will immerse students within the corporate culture of Walt Disney World. The three distinct lenses of Human Resources Management, Information Technology, and Organizational Behavior are integrated into a comprehensive project designed to extend theoretical knowledge gained in the classroom into the lived organizational experience within the Disney ecosphere. This course includes a five-day seminar at Walt Disney World Resort in Orlando, Florida.

International Education

Developed and led a Comparative Research course that engages Rowland School of Business students in research related to their specific major and includes an opportunity to travel and visit with international organizations.

Spain	May 2015	Faculty Led Program (3 Credits)
		Location: Madrid
Italy	May 2018	Faculty Led Program (3 Credits)
		Location: Milan, Venice, Florence, Pisa, Rome
Italy	May 2020	Faculty Led Program (3 Credits)
		Location: Milan, Venice, Florence, Pisa, Rome

Internships and Cooperative Education

Served as faculty advisor for students at the following organizations:

Flying Cork Media	Eat N Park Hospitality Group
Phipps Conservatory	Bechtel Plant Machinery Inc.
UPMC	Urban Outfitters
Wyndham Hotel	Geico Insurance

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Dissertation Committee Service

Committee Chair

Jennifer Bailey (Expected Completion: Fall 2019)

Danielle Davis (Expected Completion: Fall 2019)

Committee Member

Dr. Atiya Abdelmalik (May 2019)

Dr. John Tamaggi (May 2018)

Dr. Aspen Mock (August 2017)

Mycheal Lee (Doctoral Candidate)

LaWana Butler (Doctoral Candidate)

Aliya Durham (Doctoral Candidate)

Paper Presentations

Sobehart, H., Sui-Chu Ho, E., Mulvihill, P., Celikten, M. (2019, July). *Do the spirit and the flame still matter: A follow-up descriptive case study of women leading education across continents as a persistent learning organization*. Paper presented at the 7th International Women Leading Education Conference, Nottingham, England.

Mulvihill, P. & Frketich, D. (2018, November) Perceptions of Leadership. NABET Conference, State College, PA.

Sobehart, H., Sui-Chu Ho, E., Mulvihill, P., Celikten, M. (2013, September). *The spirit and the flame matter: A descriptive case study of women leading education across continents as a persistent learning organization*. Paper presented at the 4th International Women Leading Education Conference, Apam, Ghana. Presented via videoconference.

Publications

Mulvihill, P. (2018) Airports and Aviation: Connection to the World. In C.Bazan-Arias (Eds.) *Engineering Pittsburgh: A History of Roads, Rails, Bridges, Canals & More. (132-143)* Charleston, SC: The History Press.

Sobehart, H., Sui-Chu Ho, E., Mulvihill, P., Celikten, M. (2013). Women leading education across continents as a persistent learning organization. *The NIEW Journal, 5th edition*.

Mulvihill, P. M. (2015). *Voices of change: A case study documenting the development of an organization and its culture* (Order No. 3688298). Available from Dissertations & Theses @ Indiana University of Pennsylvania; ProQuest Dissertations & Theses Global. (1673196662).

Conference Presentations

Mulvihill, P. (2018, September). Building Sustainable Leadership. ANVIL Leadership Conference for first responders. Oglebay, West Virginia.

Mulvihill, P. (2018, September). Confluence of Emotional Intelligence and Leadership. ANVIL leadership conference for first responders. Oglebay, West Virginia.

Mulvihill, P. (2015, October). *Preparing for a Position of Power*. 2015 Pittsburgh Leadership Conference. Pittsburgh, Pennsylvania.

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Conference Presentations (Cont'd)

- Mulvihill, P. (2015, October). *Smart People take Smart Risks*. 2015 Pittsburgh Leadership Conference. Pittsburgh, Pennsylvania.
- Mulvihill, P. (2015, October). *Understanding Leadership*. Presentation at the Students in Action Action Leadership Training Program. Jefferson Awards Foundation. Chatham University, Pittsburgh, Pennsylvania.
- Mulvihill, P. (2015, January). *Marketing, Media and Making your Pitch*. Presentation at the Students in Action Leadership Training Program. Jefferson Awards Foundation. Point Park University, Pittsburgh, Pennsylvania.
- Mulvihill, P. (2014, November). *Navigating roadblocks: The art and science of conflict resolution*. Presentation at annual meeting of the Middle States Association of Collegiate Registrars and Officers of Admission. Harrisburg, Pennsylvania.
- Mulvihill, P., Halchak, J. (2013, April). *Evaluation and Assessment: What to do with your data?* Presentation at annual user meeting for Terra Dotta Higher Education Software. Las Vegas, Nevada.
- Mulvihill, P., Halchak, J. (2012, April). *Leading the integration of new technology: Science or alchemy?* Presentation at Indiana University of Pennsylvania Technology Day. Indiana, Pennsylvania.
- Mulvihill, P. (2012, October). *Developing sustainable initiatives through the fundamentals of marketing*. Presentation at annual meeting of the Middle States Association of Collegiate Registrars and Officers of Admission. Harrisburg, Pennsylvania.
- Mulvihill, P., Halchak, J. (2012, April). *Understanding Collaboration to produce sustainable initiatives*. Presentation at annual user meeting for Terra Dotta Higher Education Software. Charlotte, North Carolina.
- Mulvihill, P. (2010, June). *PDF reports: Increasing student retention*. Presentation at annual user meeting for Jenzabar Higher Education Management Software. Orlando, Florida.
- Mulvihill, P. (2009, May). *Online registration: 365 days until launch*. Presentation at annual user meeting for Jenzabar Higher Education Management Software. Washington, D.C.
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Professional Seminars

Mulvihill, P. (2018, November) Emotional Intelligence. **Direct Energy, Inc., Pittsburgh, Pennsylvania**

Participants gained an understanding of the concept of Emotional Intelligence as well as the opportunity to explore their own awareness of EI. This was accomplished through the use of both instruments and exercises that illuminated elements of leadership that do not sacrifice the essential connections that binds a network or system of people.

Mulvihill, P., Mervosh, S. (2018, August) Managing People. **Pitt-Ohio, Inc., Pittsburgh, Pennsylvania**

Participants gained an understanding of the complexities of leadership through an exploration of managerial and leadership styles, communication styles, and negotiation and conflict resolution. Several assessments were provided and analyzed by the group to develop action items which could be immediately applied to respective teams.

Mulvihill, P. (2017, December) Emotional Intelligence. **Pitt-Ohio, Inc., Pittsburgh, Pennsylvania**

Participants gained an understanding of the concept of Emotional Intelligence as well as the opportunity to explore their own awareness of EI. This was accomplished through the use of both instruments and exercises that illuminated elements of leadership that do not sacrifice the essential connections that binds a network or system of people.

Mulvihill, P. (2017, July) Public Speaking. **NRG Energy., Pittsburgh, Pennsylvania**

This seminar explored the principles and techniques in research, development, organization and delivery of speeches appropriate for the audience and purpose. Participants joined in practical experiences designed to refine speaking and listening abilities that enable them to engage and maintain a stronger connection with their audience.

Academic Projects

Allegheny Intermediate Unit Apprenticeship Program: Leadership Seminar

Co-developed annual spring seminar that engages Southwestern Pennsylvania high school students in attempt to cultivate the leadership potential of young leaders through the exploration and application of leadership theory.

Mulvihill, P., Fallon, H. (2012, April). *Bullying awareness project*. Public service announcement created by AIU Leadership Seminar at Point Park University. Pittsburgh, Pennsylvania. Retrieved from <http://youtu.be/wc6Om9GQaF4>

Dissertation Abstract

Many notable theorists have contributed an immense amount of scholarly literature to the field of organizational change. Though these contributions have been significant, missing from this body of knowledge is the proverbial roadmap used by highly successful organizations that have developed, lead, and assessed the progress of a sustainable change initiative. This study explored an organization's successful application of change theory to the context of their existing culture as told through the voices of those on the forefront of the major change initiative. Emerging from their collective voice are the purposeful strategies, attitudes and beliefs, and characteristics of the organization. These findings were then aligned with existing theory related to organizational change. What resulted is a roadmap that other organizations can reference to further enhance the likelihood of success when leading significant change initiatives.

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Administrative Highlights

Point Park University

- *Graduate Education*: Lead and support the development of Administrative and Reporting Metrics for newly created division within the university (2013-2015)
- *Distance Learning*: Mentor Executive/Assistant Director while leading the development of administrative and reporting metrics to support growing online presence (2014-2015)
- *Higher Education Opportunity Act*: Lead university audit and compliance processes (2013-2015)
- *Board of Trustees' Dashboard*: Led development and implementation (2012)
- *Student Web Portal – PointWeb*: Led development and implementation (2011)
- *Middle States Accreditation*: Committee Chair (Standard 6 Integrity) (2010); PRR (2015)
- *Online Student Registration*: Led development and implementation (2007)
- *Registration / Advising*: Module Manager (2007-10)

South University (Online)

- *Student Participation & At-Risk*: Led development and implementation of reporting process (2006)
 - *Academic Advising Group for Bachelors and Masters programs*: Led development and implementation (2005)
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Administrative Experience

POINT PARK UNIVERSITY

Academic Information Analyst: *Office of Academic and Student Affairs* 2011 – 2015

Responsible for leading university wide initiatives undertaken by the Office of Academic & Student Affairs, specifically the Senior Vice President of Academic and Student Affairs, which advance the mission of the university. These efforts include significant project management and leadership, data mining and analysis that make visible emerging trends within the university community and create efficiencies within resource use and decision making.

Administrative Systems Analyst: *Center for Information Technology* 2010 – 2011

Primary responsibilities included the ongoing support and maintenance of the university student information system and web portal. Secondary responsibilities focused upon seeking opportunities to further integrate the use of academic technology to support and improve existing university processes.

Technology Integration Manager: *Office of the Registrar* 2007 – 2010

Develop and lead ongoing initiatives to support the mission and objectives of both the Registrar and the University while assisting with the daily operational tasks within the Office of the Registrar. This position supervised the Technology Support Analyst as well as work-study students supporting the office.

SOUTH UNIVERSITY (Online)

Academic Advisor 2005 – 2007

Lead the development and implementation of the Academic Advising group for both the Bachelor's and Master's degree programs. This responsibility included developing marketing & communication plans, student scheduling, resolution of classroom issues, career planning, and reporting mechanisms.

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Professional Experience

PNC BANK

Technical Specialist: *Vested Interest* 2002 – 2005

Responsible for leading the migration from a paper orientated department to an online environment for the Vested Interest Group. In addition, ensure both retirement and 401(k) plans operated within accordance to IRS regulations by filing yearly tax returns, completing annual testing, and completing required fund distributions.

- Developed Process and Software Training for staff members (2003)
- Reduced annual operating cost by \$7,000 through online initiatives (2002)

FISHER SCIENTIFIC

Product Coordinator: *Product Administration*

2001 – 2002

Responsible for coordinating changes in price, description, and package quantity across all product lines for both online and physical inventory. Secondary responsibilities included the development and implementation of technology to increase efficiencies within department.

- Created reporting mechanisms for Director of Product Administration and other members of the executive team (2002)
- Developed and Implemented Project Tracking Database for annual pricing project (2001)

Professional Development & Certifications

- Commercial Pilot Rating – Federal Aviation Administration
- Blackboard – Quality Matters Certification (Applying the QM Rubric – June 2014)
- Learning House: Teaching & Delivering Course Content Online (September 2015)
- NIH – Office of Extramural Research – *Protecting Human Research Participants* (Certificate #1467427)

Community Service

Students in Action (Multiplying Good / Jefferson Awards Foundation) - Leadership Mentor