# Lisa M. Haddad, PhD, RN

Curriculum Vita

#### Selected Achievements

- Proven expertise in managing and coordinating a diverse cohort of 1300+ nursing students, while coaching and mentoring faculty and students to promote fairness and compassion within the profession.
- Proficient in working with accrediting agencies, achieving MAGNET success in two large organizations. Involved
  in academic accreditation at two universities (SACCOC), writing and leading the preparation for accreditation
  onsite visit (CCNE).
- Spearheaded execution of the PhD program review, achieving outstanding marks for excellence. Additionally served as an internal reviewer for various colleges within the university, contributing to their continuous improvement.
- Strategically facilitated the expansion of three graduate-level programs, resulting in one program experiencing a remarkable three-fold growth over the past two admission cycles.

## **Education and Credentials**

### Doctorate of Philosophy - Nursing, 2013

University of Tennessee, Knoxville, TN

Dissertation: Generational Differences in Empowerment, Professional Practice Environment, Incivility, Authentic Leadership, Job Satisfaction, Engagement and Intent to Leave in Acute Care Nurses

#### Master of Science - Health Care Administration, 2007

California College of Health Science, Utah

### Bachelor of Science - Nursing, 1994

University of Tennessee, Chattanooga, TN

### **Licensures & Certifications**

Registered Professional Nurse, State of Tennessee, #99909 (6/7/1994 Original – Exp. 9/30/23)

Multi-State Compact License

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Registered Professional Nurse, State of Florida, # RN2917162 - inactive

Nurse Executive - Board Certified (NE-BC) - ANCC - expected 10/2023

Basic Life Support for Healthcare Providers (BLS/AED) Exp: 2/2/2025

Advanced Cardiac Life Support (ACLS) Instructor Exp: 2005

Advanced Cardiac Life Support (ACLS) Provider Exp: 2005

Trauma Nurse Core Curriculum (TNCC) Exp: 2002

Emergency Nurse Pediatric Course (ENPC) Exp: 2003

# **Professional Experience**

#### East Tennessee State University- Johnson City, TN

Associate Dean for Graduate Programs (2022 – Present)

Associate Professor, Tenured, Graduate Program (2013 - Present)

Interim Associate Dean for Graduate Programs (2021 – 2022)

Interim PhD Director (2022)

Interim Associate Dean Center for Nursing Research (2022)

Special Assistant to the Interim Dean (2021)

#### University of Central Florida- Online, Orlando, FL

Adjunct Faculty - Graduate & Undergraduate Nursing Programs

2013 - Present

South College- Online, Knoxville, TN Adjunct Faculty – Graduate Nursing Programs	2018	
University of Tennessee Medical Center, Knoxville, TN Nursing Research Coordinator Steering Committee Magnet Designation 2009	2009 - 2014	
University of South Florida, Tampa, FL Adjunct Faculty Graduate Teaching Assistant	2006 - 2009	
Morton Plante Mease Healthcare, Clearwater, FL Education Specialist Steering Committee Magnet Re-designation 2007: Nurses as Teachers	2002 - 2012	
Mease Countryside Emergency Department, Palm Harbor, FL Registered Nurse – Emergency Care Staff Nurse   Charge Nurse   Preceptor	1998 - 2002	
Helen Ellis Memorial Hospital, Tarpon Springs, FL Registered Nurse – Emergency Care Staff Nurse	1996 - 1998	
Global Home Health Agency, Palm Harbor, FL Registered Nurse – Home Health Care Case Management	1997 - 1998	
Bayonet Point Regional Medical Center, Hudson, FL Registered Nurse – Emergency Care	1995 - 1996	
Memorial Hospital, Chattanooga, TN Registered Nurse – Critical Care	1994 - 1995	
Professional Development		
Graduate of LEAD, NLN Leadership Institute Legal Nurse Consultant	2022 2007	
Professional Memberships		
National League for Nursing Sigma Theta Tau International Honor Society Southern Regional Education Board/Council on Collegiate Education for Nursing American Nurse Association Tennessee Nurse Association leadership position 2016 - 2018: District 2 Board of Directors	2021 - Present 2013 - Present 2016 - 2020 2012 - Present 2016 - Present	

## Awards & Honors

Nurse Research of the Year, ETSU CON

President's Award- ETSU University

Nurse Research of the Year, ETSU CON

Outstanding Dissertation Award, University of Tennessee, Knoxville

2020-2021

2019

2015-2016

## Research and Scholarship

## **Publications**

## Works in Progress

Wake, AR, Haddad, L. Policy in sexual health education in the U.S. in K-12 public schools. \*

Wake, AR, Haddad, L. Sexual health education and school nurses: A review of the literature. \*

Haddad, L., Hall, C. Exploration of faculty refusal to return to the classroom after a pandemic.

**Haddad, L.**, Harris, C., Nelson, J. Content Validity Index of Wellbeing at Work, Faculty \*manuscripts promoting students

## Manuscripts (currently under review)

**Haddad, L.**, Bigger, S., Stephens, T., Wei, H. (2023) Academic Leadership in Nursing: Evidence and Recommendations. Nursing Management.

### Published (Peer-Reviewed)

- Wei, H., Horsley, L., Cao, Y., **Haddad, L.**, Hall, K., Robinson, R., Powers, M., Anderson, D. (2023). The associations among nurse work engagement, job satisfaction, quality of care, and intent to leave: A national survey in the United States. International Journal of Nursing Sciences. doi.org/10.1016/j.ijnss.2023.09.010
- Diller, TA., **Haddad, L.**, Bigger, S., Carnevale, T., Hill, L., & Hooper, V. (2023) Cognitive preference and clinical experience: The relationship between student nurse anesthetists' and certified registered nurse anesthetists' thinking styles. AANA Journal, 91(5). \*
- Wei, H., **Haddad, L**. et al: (2023). Organizational culture and roles in promoting nurse specialty certifications: A qualitative study in the United States. IJNSS, 10(2), 189-198. https://doi.org/10.1016/j.ijnss.2023.03.003
- Bigger, S., **Haddad, L.**, & Glenn, L. (2022). Cardiac and Pulmonary Diagnoses and Advance Care Planning in Home Health. Home Health Care Management & Practice, Jan 2022. doi:10.1177/10848223211073711. \*
- Bigger, S., **Haddad, L.**, Ahluwalia, S., & Glenn, L. (2021). Advance care planning protocols and hospitalization rates in Home Health ValueBased Purchasing. Home Health Care Management and Practice, 33(4), 1-8. \*
- **Haddad, L.,** Bigger, S. (2020). Radiology Nursing Ethics and Moral Distress. Journal of Radiology Nursing, 39(4), 278-285.
- Bigger, S., **Haddad, L**. (2019). Advance Care Planning in Home Health. Journal of Hospice & Palliative Nursing. doi: 10.1097/NJH.000000000000591 \*
- **Haddad LM**, Toney-Butler TJ. Ethical Considerations in Nursing. [Updated 2018 May 13]. In: StatPearls [Internet]. Treasure Island (FL): StatPearls.
- **Haddad LM**, Toney-Butler TJ. Nursing, Shortage. [Updated 2018 May 13]. In: StatPearls [Internet]. Treasure Island (FL): StatPearls Publishing; 2018 Jan-. Available from: https://www.ncbi.nlm.nih.gov/books/NBK493175/
- **Haddad LM**, Toney-Butler TJ. Empowerment. [Updated 2018 May 13]. In: StatPearls [Internet]. Treasure Island (FL): StatPearls Publishing; 2018 Jan-. Available from: <a href="https://www.ncbi.nlm.nih.gov/books/NBK430929/">https://www.ncbi.nlm.nih.gov/books/NBK430929/</a>
- Hoft, M., **Haddad, L**. (2017). Screening children for abuse and neglect: A review of the literature. Journal of Forensic Nursing, 13(1), 26 34. \*
- **Haddad, L.**, Phillips, K. D., & Bone, M (2016). High conflict divorce: A review of the literature. American Journal of Family Law, 29(4), 243 259.
- Miller, K., Haddad, L., & Phillips, K. D. (2016). Reduction of medication errors in nursing education. International

- Journal of Health Sciences Education, 3(1). \*
- Thompson, K., **Haddad, L.**, Smith, S. (2014). Reliability and Validity of the Post Epidural Fall Risk Assessment Score. Journal of Nursing Care Quality, 29(3), 263 268.
- **Haddad, L, M.**, Smith, S., Phillips, K, D., Heidel, R, E. (2012). Comparison of Temporal Artery and Axillary Temperatures in Healthy Newborns. Journal of Obstetric, Gynecologic, and Neonatal Nursing, 41(3), 383 388.
- \*manuscripts promoting students

## **Book Chapters**

Phillips, K.D., Harris, R.F., & **Haddad, L.M.** (2019). HIV disease and Sleep. In Savard, J. & Ouellet, M.-C., Handbook of Sleep Disorders in Medical Conditions. New York: Elsevier.

#### Presentations

- Wake, AR, **Haddad, L.** School Nurses and the Sexual Health & Education of Students in Tennessee Public Schools Tennessee Nurses Association Annual Conference. (Oct. 2023) \*
- **Haddad, L.,** Stephens, T., Wei, H. Academic Leadership in Nursing: Evidence and Recommendations. Tennessee Nurses Association Annual Conference. (Oct. 2023)
- **Haddad, L.** Educational relationships matter; advocating for Student-focused learning. 43rd Association of Community Health Nurse Educator (ACHNE) Annual Institute. Virtual Conference. (April 2021).
- Simpson, C. & **Haddad, L.** Maintaining Rigor through Participant Recruitment and Data Collection during COVID-19 Pandemic. Overcoming Challenging Conditions: Research in Uncertain Times, American Association of Colleges of Nursing (AACN) Research Leadership Network Program. Virtual Conference (January 2021). \*
- **Haddad, L.**, Phillips, K., & Bone, M. Podium Presentation: High Conflict Divorce. International Academy of Law and Mental Health, Prague Congress 2017. Invited and accepted, unable to attend. (July 2017).
- **Haddad, L.** Sigma Theta Tau Epsilon Sigma Chapter: Research Day. Poster Presentation: High Conflict Divorce: A Review of the Literature. Knoxville, TN. (March, 2015).
- **Haddad, L.** Sigma Theta Tau Epsilon Sigma Chapter Research Day: Oral Presentation. Generational Differences in Empowerment, Professional Practice, Incivility, Authentic Leadership, Job Satisfaction, Engagement and Intent to Leave in Acute Care Nurses. Knoxville, TN. (Oct, 2013).
- Haddad, L. University of Tennessee: 7th Annual Summer Research Camp. Oral Presentation. Generational Differences in Empowerment, Professional Practice, Incivility, Authentic Leadership, Job Satisfaction, Engagement and Intent to Leave in Acute Care Nurses. University of Tennessee, Knoxville, TN. (June, 2013).
- **Haddad, L.** Research and Evidence Based Practice: What's the Best fit for Our Organization? American Nurse Association Annual Nursing Conference. Atlanta, Ga. Poster Presentation. (February, 2013).
- **Haddad, L.** Reduction in Central Line Associated Blood Stream Infection (CLABSI): A Comprehensive Approach.

  American Nurse Association Annual Nursing Conference. Atlanta, Ga. Poster Presentation. (February, 2013).
- **Haddad, L.** Successful Research in the Clinical Setting. Sigma Theta Tau International: Epsilon Sigma Chapter Research Day: Oral Presentation. University of Tennessee, Knoxville, TN. (September, 2012).
- **Haddad, L.** Approach Improves IV Line Disinfection, Helps to Reduce Bloodstream Infections. Poster Presentation: Infusion Nurses Society Annual Convention and Industrial Exhibition. Poster won Industry Award, First Place. (April 2012).
- **Haddad, L.** Authentic Leadership, Empowerment, and Supervisor Incivility: A Predictor of Job Satisfaction in the New Graduate Nurse. Sigma Theta Tau Research Day, Poster Presentation. Awarded outstanding poster. Knoxville, TN. (April, 2011).
- Haddad, L. Evidence Based Practice in Nursing: Sigma Theta Tau International Honor Society, Rho Mu At Large Chapter. School of Nursing and Behavioral Health Carson-Newman College and Tennessee Wesleyan College- Fort Sanders Nursing Department. Keynote Speaker: (April, 2011).
- Haddad, L. Evidenced Based Medicine. Alaska State Nurses Conference, Oral Presentation. Virtual. (October, 2010).
- **Haddad, L.** Swab Cap, Can a Cap Make a Difference? Reducing CLABSI Rates. Tennessee Hospital Association, Oral Presentation. (August, 2010).

## Grants

U.S. Department of Health and Human Services, Health Resources and Services (HRSA) Role: Principal Investigator, 2020-2024, Nurse Faculty Loan Payment: funded

U.S. Department of Health and Human Services, Health Resources and Services (HRSA) Role: Principal Investigator, 2021-2022, Help-Sara, SANE Grant: funded

# **Teaching**

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Term	Title
Spring 2023	Health Care Organizations and Law (ETSU) (NRSE 5530) Doctoral Dissertation (ETSU) (NRSE 6960) Readings and Research (ETSU) (NRSE 6990)
Fall 2022	Doctoral Dissertation (ETSU) (NRSE 6960) Readings and Research (ETSU) (NRSE 6990)
Summer 2022	Doctoral Dissertation (ETSU) (NRSE 6960) Readings and Research (ETSU) (NRSE 6990)
Spring 2022	Health Care Organizations and Law (ETSU) (NRSE 5530)
Fall 2021	Health Policy Leadership (ETSU) (NRSE 6002) Readings and Research (ETSU) (NRSE 6990)
Summer 2021	Doctoral Dissertation (ETSU) (NRSE 6960) Scholarly Writing (ETSU) NRSE 5030) Health Care Systems and Policy (UCF) (NGR7892)
Spring 2021	Doctoral Dissertation (ETSU) (NRSE 6960) Health Care Systems and Policy (UCF) (NGR7892) Nursing Research (UCF) (NUR 3165)
Fall 2020	Health Policy Leadership (ETSU) (NRSE 6002) Doctoral Dissertation (ETSU) (NRSE 6960) Essentials of Nursing Ed: The Macro. Perspective (ETSU) (NRSE 6307) Professional Practicum (ETSU) (NRSE 4621 Nursing Research (UCF) (NUR 3165) Health Care Issues, Policy, and Economics (UCF) (NUR 4837)
Summer 2020	Health Policy Leadership (ETSU) (NRSE 6002) Doctoral Dissertation (ETSU) (NRSE 6960) Readings and Research (ETSU) (NRSE 6990) Health Care Systems and Policy (UCF) (NGR7892)
Spring 2020	Essentials of Nursing Ed: The Micro. Perspective (ETSU) (NRSE 6308) Health Care Organizations and Law (ETSU) (NRSE 5530) Health Policy Leadership (ETSU) (NRSE 6002) Readings and Research (ETSU) (NRSE 6990) Doctoral Dissertation (ETSU) (NRSE 6960) Evidence Based Nursing Practice (UCF) (NGR 6813)

Nursing Research (UCF) (NUR 3165)

Fall 2019 Health Policy Leadership (ETSU) (NRSE 6002)

Essentials of Nursing Ed: The Micro. Perspective (ETSU) (NRSE 6308) Essentials of Nursing Ed: The Macro. Perspective (ETSU) (NRSE 6307)

Readings and Research (ETSU) (NRSE 6990) Doctoral Dissertation (ETSU) (NRSE 6960) Nursing Research (UCF) (NUR 3165)

Health Care Issues, Policy, and Economics (UCF) (NUR 4837)

Summer 2019 Health Policy Leadership (ETSU) (NRSE 6002)

Readings and Research (ETSU) (NRSE 6990)

Nursing Research (UCF) (NUR 3165)

Health Care Systems and Policy (UCF) (NGR7892)

Spring 2019 Health Policy Leadership (ETSU) (NRSE 6002)

Health Care Organizations and Law (ETSU) (NRSE 5530)

Essentials of Nursing Ed: The Macro. Perspective (ETSU) (NRSE 6307)

Readings and Research (ETSU) (NRSE 6990)

Nursing Research (UCF) (NUR 3165)

Fall 2018 Health Policy Leadership (ETSU) (NRSE 6002)

Essentials of Nursing Ed: The Micro. Perspective (ETSU) (NRSE 6308) Essentials of Nursing Ed: The Macro. Perspective (ETSU) (NRSE 6307)

Doctoral Dissertation (ETSU) (NRSE 6960) Readings and Research (ETSU) (NRSE 6990) Independent Study (ETSU) (NRSE 5900) Nursing Research (UCF) (NUR 3165)

Summer 2018 Health Policy Leadership (ETSU) (NRSE 6002)

Essentials of Nursing Ed: The Micro. Perspective (ETSU) (NRSE 6308)

Health Care Systems and Policy (UCF) (NGR7892)

Spring 2018 Health Policy Leadership (ETSU) (NRSE 6002)

Health Care Organizations and Law (ETSU) (NRSE 5530)

Essentials of Nursing Ed: The Micro. Perspective (ETSU) (NRSE 6308)

Doctoral Dissertation (ETSU) (NRSE 6960) Readings and Research (ETSU) (NRSE 6990)

Advanced Research Methods and Evidence-Based Practice (South) (Graduate Course)

Healthcare Informatics (South) (Graduate Course)

Research Methods (UCF) (NGR6801)

Fall 2017 Health Policy Leadership (NRSE 6002)

Essentials of Nursing Ed: The Microscopic Perspective (NRSE 6308)

Doctoral Dissertation (NRSE 6960)

Honors Mentorship in Nursing (NRSE 4008) Readings and Research (NRSE 6990)

Summer 2017 Doctoral Dissertation (NRSE 6960)

Spring 2017 Health Care Organizations and Law (NRSE 5530)

Essentials of Nursing Ed: The Microscopic Perspective (NRSE 6308)

Honors Mentorship in Nursing (NRSE 4008)

Doctoral Dissertation (NRSE 6960)

Fall 2016 Health Policy Leadership (NRSE 6002)

Essentials of Nursing Ed: The Macroscopic Perspective (NRSE 6307)

Honors Mentorship in Nursing (NRSE 4008)

Doctoral Dissertation (NRSE 6960)

Summer 2016 Doctoral Dissertation (NRSE 6960)

Advanced Nursing Research: TN e-Campus (MSN Course)

Health Policy: TN e-Campus (MSN Course)

Spring 2016 Health Care Organizations and Law (NRSE 5530)

Essentials of Nursing Ed: The Microscopic Perspective (NRSE 6308)

Translation into Nursing Science (NRSE 6050) Honors Mentorship in Nursing (NRSE 4008)

Fall 2015 Health Policy Leadership (NRSE 6002)

Essentials of Nursing Ed: The Macroscopic Perspective (NRSE 6307)

Doctoral Dissertation (NRSE 6960)

Summer 2015 Quantitative Methods in Nursing Research (NRSE 6030)

Doctoral Dissertation (NRSE 6960)

Advanced Nursing Research: TN e-Campus (MSN Course)

Spring 2015 Health Care Organizations and Law (NRSE 5530)

Essentials of Nursing Ed: The Microscopic Perspective (NRSE 6308)

Translation into Nursing Science (NRSE 6050)

Fall 2014 Essentials of Nursing Ed: The Macroscopic Perspective (NRSE 6307)

Advanced Nursing Research: TN e-Campus (MSN Course)

Independent Study (NRSE 4900)

Summer 2014 Quantitative Methods in Nursing Research (NRSE 6030)

Advanced Nursing Research: TN e-Campus (MSN Course)

Spring 2014 Essentials of Nursing Ed: The Microscopic Perspective (NRSE 6308)

Persons with Psychiatric Disorders Practicum (NRSE 3091) Advanced Nursing Research: TN e-Campus (MSN Course)

Fall 2013 Advanced Nursing Research: TN e-Campus (MSN Course)

Essentials of Nursing Ed: The Macroscopic Perspective (NRSE 6307)

Persons with Psychiatric Disorders Practicum (NRSE 3091)

# Students Supervised

Dec 2023: Amy Wake, PhDc: Committee Chair

School Nurses and the Sexual Health and Education of Public-School Students in

Tennessee

Aug 2022 Thomas Dillard, PhD: Committee Chair

Cognitive Preference and Skill Acquisition: The Relationship Between Student Nurse

Anesthetists and Certified Registered Nurse Anesthetists Thinking Styles

Aug 2022 Courtney Burleson DNP: Committee Chair

Improving Coordinated Mental Health Care Through an Enhanced Referral

Aug 2021 Jessica Bechard, PhD: Committee Chair

Missed Nursing Care: Accounting for Education, Experience, and Job Satisfaction in Registered Nurses

May 2021 Sharon Bigger, PhD: Committee Chair Advance Care Planning Protocols and Hospitalization, Rehospitalization, and Emergency Department Use in Home Health.

Dec 2020 Cathy Simpson, PhD: Committee Chair Undergraduate Nursing Students' Learning Style Preferences and Preferred Faculty Teaching Methods Compared to the Actual Methods Used by Faculty

May 2018 Hannah Jones, DNP: Committee Member Evaluating Mental Health Nurses' Knowledge and Perceptions of Psychiatric Advance Directives: An Educational Intervention

May 2018 Kristi Miller, PhD: Committee Chair Effect of Root Cause Analysis on Pre-Licensure, Senior-Level Nursing Students Safe Medication Administration Practices.

May 2018 Cheryl Anne Smith, PhD: Committee Member Patients' Perceptions of Patient-Centered Care and the Hospital Experience Preand Post-Discharge.

Dec 2017 Angela Collier PhD: Committee Member Approachability of Nursing Clinical Instructors: Psychometric Assessment of a Scale Development.

May 2017 Mary Hoft DNP: Committee Chair Educating First Responders to Identify, Provide Care, and Protect Victims of Human Trafficking.

May 2017 Leonard DiNardo DNP: Committee Chair Patient Perceptions of a Plant-based Diet: A Quantitative Study Aimed at Improving Patient Selection and Participation for Intensive Cardiac Rehabilitation.

May 2017 Ashley Shouse DNP: Committee Chair Improving the Identification of Individuals at risk for domestic violence in east Tennessee.

May 2017 Ramona Whichello DNP: Committee Member Emotional Intelligence in Nurse Administrators

May 2017 Khairunnissa Jooma DNP: Committee Member Cultural Competence with Diverse Populations in Mental Health with Specific Focus on Muslim Populations

Dec 2016 Melissa Zimmerman PhD: Committee Member Leadership Practices of Supervisory Employees: An Exploration of Current Practices at a Southeastern VA Medical Center

May 2015 Rebekah Smith DNP: Committee Member An Inter-rater Reliability Study of Braden Scale Scoring Among Hospital Staff Nurses

Dec 2015 Shelia Hurley PhD: Committee Member Nurse Perceptions of Self as Role Models of Health

## Service

## College and University:

Member (2021), Chair (2022 - Present): ETSU University- Executive Council of Chairs

Member: ETSU University- University Council (2021 – Present)

Member: ETSU University- Graduate Programs Curriculum Sub-Committee (2021 - Present)

Voting Member: ETSU Outstanding Dissertation Award Committee (2015 - Present)

Chair: ETSU University- Graduate Academic Misconduct Hearing (2021 - Present)

Member: ETSU University- Research Development Committee (2021 – Present)

Interprofessional Education (IPE) College of Nursing Liaison (2021 - Present)

Legal Consulting: Pratt Child Legal Group: Charles H. Child, Attorney. (2018 - Present)

Coordinator: ETSU College of Nursing-Health Policy Leadership (2017 - 2021)

Chair: ETSU College of Nursing-Graduate Programs Curriculum Committee (2017 - 2019)

Member: Regents Online Degree Program Master Evaluation Committee, Tennessee Board of Regents (2014 – 2016)

Member (2022), Chair of Committee (2023): Silent Committee for Faculty Awards, ETSU University

Voting Member: International Review Board, University of Tennessee 2012 - 2014

Administrative Representative: Nursing Research Council, UT Medical Center 2009 - 2014

Nursing Quality Chair: Morton Plant Mease Healthcare 2006 - 2009

Council Member: Medical Surgical Clinical Practice Council, Morton Plant Mease Healthcare 2005 – 2007

#### State and National

Site Reviewer: Commission on Collegiate Nursing Education (CCNE) 2023 – Present Training in September 2023

Peer Reviewer: Journal of Nursing Care Quality (2013 - Present)

Editor: International Journal of Health Sciences Education 2014 - 2022

Voting Member: Institutional Review Board (IRB), Graduate School of Medicine, University of Tennessee, Knoxville, TN. (2012 – 2014)

Member: Board of Consultants: State of Tennessee, Department of Health, Bureau of Health Licensure & Regulation 2013 – Present

Administration Representative: Nursing Research Council, UT Medical Center (2009 - 2014)

Chair: Nursing Quality Council, Morton Plant Mease Healthcare (2006 – 2009)

Medical Surgical Clinical Practice Council / Morton Plant Mease Healthcare: 2005 - 2007