

## CURRICULUM VITA

**LEONARD HOWARD FRIEDMAN, Ph.D., M.P.H., FACHE**

Department of Health Policy and Management  
The George Washington University  
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Washington, DC 20052  
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### **FOCUS AND AREA OF SPECIALIZATION:**

Focus and main research interests in health care management including: strategic management, organization theory and behavior, and decision making in complex and uncertain environments. Other areas of interest include integrated health networks, technology acquisition decisions, organizational response to change, systems approaches to understanding medical errors, and creating and sustaining virtuous organizations in healthcare.

### **EDUCATION:**

Doctor of Philosophy, 1991  
University of Southern California, Los Angeles, California  
Major Field: Public Administration  
Concentrations: Health Care Administration, Applied Behavioral Sciences, Organization Theory, Organization Behavior  
Dissertation: *Adoption of Technological Innovations in Acute Care Hospitals*

Master of Public Administration, 1989  
University of Southern California, Los Angeles, California

Certificate, 1985  
University of California, Los Angeles, California  
Major Field: Management and Administration of Health Care Facilities

Master of Public Health, 1982  
California State University, Northridge, California  
Major Field: Community Health Education  
Thesis: *Efficacy of an Educational Intervention in the Health Behavior of College Students*

Bachelor of Arts, 1977  
California State University, Northridge, California  
Major Field: Biology

**PROFESSIONAL EXPERIENCE:**

- 2017-Present Professor and Director  
Executive Master of Health Administration degree program (MHA@GW)  
Department of Health Policy and Management  
The George Washington University, Washington, DC
- 2015-2017 Professor and Director  
Master of Health Administration degree programs  
Department of Health Policy and Management  
The George Washington University, Washington, DC
- 2014 Professor and Interim Chairman  
Director, Master of Health Administration degree programs  
Department of Health Services Management and Leadership  
Department of Health Policy (joint appointment)  
The George Washington University, Washington, DC
- 2008-2014 Professor and Vice-Chairman  
Director, Master of Health Administration degree programs  
Department of Health Services Management and Leadership  
Department of Health Policy (joint appointment)  
The George Washington University, Washington, DC
- 2007-2008 Professor  
Department of Public Health  
Oregon State University, Corvallis, Oregon
- 2005-2007 Adjunct Associate Professor  
Division of Public Administration  
Portland State University, Portland, Oregon
- 2004-2007 Adjunct Associate Professor  
Department of Nutrition and Exercise Science  
Oregon State University, Corvallis, Oregon
- 2000-2007 Adjunct Associate Professor  
Department of Population-Based Nursing  
School of Nursing  
Oregon Health and Sciences University, Portland, Oregon

1998-2007 Associate Professor  
Department of Public Health  
Oregon State University, Corvallis, Oregon

1998-2008 University Honors College Faculty  
Oregon State University, Corvallis, Oregon

1993-2008 Coordinator, Health Management and Policy Programs  
Department of Public Health  
Oregon State University, Corvallis, Oregon

1992-1998 Assistant Professor  
Department of Public Health  
Oregon State University, Corvallis, Oregon

1991-1992 Internal Consultant  
Management Information System Department  
Syncor International, Inc., Chatsworth, California

1991-1992 Instructor  
School of Public Administration  
University of Southern California, Los Angeles, California

1988-1992 Instructor  
School of Continuing Education  
University of La Verne, La Verne, California

1987-1991 Executive Assistant to the Dean  
Division of Natural Sciences and Mathematics  
University of Southern California, Los Angeles, California

1987-1990 Instructor  
Department of Health Science  
California State University, Northridge, California

1986-1988 Lecturer  
Department of Physical Therapy  
University of Southern California, Los Angeles, California

1986-1992 Lecturer  
Southern California College of Optometry  
Fullerton, California

- 1985-1987 Executive Assistant to the Dean  
Division of Health Related Professions  
University of Southern California, Los Angeles, California
- 1983-1985 Director  
Central Area Health Education Center  
Los Angeles, California
- 1982-1983 Assistant Director  
Los Angeles Basin Area Health Education Center  
Northridge, California
- 1982 Program Associate  
High Blood Pressure Council of Los Angeles  
Los Angeles, California
- 1979-1982 Science Teacher  
Abraham Joshua Heschel Day School  
Northridge, California
- 1977-1979 Science and Mathematics Teacher  
Le Lycee Francais de Los Angeles  
Los Angeles, California
- 1973-1977 Senior Hemodialysis Technician  
Biomedical Dialysis Centers  
Beverly Hills, California

**PROFESSIONAL/ACADEMIC AWARDS AND HONORS:**

- 2021 Filerman Prize for Educational Leadership, Association of University Program in Health Administration
- 2020 Exemplary Service Award, American College of Healthcare Executives
- 2019 Regents Award, American College of Healthcare Executives
- 2019 Faculty Member of the Year, Association of University Programs in Health Administration
- 2019 Excellence in Teaching, Graduate Online, Milken Institute of Public Health, The George Washington University
- 2014 Inductee, StuderGroup Fire Starter Hall of Fame

2012 Full-Time Faculty Member, Excellence in Teaching Award, Department of Health Services Management and Leadership, The George Washington University

2011 Fellow, American College of Healthcare Executives

2009 Myron D. Fottler Exceptional Service Award, Health Care Management Division, Academy of Management

2009 Full-Time Faculty Member, Excellence in Teaching Award, Department of Health Services Management and Leadership, The George Washington University

2009 Dean Conley Article of the Year, American College of Healthcare Executives

2008 Service Award, American College of Healthcare Executives

2006 Elizabeth P. Ritchie Distinguished Professor, Oregon State University

2006 Greek Professor of the Year, Oregon State University

2005 Named \$1,500 gift to AUPHA from Mid-Valley IPA

2005 Top Prof, Mortar Board National Senior Honor Society, Oregon State University

2004 Regents Award, American College of Healthcare Executives

2004 OSU Professor of the Year, Phi Delta Theta Fraternity

2003 Educator of the Year, American College of Health Care Administrators

2003 D. Curtis Mumford Faculty Service Award, Oregon State University

2003 Top Prof, Mortar Board National Senior Honor Society, Oregon State University

2003 Dean Conley Article of the Year, American College of Healthcare Executives

2001 Top Prof, Mortar Board National Senior Honor Society, Oregon State University

2000 Excellence in Advising Award, Mortar Board National Senior Honor Society

2000 Top Prof, Mortar Board National Senior Honor Society, Oregon State University

1999 Nominee, Faculty Advisor of the Year, Oregon State University

1996 Top Prof, Mortar Board National Senior Honor Society, Oregon State University

1995 Faculty Member of the Year (Allied Health Education), American College of Health Care Administrators

## **PROFESSIONAL CERTIFICATIONS**

EQ-i 2.0/EQ 360 Certification, 2021 to Present

Myers Briggs Type Indicator Certification, 2014 to Present

## **PROFESSIONAL AFFILIATIONS:**

Academy Health, 2012 to Present

Academy of Management, 1988 to Present

American Academy of Medical Administrators, 1998-2003

American College of Healthcare Executives, 1992 to Present

American Public Health Association, 1981-1999

American Society of Public Administration, 1986-1996

Medical Group Management Association, 1995 to 2007

## **EDITORSHIPS:**

2019 – Present Editor, Journal of Health Administration Education

2010 – 2018 Co-Editor, Advances in Health Care Management

2001 – 2004 Editor, Frontiers of Health Services Management

## **PUBLICATIONS:**

### **Refereed Publications:**

Wiss, A, J. DeLoia, L. Posey, N. Waight, and L. Friedman (2018) Faculty Development for Online Learning Utilizing a Cognitive Apprenticeship Model. *International Journal on Innovations in Online Education*, 2 (1).

Isouard, G., Martins, J. & Friedman, L. (2015) Competency in innovation, creative and innovative thinking: challenges within the Health Management course curriculum. *Journal of Health Administration Education*, 32 (3), 257-269.

Friedman, L. and Lee, J. (2015) Undergraduate Public Health Education: Is there an Ideal Curriculum? *Frontiers in Public Health*, 3 (16), 51-53.



- Lee, J. and Friedman, L. (2015) Undergraduate Public Health, Lessons Learned from Undergraduate Health Administration Education. *Frontiers in Public Health*, 3 (16), 60-63.
- Lee, J. and Friedman, L. (2015) Progress in the Articulation of Undergraduate and Graduate Public Health? *Frontiers in Public Health*, 3 (16), 64-66.
- Friedman, L. and Frogner, B. Are Our Graduates Being Provided with the Right Competencies? (2010) Findings from an Early Careerist Skills Survey. *Journal of Health Administration Education*, 27 (4), 269-296.
- Olden, P. and Friedman, L. (2010) Preparing Today's Students to Lead Tomorrow's Green Health Care Organizations. *Journal of Health Administration Education*, 27 (2), 127-134.
- Cohn, K., Friedman, L., and Allyn, T. (2007) The Tectonic Plates are Shifting: Cultural Change vs. Mural Dyslexia. *Frontiers of Health Services Management*, 24 (1), 11-26.
- Friedman, L., King, J. and Bella, D. (2007) Seeing Systems in Health Care Organizations. *Physician Executive*, 33 (4), 20-29
- Friedman, L. and Bernell, S. (2006) The Importance of Team Level Tacit Knowledge and Related Characteristics of High Performing Health Care Teams. *Health Care Management Review*, 31 (3), 223-230.
- McCarthy, J and Friedman, L. (2005) The Significance of Autonomy in the Nursing Home Administrator Profession: A Qualitative Study. *Health Care Management Review*, 31 (1), 55-63.
- Friedman, L. and Marghella, P. (2004) "Environmental Jolt of Likely Bioterrorism" in *Advances in Healthcare Management* (John Blair, Myron Fottler, and Hon. Albert Zapanta, editors), Elsevier Press 141-162
- Schraeder, M. and Friedman, L. (2002) Collective Bargaining in the Nursing Profession: A Synopsis of Salient Issues and Recent Developments Related to Reform in the Healthcare Industry. *Hospital Topics*, 80 (3), 21-24.
- Friedman, L. and W. McCaughrin (2002) Outcome Competencies for Organizational Theory and Behavior. *Journal of Health Administration Education* Special Issue: The Future of Education and Practice in Health Management and Policy, 173-176.
- Friedman, L. and J. Goes (2001) Why Integrated Delivery Networks Have Failed. *Frontiers of Health Services Management*, 17 (4), 3-28, 51-54.
- Friedman, L. (2001) Online and Distance Delivered Health Administration Education Programs at Oregon State University. *Journal of Health Administration Education*, 19 (1), 109-118.



- Goes, J., Friedman, L., Buffa, J., & Siefert, N. (2000) "A Turbulent Field: Theory and Research on Organizational Change in Health Care" in *Advances in Healthcare Management*
- Friedman, L. and J. Goes (2000) The Timing of Medical Technology Acquisition: Strategic Decision Making In Turbulent Environments. *Journal of Healthcare Management*, 45 (5), 321-335.
- Friedman, L. and D. White (1999) What is Quality: Who Wants It and Why? *Managed Care Quarterly*, 7 (4), 40-46.
- Friedman, L. and G. Savage (1998) Can Ethical Management and Managed Care Coexist? *Health Care Management Review*, 23 (2), 34-43.
- Friedman, L. (1998) Technology Acquisition Decision Making Revisited: Lessons Learned in an Age of Environmental Uncertainty. *International Journal of Technology Management*, 15(3-5), 222-236.
- Friedman, L. (1997) The Unfocused Strategic Vision. *Managed Care Quarterly*, 5(4), 1-7.
- Friedman, L. (1997) Modeling a Health Care CQI Class After a University-Wide TQM Program. *Journal of Health Administration Education*, 15(1), 75-82.
- Friedman, L. and R. Myrtle (1996) Technology Acquisition in Acute Care Hospitals. *Journal of Health and Human Resource Administration*, 18 (4), 466-489.
- Friedman, L. and L. Mullins (1995) Development of a Local Integrated Health Network. *Hospital Topics*, 72(2), 28-34.
- Friedman, L. and J. Jorgensen (1994) Physician Influence in the Decision to Acquire Magnetic Resonance Imagers in Acute Care Hospitals. *International Journal of Technology Assessment in Health Care*, 10(4), 667-674.

### **Manuscripts in Progress:**

- Friedman, L. and J. Diegel (2022) The Role of Personality Type in MHA Student Career Selection Choices (submitted to *Journal of Health Administration Education*)

### **Books:**

- Friedman, L. and Kovner, A. (2017) *101 Careers in Healthcare Management (2<sup>nd</sup> Ed.)*. New York, NY: Springer Publications
- Friedman, L. and Kovner, A. (2012) *101 Careers in Healthcare Management*. New York, NY: Springer Publications

Burke, R. and Friedman, L. (2010) *Essentials of Public Health Management and Leadership*. Boston, MA: Jones and Bartlett Publishers

### **Book Chapters:**

Briggs, D., Isouard, G, Friedman, L., Fottler, M. (2019) “Human Resource Management in a Global Context” in M. Counte, B. Ramierez, D. West and W. Aaronson, *The Global Healthcare Manager: Competencies, Concepts, and Skills*. Chicago, IL: Health Administration Press.

Friedman, L. and Elefant, S. (2017) “Health Care Delivery in Israel” in J. Johnson, C. Stoskopf and L. Shi, *Comparative Health Systems 2<sup>nd</sup> edition*. Boston, MA: Jones and Bartlett Publishers

Fottler, M., Friedman, L. and Isogard, G. (2017) “Human Resource Management – A Global Context” in M. Counte, D. West, B. Ramierez, and W. Aaronson, *Advances in Global Health Management and Policy: Strengthening the Development, Organization and Delivery of Health Services*. Chicago, IL: Health Administration Press.

Friedman, L. (2015) “Organization Excellence” in M. Fottler, D. Malvey and D. Slovensky, *Handbook of Healthcare Management*. Northhampton, MA: Elgar Publishing.

Friedman, L. (2010) “Leading Public Health Organizations: Team Building, Reorganization, Board Relationships” in B. Burke and L. Friedman, *Essentials of Public Health Management and Leadership*. Boston, MA: Jones and Bartlett Publishers.

Friedman, L. (2010) “Changing Role of Public Health Managers and Leaders” in B. Burke and L. Friedman, *Essentials of Public Health Management and Leadership*. Boston, MA: Jones and Bartlett Publishers.

Friedman, L. (2010) “Strategic Planning and Marketing for Public Health Managers” in B. Burke and L. Friedman, *Essentials of Public Health Management and Leadership*. Boston, MA: Jones and Bartlett Publishers.

Friedman, L. (2009) Forward in S. Buchbinder and J. Thompson, *Perspectives from the Field: Understanding Career Opportunities in Healthcare Management*. Boston, MA: Jones and Bartlett Publishers

Friedman, L. (2007) Forward in S. Buchbinder and N. Shanks, *Introduction to Healthcare Management*. Boston, MA: Jones and Bartlett Publishers

Friedman, L. and S. Meighan (2007) “The Orchestra: A Narrative in a Minor Key” in S. Buchbinder and N. Shanks, *Introduction to Healthcare Management*. Boston, MA: Jones and Bartlett Publishers

Friedman, L. and L. Mullins (2002) “Leadership Journeys” in R. Daniels, *Fundamentals of Nursing*

Friedman, L. and L. Mullins (1999) “Acute Care Hospitals: Past, Present, and Future” in A. Kilpatrick and J. Johnson, *Handbook of Health Administration*. Marcel Decker, Inc.

Friedman, L. and B. Goldstein (1998) “The Oregon Medicaid Experiment” in M. Daniels, *Medicaid Reform and the American States: Cases on the Politics of Managed Care*. Greenwood Publishing (226-240).

### **Journal Editorials:**

Friedman, L. (2023) Editorial. *Journal of Health Administration Education*, 39 (3), 371-376

Friedman, L. (2023) Editorial. *Journal of Health Administration Education*, 39 (2), 193-200

Friedman, L. (2022) Editorial. *Journal of Health Administration Education*, 39 (1), 1-6

Friedman, L. (2022) Editorial. *Journal of Health Administration Education*, 38 (4), 865-870

Friedman, L. (2021) Editorial. *Journal of Health Administration Education*, 38 (3), 649-654

Friedman, L. (2021) Editorial. *Journal of Health Administration Education*, 38 (2), 467-468

Friedman, L. (2021) Editorial. *Journal of Health Administration Education*, 38 (1), 237-238

Friedman, L. (2020) Editorial. *Journal of Health Administration Education*, 37 (3), 131-136

Friedman, L. (2020) Editorial. *Journal of Health Administration Education*, 37 (2), 1-6

Friedman, L. (2020) Editorial. *Journal of Health Administration Education*, 37 (1), 311-316

Friedman, L. (2020) Editorial. *Journal of Health Administration Education*, 36 (4), 311-316

Friedman, L. (2019) Editorial. *Journal Health Administration Education*, 36 (3), 243-264.

Friedman, L. (2004) Editorial. *Frontiers of Health Services Management*, 20 (3), 1-2, 23-24.

Friedman, L. (2003) Editorial. *Frontiers of Health Services Management*, 20 (2), 1-2, 31-32.

Friedman, L. (2003) Editorial. *Frontiers of Health Services Management*, 20 (1), 1-2, 15-16.

Friedman, L. (2003) Editorial. *Frontiers of Health Services Management*, 19 (4), 1-2, 29-30.

Friedman, L. (2003) Editorial. *Frontiers of Health Services Management*, 19 (3), 1-2, 29-30.

Friedman, L. (2002) Editorial. *Frontiers of Health Services Management*, 19 (2), 1-2, 23-24.

Friedman, L. (2002) Editorial. *Frontiers of Health Services Management*, 19 (1), 1-2, 25-26.

Friedman, L. (2002) Editorial. *Frontiers of Health Services Management*, 18 (4), 1-2, 27-28.

Friedman, L. (2002) Editorial. *Frontiers of Health Services Management*, 18 (3), 1-2, 29-30.

### **Newsletters:**

Friedman, L & Psek, W. (2019) Developing Leadership Competencies for an Uncertain Future in Chief Executive Officer: A publication of the American College of Healthcare Executives CEO Circle.

### **PRESENTATIONS:**

#### **Invited Presentations:**

Friedman, L. (2022) *Systems Approaches to Preventing Workplace Violence*. Pave Prevention Summit meeting. Chicago, IL

Friedman, L. (2022) *Market Trends in Healthcare in the Nation and DMV*. Presentation to health management students from the University of North Texas. Washington, DC

Friedman, L. (2019) *The Principles and Characteristics of Emotional Intelligence in Healthcare*. NCHE educational program. Arlington, VA.

Friedman, L. (2019) *Leadership for Hospital Executives*. Bumrungrad International Hospital leaders visit. Washington, DC

Friedman, L. (2019) *Management and Leadership in Healthcare Organizations*. Florida International University HSA 6187 (online MHA students)

Friedman, L (2018) *Leadership Perspectives for Medical Students*. The George Washington University School of Medicine and Health Sciences (1<sup>st</sup> and 2<sup>nd</sup> year GWU medical students – community health track).

Friedman, L (2018) *Creative Approaches to In-Person Experiences: Building and Scaling Great Immersions*. 2U Symposium, Coronado, CA

- Friedman, L (2016) *Leadership Competencies for an Unknowable Future*. Association of Talent Development, San Antonio, TX
- Friedman, L (2016) *Educating the Next Generation of Healthcare Leaders*. Women in Healthcare, Washington, DC
- Friedman, L (2016) *Engaging Senior Health Care Leaders*. American College of Healthcare Executives webinar, Chicago, IL
- Friedman, L (2016) *All About Vision: The Role Vision Plays in Your Strategic Planning Process*. Today's Healthcare Goals for Tomorrow's Sustainability, NCHE spring educational event, Arlington, VA
- Friedman, L (2016) *Introduction to the United States Healthcare System*. SABIT group program, US Department of Commerce, Washington, DC
- Friedman, L (2015) *Introduction to the United States Healthcare System*. SABIT group program, US Department of Commerce, Washington, DC
- Friedman, L (2014) *Introduction to the United States Healthcare System*. SABIT group program, US Department of Commerce, Washington, DC
- Friedman, L (2014) *Challenges Facing the Evolution to Web Enhanced Health Management Education*. Association of University Programs in Health Administration, Leaders Conference, Chicago, IL
- Friedman, L. (2013) *The United States Hospital Industry*. The George Washington University School of Medicine and Health Sciences (PA 6219).
- Friedman, L (2013) *Introduction to the United States Healthcare System*. SABIT group program, US Department of Commerce, Washington, DC
- Friedman, L (2013) *Healthcare Organization Theory and Behavior*. The George Washington University School of Medicine and Health Sciences, Public Health Laboratory Workshop
- Friedman, L. (2013) *Creating Virtuous Organizations: Breaking Away from Blamestorming* Netherlands Healthcare Leaders Association Annual Meeting, Amsterdam, NL
- Friedman, L. (2012) *The United States Hospital Industry*. The George Washington University School of Medicine and Health Sciences (PA 6219).
- Friedman, L (2012) *Healthcare Organization Theory and Behavior*. The George Washington University School of Medicine and Health Sciences, Public Health Laboratory Workshop
- Friedman, L (2011) *Leadership Effectiveness for Emerging Public Health Leaders* American

Public Health Association Annual Meeting, Washington, DC

Friedman, L. Frogner, B. & Wiss, A. (2011) *E-Learning: Experience from the HIT Certificate Program*. The George Washington University School of Public Health and Health Services, SPHHS faculty workshop.

Friedman, L (2011) *Healthcare Organization Theory and Behavior*. The George Washington University School of Medicine and Health Sciences, Public Health Laboratory Workshop

Friedman, L. (2011) *Program Director 101 Webinar*. Association of University Programs in Health Administration, Arlington, VA

Friedman, L. (2011) *The United States Hospital Industry*. The George Washington University School of Medicine and Health Sciences (PA 6219).

Burke, R and Friedman, L. (2011) *Creating and Sustaining Culture Change in Health Care Organizations*. Maryland Patient Safety Conference, Baltimore, MD

Friedman, L. and Burke, R. (2011) *Developing True Leadership Authenticity*. Maryland Patient Safety Conference, Baltimore, MD.

Friedman, L. (2011) *Strategic Planning Toolbox and Driving Organizational Change*. Executive Training on Navigation and Survivorship. The George Washington University Cancer Institute, Washington, DC

Friedman, L. (2010) *Healthcare: New and Improved*. The Decision Group. Utrecht, The Netherlands

Friedman, L. (2010) *Introduction to Leadership in Global Health Management*. The George Washington University School of Public Health and Health Services (PubH 226 and HSML 203)

Friedman, L (2009) *Introduction to Health Services Management*. George Washington University School of Public Health and Health Services (PubH 218 and 303), Washington, DC

Friedman, L. (2008) *Enhancing Student Engagement in Your Classroom*. George Washington University School of Public Health and Health Services, Washington, DC

Friedman, L. (2008) *A Healthy Community: Role of the OSU Health Management and Policy Program*. Leadership Albany, Albany, OR

Friedman, L. (2008) *Career Positioning – Proactively Managing Your Professional Development*. Oregon Society of Healthcare Executives, Winter Meeting, Tualitin, OR

- Friedman, L. (2007) *Health Care Trends: A View from 30,000 Feet*. Oregon Medical Group Management Association Annual Meeting, Salishan, OR
- Friedman, L. and Studer, Q (2007) *Hardwiring Excellence: From the Classroom to the Workplace and Back*. AUPHA Annual Meeting, Orlando, FL
- Friedman, L. (2006) *Leading an Undergraduate Health Management Program*. AUPHA Undergraduate Program Directors Meeting, Chicago, IL
- Friedman, L. (2006) *Leading a Health Administration Program*. AUPHA Annual Meeting, Seattle, WA
- Friedman, L. (2006) *Health Care Systems*. OSU Triads club, Corvallis, OR
- Friedman, L. (2006) *Improving Quality and Training: Crafting Cross-Disciplinary Health Professions Education* Transforming Health Care in the United States conference, Phoenix, AZ
- Friedman, L. (2006) *Financing Health Services: What Awaits Us?* Benton County Commissioners meeting, Corvallis, OR
- Friedman, L. (2005) *Seeing Systems in Healthcare Organizations*. Oregon Association for Healthcare Quality, Salem, OR.
- Friedman, L. (2005) *Content of Health Administration Core Courses Offered in CEPH-Accredited MPH Degree Programs: Result of a Survey*. AUPHA Annual Meeting, Boston, MA
- Friedman, L. (2005) *Health Administration Education's Response to Terrorism and Natural Disaster Preparedness* AUPHA Annual Meeting, Boston, MA
- Friedman, L. (2005) *Requirements for Complex Emergency and Disaster Management Programs in Academia* Homeland Defense Training Conference: Medical Aspects of Consequence Management, Washington, DC
- Friedman, L. (2005) *Strategies for Creating and Sustaining Organizational Excellence* 5<sup>th</sup> Annual Enfamil Conference, Vancouver, WA
- Friedman, L. (2004) *The Consumers Role in Health Care Costs* OSU Academy for Lifelong Learning, Corvallis, OR
- Friedman, L. (2004) *Contributions of Organizational and Management Research to Health Care* Agency for Healthcare Research and Quality, Workshop for Organizational and Management Researchers, Rockville, MD

- Friedman, L. (2003) *Learning to Play the Development Game*. Association of University Programs in Health Administration, Undergraduate Program Meeting, Nashville, TN
- Friedman, L. (2003) *Failure of Integrated Health Networks*. OSU College of Pharmacy Fall Symposium, Corvallis, OR
- Friedman, L. (2003) *Consumers as Health Care Change Agents*. Leadership Corvallis, Corvallis, OR
- Friedman, L. (2002) *Leadership Challenges for Health Care Delivery*. Phi Theta Kappa conference, Chemeketa Community College, Salem, OR
- Friedman, L. (2002) *Change Management in Public Health Agencies*. Association of Oregon Public Health Nursing Supervisors, Silver Falls, OR
- Friedman, L. (2002) *Ethical Issues in Healthcare Management*. 26<sup>th</sup> Annual OSU Gerontology Conference, Corvallis, OR.
- Friedman, L. (2002) *Managed Care: An Overview*. House Special Interim Committee on Patient Choice in Health Care, Salem, OR
- Friedman, L. and L. Strandberg (2002) *Global Health Care Questions and Challenges*. Leadership Corvallis, Corvallis, OR
- Friedman, L. (2001) *Why Integrated Delivery Networks Fail* Healthcare Financial Managers Association (Oregon Chapter), Salishan, OR
- Friedman, L. (2001) *Why Integrated Delivery Networks Fail* American Academy of Medical Administrators Washington State Conference, Seattle, WA
- Friedman, L. (2001) *Health Care Delivery in the Mid-Valley*. East Albany Lions Club, Albany, OR
- Friedman, L. (2000) *The United States Health Care Delivery System*. Japanese nursing students. Western Oregon University, Monmouth, OR
- Friedman, L. (2000) *Market Forces and their Impact on Health Care Costs*. Leadership Corvallis, Corvallis, OR
- Friedman, L. (2000) *Use and Interpretation of the MBTI in Health Service Organizations*. Pharmacy 449 guest lecture. Oregon State University, Corvallis, OR
- Friedman, L. (1999) *The United States Health Care Delivery System*. Japanese nursing students. Western Oregon University, Monmouth, OR



- Friedman, L. (1999) *Healthcare Delivery and the Consumer: Implications in a World of Managed Care*. Leadership Corvallis, Corvallis, OR
- Friedman, L. (1998) *Strategic Directions for Physician Practices* Northwest Physician's Mutual Insurance Company Advisory Board Retreat, Skemania Lodge, WA
- Friedman, L. (1998) *Healthcare Delivery in Oregon: What's the Prognosis?* OSU Over Lunch, Portland, OR
- Friedman, L. (1998) *Consumer Response to Managed Care*. Leadership Corvallis, Corvallis, OR
- Friedman, L. (1997) *Creating Learning Organizations*. Northwest Physician's Mutual Insurance Company Board Retreat, Ka-Ne-Ta, OR.
- Friedman, L. (1997) *Today's Healthcare Arena - Challenges Facing Tomorrow's Leaders*. American Academy of Medical Administrators Regional Meeting, San Diego, CA.
- Friedman, L. (1997) *The Oregon Health Plan*. American Academy of Medical Administrators Regional Meeting, San Diego, CA.
- Friedman, L. (1997) *Integrated Delivery Systems: Can They Keep Their Promise?* PacificSource Health Plans Staff Retreat, Eugene, OR.
- Friedman, L. and K. Provencher (1997) *Making Managed Care Work for Older Persons*. 21<sup>st</sup> Annual OSU Gerontology Conference, Corvallis, OR.
- Friedman, L. (1997) *Riding the Wave of Managed Care: Understanding the Waters*. Southern Oregon AHEC Board Retreat, Florence, OR.
- Friedman, L. (1997) *The Fundamentals of TQM/CQI and It's Relationship to Risk Management*. Physician Insurers Association of America 1997 Workshop, Ponte Verdre, FL.
- Friedman, L. (1996) *Leadership for the 21st Century: Health Care Administration Education at Oregon State University*. Oregon Association of Hospitals and Health Systems annual convention, Sunriver, OR.
- Friedman, L. (1996) *Transformational Leadership: A Seminar for Physician Group Practice Administrators*. Annual Meeting of the Oregon Medical Group Management Association, Salishan, OR.
- Friedman, L. (1996) *Managing Organizational Change*. Portland Metropolitan Chapter of the Oregon Medical Group Management Association, Portland, OR.
- Friedman, L. (1996) *Taking the Mystery Out of Managed Care*. 14th Annual Conference on Aging. Umpqua Community College, Roseburg, OR.

- Friedman, L. (1996) *Taking the Mystery Out of Managed Care*. Corvallis Kiwanis Club luncheon, Corvallis, OR.
- Friedman, L. (1996) *Making the Most Out of Long Term Care*. Oregon State University Trustee's Wellness Day, Corvallis, OR.
- Friedman, L. (1996) *Perspectives on Changes in Health Insurance*. Association of Retired Oregon State Employees Association, Corvallis, OR.
- Friedman, L. (1996) *An Introduction to Managed Care*. Management Institute of Good Samaritan Hospital, Corvallis, OR.
- Friedman, L. (1996) *Medicare and Medicaid Changes: The Likely Impact*. Timberhill Place, Corvallis, OR.
- Friedman, L. (1996) *TQM in Hospital Based Dietary Departments*. Oregon Dietetics Association, Corvallis, OR.
- Friedman, L. (1996) *Taking the Mystery Out of Managed Care*. Woodburn Retired Teachers Association Luncheon, Woodburn, OR.
- Friedman, L. (1995) *Making CQI Work in Student Health Centers*. OSU Student Health Center staff meeting, Corvallis, OR.
- Friedman, L. (1995) *Taking the Mystery Out of Managed Care*. Health Associates community conference, Florence, OR.
- Friedman, L. (1995) *Virtually Integrated Health Systems: The Next Wave in Organizational Alignments*. Senior Management Team Meeting, Rogue Valley Medical Center, Medford, OR.
- Friedman, L. (1995) *Health Care Organizations Response to TQM*. Teamwork '95: OSU Quality and Continuous Improvement Conference, Corvallis, OR.
- Friedman, L. (1994) *Integrated Health Networks*. Oregon State University Program on Gerontology, Corvallis, OR.
- Friedman, L. (1994) *Prioritizing Health Care: Fiscal and Ethical Implications*. Leadership Corvallis, Corvallis, OR.

**Refereed Presentations (National/Regional):**

- Stephenson, A. & Friedman, L. et al (2022) Look before you Leap: Making the Jump from Faculty to Administration. Academy of Management Annual Meeting. Seattle, WA

- Friedman, L & Wiss, A. (2022) *Five Years Later: Systems Thinking & Learning for Executive MHA Students*. Association of University Programs in Health Administration Annual Meeting. Salt Lake City, UT.
- Friedman, L., Lee, J. & Carlton, E. (2020) *Adaptation of Public Health Based MHA Programs to Changes in CEPH Requirements*. Association of University Programs in Health Administration Annual Meeting (Virtual)
- Friedman, L. & Diegel, J. (2019) *Using Type Theory to Enhance Leadership Effectiveness*. Presented at the 2019 ACHE Congress on Healthcare Leadership, Chicago, IL
- Friedman, L. & Psek, W. (2018) *Leadership Competencies for an Unknowable Future*. Presented at the 2018 ACHE Congress on Healthcare Leadership, Chicago, IL
- Friedman, L (2017) *Can We Shorten the Check-Out Line*. Presented at the 2017 annual meeting of the Association of University Programs in Health Administration, Long Beach, CA
- Wiss, A & Friedman, L. (2017) *Systems Thinking and Learning for MHA@GW Students*. Presented at the 2017 annual meeting of the Association of University Programs in Health Administration, Long Beach, CA
- Friedman, L & Psek, W. (2017) *Organizational and Personal Resilience: When the Shift Hits the Fan*. Presented at the 2017 ACHE Congress on Healthcare Leadership, Chicago, IL
- Cohn, K., Friedman, L & Stockhausen, A. (2015) *Transfecting Innovation into Your Organizational DNA*. Presented at the 2015 ACHE Congress on Healthcare Leadership, Chicago, IL
- Friedman, L & Bigelow, B. (2014) *Learning to Listen: The Role of Effective Conversations*". Presented at the 2014 Academy of Management annual meeting, Philadelphia, PA
- Friedman, L. & Lee, J. (2013) *Undergraduate Public Health as Professional v. Pre-Professional v. Liberal Arts Education*. Presented at the ASPH Undergraduate Education for Public Health Summit, Boston, MA
- Lee, J. & Friedman, L. (2013) *Lessons Learned from Undergraduate Health Administration Education*. Presented at the ASPH Undergraduate Education for Public Health Summit, Boston, MA
- Friedman, L. & Cohn, K. (2013) *Virtuous Healthcare Organizations: Breaking Away from Blamestorming*. Presented at the 2013 ACHE Congress on Healthcare Leadership, Chicago, IL.

- Bigelow, B, Friedman, L. & Montgomery, K. (2012) *Follow Your Bliss*. Presented at the 2012 Academy of Management annual meeting, Boston, MA
- Arnt, M, Zinn, J, Gilmartin, M., Provan, K., Nembhard, I., Issel, M., O'Connor, S., Savage, G., Friedman, L., Hernandez, R. & Shewchuk, R. (2012) *Writing A Strong Paper*. Presented at the 2012 Academy of Management annual meeting, Boston, MA
- Morton, R. & Friedman, L. (2012) *EIR's: The Bridge to "Know Where"*. Presented at the 2012 annual meeting of the Association of University Programs in Health Administration, Minneapolis, MN
- Frogner, B., Wiss, A. & Friedman, L. (2012) *Taking Online Learning to the Next Level*. Presented at the 2012 annual meeting of the Association of University Programs in Health Administration, Minneapolis, MN (2<sup>nd</sup> place winner among poster presentations)
- Friedman, L. & Marghella, P. (2012) *Enhancing Surge Capacity: A Non-traditional Approach to a New Paradigm Demand*. Presented at the 2012 ACHE Congress on Healthcare Leadership, Chicago, IL
- Parker, V., Friedman, L & Helton, J. (2011) *Learning from Resilient Organizations: Integrating Positive Organizational Scholarship into Teaching*. Presented at the 2011 annual meeting of the Association of University Programs in Health Administration, Charleston, SC.
- Friedman, L., Golden-Biddle, K. and Parker, V. (2010) *Linking Positive Organizational Scholarship to Healthcare Management Education*. Presented at the 2010 annual meeting of the Academy of Management, Montreal, Canada.
- Friedman, L. and Phillips, B. (2010) *Managerial Implications of Healthcare Reform*. Presented at the 2010 ACHE Congress on Healthcare Leadership, Chicago, IL
- Friedman, L. and King, J. (2008) *Seeing Systems in Medical Practices: How To, Wanting To, and Able To*. Presented at the 2008 annual meeting of the Medical Group Management Association, San Diego, CA
- Goes, J. and Friedman, L. (2008) *Organizational Change in Health Care: Implications for Research and Practice*. Paper presented at the 68<sup>th</sup> annual meeting of the Academy of Management, Anaheim, CA
- Friedman, L., King, J. and Bella, D. (2007) *Seeing Systems in Healthcare Organizations*. Paper presented at the 2007 annual meeting of the Medical Group Management Association, Philadelphia, PA
- Friedman, L. and Bernell, S. (2006) *Team Level Tacit Knowledge and Related Characteristics of High Performing Health Care Teams*. Paper presented at the 66<sup>th</sup> annual meeting of the Academy of Management, Atlanta, GA.

- Friedman, L. King, J., and Bella (2006) *Using Systems Approaches to Understand the Epidemic of Medical Errors*. Paper presented at the 66<sup>th</sup> annual meeting of the Academy of Management, Atlanta, GA.
- Friedman, L. and Bernell, S. (2006) *Tacit Knowledge in High Performing Health Care Teams*. Paper presented at the 8<sup>th</sup> annual Health Care Organizations Conference, Los Angeles, CA.
- Friedman, L., King, J. and Bella, D. (2006) *Seeing Systems in Health Care Organizations*. Paper presented at the 5<sup>th</sup> International Organization Behavior in Health Care conference, Aberdeen, Scotland
- Bernell, S. and Friedman, L. (2005) *Offering a Graduate Certificate Program in Health Care Administration in a Non-Traditional Format*. Poster presented at the annual meeting of the Association of University Programs in Health Administration, Boston, MA
- Stevenson-Marshall, B., Friedman, L., Wiggins, C., Boxerman, S., Welton, W., Duin, D. (2005) *A Model for Articulation Agreements Between AUPHA Certified and CAHME Accredited Programs*. Paper presented at the annual meeting of the Association of University Programs in Health Administration, Boston, MA
- Friedman, L. (2004) *Responses of Healthcare Organizations to Severe Environmental Jolts* Paper presented at the annual meeting of the Medical Group Management Association, San Francisco, CA
- Friedman, L. and Marghella, P (2003) *Organizational Reaction to Severe Environmental Jolts: The Response of Health Care Organizations to a Weapons of Mass Destruction (WMD) Attack* Paper presented at the 63<sup>rd</sup> annual meeting of the Academy of Management, Seattle, WA
- Friedman, L. (2000) *New Directions for Change in Health Care Organizations*. Paper presented at the annual meeting of the American Academy of Medical Administrators, New Orleans, LA
- Friedman, L. (2000) *Trends, Dead Ends, and the Future of Organizational Change in Health Care*. Paper presented at the 60<sup>th</sup> annual meeting of the Academy of Management, Toronto, Ontario, Canada
- Friedman, L., J. King and R. William (2000) *Systems Learning & Practice: An Interdisciplinary Approach to Thinking Boldly and Outside Your Box!* Paper presented at the Western Organization and Management Teaching Conference, Orange, CA

- Eason, K. and Friedman, L. (1999) *The Effects of Cardiac Rehabilitation on the Cost and Quality Health Services*. Paper presented at the 14<sup>th</sup> Annual Meeting of the American Association of Cardiovascular and Pulmonary Rehabilitation, Phoenix, AZ.
- Jorgensen, J. and L. Friedman (1999) *Using Systems Perspectives to Visualize Health Services Organizations*. Paper presented at the 59<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL.
- Friedman, L. (1998) *Helping Physicians Navigate the Waters of Managed Care*. Paper presented at the 126<sup>th</sup> annual meeting of the American Public Health Association, Washington, DC
- Friedman, L. (1998) *Ethical Implications of Managed Care and the Oregon Health Plan*. Paper presented at the 126<sup>th</sup> annual meeting of the American Public Health Association, Washington, DC
- Friedman, L. and J. Goes (1998) *The Timing Of Medical Technology Acquisition: Strategic Decision-Making In Turbulent Environments*. Paper presented at the 58<sup>th</sup> annual meeting of the Academy of Management, San Diego, CA.
- Friedman, L. and J. King (1997) *Systemic Thinking in Health Care Organizations: New Approaches to Problem Identification and Solutions*. Paper presented at the 57<sup>th</sup> annual meeting of the Academy of Management, Boston, MA.
- Savage, G., E. Kirby, C. Cochran, L. Friedman, and D. Purtell (1997) *Health Care at the Crossroads: Managed Care and the Two Faces of State Reforms*. Paper presented at the 57<sup>th</sup> annual meeting of the Academy of Management, Boston, MA.
- King, J. and L. Friedman (1997) *On Making a Difference: Learning to Solve the Right Problems in Higher Education*. Paper presented at the annual meeting of the Western Academy of Management, Squaw Valley, CA.
- Friedman, L. (1996) *Can Managed Care and Ethical Management Coexist?* Paper presented at the 124<sup>th</sup> annual meeting of the American Public Health Association, New York, NY.
- Friedman, L. (1996) *Managing Technology Acquisition in Uncertain Environments*. Paper presented at the 124<sup>th</sup> annual meeting of the American Public Health Association, New York, NY.
- Savage, G., E. Kirby, C. Cochran, L. Friedman, and D. Purtell (1996) *Transforming Health Insurance: Problems and Promises with State Health Reform*. Paper presented at the 56<sup>th</sup> annual meeting of the Academy of Management, Cincinnati, OH.
- Friedman, L. (1996) *Medical Technology Acquisition: Strategic Decision making in Turbulent Environments*. Paper presented at the 56<sup>th</sup> annual meeting of the Academy of Management, Cincinnati, OH.

- Friedman, L. (1995) *Ethical Management of Integrated Health Networks*. Paper presented at the 123<sup>rd</sup> annual meeting of the American Public Health Association, San Diego, CA.
- Friedman, L. (1995) *Delivery of Health Services in Local Integrated Health Networks*. Paper presented at the 123<sup>rd</sup> annual meeting of the American Public Health Association, San Diego, CA.
- Friedman, L. (1995) *Virtual Integration: A Model for Community Based Health Networks*. Paper presented at the annual meeting of the Association for Health Services Research, Chicago, IL.
- Friedman, L. (1994) *The Physician's Role in the Decision to Acquire Magnetic Resonance Imagers*. Paper presented at annual meeting of the Oregon Public Health Association, Seaside, OR.
- Friedman, L. (1994) *Influence of Senior Executives on Technology Acquisition Decisions in Acute Care Hospitals*. Paper presented at the annual meeting of the Association for Health Services Research, San Diego, CA.
- Friedman, L. (1993) *Technology Acquisition Decisions in Acute Care Hospitals*. Paper presented at the 121<sup>st</sup> annual meeting of the American Public Health Association, San Francisco, CA.
- Friedman, L. (1992) *Technology Adoption in Acute Care Hospitals*. Paper presented at the annual meeting of the American Society of Public Administration, Chicago, IL.
- Friedman, L. (1991) *Adoption Behavior of New Technologies in Acute Care Hospitals*. Paper presented at the annual meeting of the Association for Health Services Research, San Diego, CA.
- Friedman, L. (1990) *Influences on Technology Adoption Behavior Among Hospital Executives*. Paper presented at the 118<sup>th</sup> annual meeting of the American Public Health Association, New York, NY.

#### **TECHNICAL REPORTS:**

- Friedman, L., Bush, M., Lewis, M. & Robertson, A. (2019) Review of the health care management program of the University of Michigan-Flint for the Association of University Programs in Health Administration.
- Friedman, L., Lewis, M., Narad, R. & Bush, M. (2018) Review of the health care management program of the University of Baltimore for the Association of University Programs in Health Administration.

- Friedman, L, Moss, C. & Welldaregay, W. (2017) Review of the health care management program of Winston-Salem State University for the Association of University Programs in Health Administration.
- Friedman, L. & Bernell, S. (2015) Review of the health care management program of the University of North Florida for the Association of University Programs in Health Administration.
- Friedman, L., Casciani, S. & Roggenkamp, S. (2010) Review of the health care management program of Metropolitan State College, Denver for the Association of University Programs in Health Administration.
- Friedman, L, Kramer, J. & Molinari, C. (2008) Review of the health care management program of Winthrop University for the Association of University Programs in Health Administration.
- Friedman, L., Fahey, D., & McIlwain, T. (2005) Review of the health care management program of Georgetown University for the Association of University Programs in Health Administration.
- Friedman, L, Burton, L., & White, J. (2004) Review of the health care management program of Clayton College and State University for the Association of University Programs in Health Administration.
- Friedman, L., Coon, T., Endter-Wada, J., Gross, J., Reitsma, R., & Woodmansee, R. (2004) OSU Natural Resources Undergraduate Program Review.
- Friedman, L., Cook, T., Kleinsorge, I., Krane, K., Miller, R., & Schoepflin, J. (2002) OSU Department of Music Undergraduate Program Review.
- Friedman, L., Buchbinder, S., & Fahey, D. (2001) Review of the health care management program of the University of Alabama for the Association of University Programs in Health Administration.
- Friedman, L., Moseley, C., & Seliger, J. (2000) Review of the health care administration program of Mary Baldwin College for the Association of University Programs in Health Administration.
- Friedman, L., Bender, D., & Laditka, S. (1999) Review of the undergraduate health care administration program of California State University, Long Beach for the Association of University Programs in Health Administration.
- Friedman, L. (1998) Review of the health administration programs for Central Michigan University



Friedman, L. & Torres, R. (1998) Review of the undergraduate health care administration program of the University of Connecticut for the Association of University Programs in Health Administration.

Friedman, L. Berry, D., & Heshmat, S. (1997) Review of the undergraduate health care administration program of the University of New Hampshire for the Association of University Programs in Health Administration.

Friedman, L. & Reagan, J. (1997) External evaluation of the undergraduate health care administration program for the University of Nevada, Las Vegas.

Friedman, L. & Sorensen, W. (1997) Evaluation of the application for membership by Mary Baldwin College for the Association of University Programs in Health Administration

## **BOOK REVIEWS**

Friedman, L. (2003). Haiman's Healthcare Management (7<sup>th</sup> ed.). *AAMA Executive* Winter, 10.

Friedman, L. & Rossignol, A. (2001). Managerial Epidemiology. *AAMA Executive* 41 (3), 18-19.

Friedman, L. (2001). Systemic Choices: Nonlinear Dynamics and Practical Management *Administrative Sciences Quarterly* 46 (2), 362-363.

## **RESEARCH PROPOSALS/GRANTS:**

Lee, Soouh-Yih and Friedman, L. (Co-Principal Investigators) (2022). *Sea Level Rise and Healthcare Organizations: Impact and Preparedness*. Submitted to the National Institute for Health Care Management, \$42,800: not funded.

Friedman, L. (Lead Investigator) (2010). *Information Technology Professionals in Health Care: Curriculum Development Centers*. Department of Health and Human Services Office of the National Coordinator, \$4,612,313 (June 1, 2010 – May 31, 2013)

Friedman, L. (Principal Investigator) (2009). *Early Careerist Skills of Incoming Health Management Graduates*. StuderGroup, \$25,000

Friedman, L. (2006). *Quality Improvement in Health Care Organizations*. HLSP China at £48,740 (\$89,438)

Friedman, L. and Veltri, A. (Co-Principal Investigators) (2006-2008). *Measuring and Building Resilience in Health Care Organizations*. Submitted as part of 2006 OSU Federal Appropriations Agenda at \$2,637,712: not funded.

- Friedman, L. and Mullins, L. (Co-Principal Investigators) (2004-2006). *Rural Community Training in Disaster Preparedness*. Submitted to Agency for Healthcare Research and Quality at \$1,360,059: not funded
- Friedman, L. (2002-2004). *The Role and Management of Tacit Knowledge in High Performing Health Care Teams* (co-investigator with Stephanie Bernell and Jon Down). Funded by Oregon State University Research Council at \$6,707
- Friedman, L. (2000-2003). *Organizational Change and Clinical Protocols*. Submitted to Agency for Health Care Research and Quality at \$1,656,433: not funded.
- Friedman, L. (2000-2003). *Neotatal Medication Errors: Oregon NICU Systems Analysis* (co-investigator with Jay Mouser and T. Allen Merritt). Submitted to Agency for Health Care Research and Quality at \$487,357: not funded.
- Friedman, L. (1998-1999). *Creating High Performing Physician Practices*. Funded by Northwest Physician's Mutual Insurance Company at \$20,000
- Friedman, L. (1997-1998). *Clinical and Cost Outcomes of a Cardiac Rehabilitation Program*. Funded by the John C. Erkkila Endowment for Health and Human Performance at \$15,980.
- Friedman, L. and Paterson, M. (Co-Principal Investigators) (1996). *Technology Use in Home Care: Development of a Decision Model*. Submitted to the Robert Wood Johnson Foundation at \$247,580: not funded.
- Friedman, L. (co-investigator with Anita Azarenko, Jodi Engel, Jonathan King, Jon Peters, and Ray William) (1996) *Technology Resource Fees and an Interdisciplinary Systems Learning and Application Prototype*. Funded by the Oregon State University Technology Resource Fee Committee at \$15,000.
- Friedman, L. and Dansky, K. (Co-Principal Investigators) (1995). *Voice of the Customer: A Study of Elderly Persons Involvement in Decisions to Acquire and Use Technology in Home Health Care*. Submitted to the AARP/Andrus Foundation at \$74,688: not funded.
- Friedman, L. and Hafner-Eaton, C. (Co-Principal Investigators) (1994). *Cost and Quality of Integrated Health Networks*. Submitted to the Robert Wood Johnson Foundation at \$185,000: not funded.
- Friedman, L. (1993). *Factors Affecting Technology Acquisition Decisions in Acute Care Hospitals*. Funded by the Oregon State University Research Council at \$3,776.

## **INSTRUCTIONAL AREAS:**

### **Courses Developed and Taught (George Washington University)**

Global Health Management (PubH 209)

Human Resources Management and Organization Behavior (HSML 6216)

Marketing and Strategic Planning (HSML 6213)

Seminar – Health Services Management and Leadership (HSML 6218)

Management of the Acute Care Hospital (HSML 6231)

Management and Strategy – MHA@GW (HSML 6264)

Leadership and Ethics 1 – MHA@GW (HSML 6255)

Health Systems Analysis – MHA@GW (HSML 6257)

Systems Thinking and Learning in Healthcare – MHA@GW (HSML 6271)

Organization Research Project and Leadership Portfolio – MHA@GW (HSML 6258)

Health Policy and Management (PubH 6006)

### **Courses Developed and Taught (Oregon State University):**

Continuous Quality Improvement in Healthcare (H591), 1994

Financial Management of Health Care Organizations (H457/557), 1993-1997

Health Care Law and Regulation (H434/534), 1998-2008

Health Services Management and Administration (H436/536), 1992-2007

Healthcare Information Systems (H539), 1993-1998

Human Resource Management in Healthcare Organizations (H537), 1993-1999

Introduction to Health Services and Organizations (H210), 1995

Introduction to Health Services Management and Administration (H250), 1993-2007

Leadership in Health Services (H491/591), 2001, 2003, 2005

Organization, Financing, and Delivery of Health Services (H533), 1999

Real Politick and Federal Health Care Reform (H405H), 1999 Honors College Seminar

Seminar in Health Services Management (H507), 1995-96

Strategic Planning and Management in Health Services (H456/556), 1992-2008

Systems Thinking and Learning (H490/590), 1998-2007

Topics in Managed Care (H591), 1997 and 2001

## **Graduate Students and Postdoctoral Trainees:**

### **Served as Chair on the following graduate student committees:**

#### DOCTORAL STUDENTS

Wissam (Sam) Hanna (PhD, Translational Health Sciences) Completed June 2020  
Rose Tian (Ph.D., Public Health) Completed March 2011  
Steve Self (Ph.D., Public Health) Completed December 2008  
Jan Buffa (Ph.D., Public Health) Completed May 2005  
Mark King (Ph.D., Public Health) Completed April 2005  
Nancy Seifert (Ph.D., Public Health) Completed April 2005  
Jennifer McCarthy (PhD, Public Health) Completed October 2004  
Brian Churchill (Ph.D., Public Health) Completed March 2004  
Seth Wolpin (Ph.D., Public Health) Completed November 2003  
Ted Ficken (Ph.D., Public Health) Completed May 2003  
David Kalin (Ph.D., Public Health) Completed May 2002

#### MASTERS STUDENTS

##### The George Washington University (organization research project supervision)

Aimee Pacia (MHA) In progress  
Amna Jadali (MHA) Completed December 2022  
Nisanki Ruwanpura (MHA) Completed December 2022  
Tyson Werner (MHA) Completed December 2022  
Absar Ateeq (MHA) Completed September 2022  
Elizabeth Goldstein (MHA) Completed September 2022  
Benjamin Carlson (MHA) Completed September 2022  
Thayra Castillo-Hinck (MHA) Completed September 2022  
Pooja Nair (MHA) Completed September 2022  
Michael Grigsby (MHA) Completed June 2022  
Anthony Gurrerro (MHA) Completed December 2021  
Sarah Khan (MHA) Completed December 2021  
William Melms (MHA) Completed December 2021  
Tameka Thomas (MHA) Completed August 2020  
Amy Casciano (MHA) Completed June 2019  
Amanda Gallugi (MHA) Completed September 2019  
Carolyn Krech (MHA) Completed September 2019  
Jacob Redd (MHA) Completed December 2018  
Alphonso Ross (MHA) Completed September 2019  
Lusine Saakyan (MHA) Completed March 2019  
Phyllis Snowden (MHA) Completed June 2019  
Darryl Triplett (MHA) Completed September 2019  
Richard Banagale (MHA) Completed June 2018  
Althea Burgess (MHA) Completed December 2016  
Nkechi Ezrim (MHA) Completed March 2019

Edgard Gomez (MHA) Completed December 2018  
Muhammad Haque (MHA) Completed September 2016  
Courtney Henderson (MHA) Completed September 2016  
Derek Lam (MHA) Completed December 2016  
Raymond Manahan (MHA) Completed September 2016  
Louis Mech (MHA) Completed December 2018  
Tyra Mitchell (MHA) Completed December 2017  
Evonne Muoneke (MHA) Completed June 2017  
Kathryn Nardozza (MHA) Completed December 2016  
Jennifer Pegg (MHA) Completed June 2017  
Lidor Ritblatt Shuster (MHA) Completed December 2018  
Leah Roshetar (MHA) Completed June 2018  
Laira Roth (MHA) Completed September 2016  
Amy Rutkowske (MHA) Completed September 2016  
Adhi Sharma (MHA) Completed December 2017  
Vinod Sohini (MHA) Completed December 2017  
Benjamin Tesfaye (MHA) Completed September 2017  
Amy Tu (MHA) Completed September 2017  
Ravi Venkataraman (MHA) Completed June 2018  
Marina Vorobyov (MHA) Completed June 2017  
Zachary Warren (MHA) Completed December 2017

The George Washington University (fellowship/residency/internship supervision)

Sanjanasree Mohan (MHA) In progress  
Tyler Morgan (MHA) In progress  
Justin Park (MHA) In progress  
Shruti Patel (MHA) In progress  
Laura Gruer (MHA) Completed June 2022  
Megna Kuverji (MHA) Completed June 2022  
Casey Lawrence (MHA) Completed June 2022  
Megan McCormick (MHA) Completed June 2022  
Alexander Burgman (MHA) Completed June 2021  
Alban George (MHA) Completed June 2021  
Tazeen Raza (MHA) Completed June 2021  
Ashley Cane (MHA) Completed June 2020  
Kate Lattimer (MHA) Completed June 2020  
Nicholas Rizley (MHA) Completed June 2018  
Leslie Stapleton (MHA) Completed June 2018  
Madeline Wilson (MHA) Completed June 2018  
Sabina Akhter (MHA) Completed June 2017  
Shrina Amin (MHA) Completed June 2017  
Liberty Pertiwi (MHA) Completed June 2017  
Chris Young (MHA) Completed June 2017  
Rohini Raj (MHA) Completed December 2016  
Brian Allyn (MHA) Completed June 2016

Sam Gerold (MHA) Completed June 2016  
Jacquelyn Keyes (MHA) Completed June 2016  
Tim Menditto (MHA) Completed June 2016  
Shena Popat (MHA) Completed June 2016  
Kaushika Prakash (MHA) Completed June 2016  
Angela Stoehr (MHA) Completed May 2016  
Matthew Juron (MHA) Completed June 2015  
Sonia Malik (MHA) Completed June 2015  
Dane Oehlert (MHA) Completed June 2015  
Whitney Powers (MHA) Completed June 2015  
Jeffrey Wagoner (MHA) Completed June 2015  
Debra Davidson (MHA) Completed June 2014  
Tina Nam (MHA) Completed June 2014  
James Scheimer (MHA) Completed 2014  
Yesol Won (MHA) Completed May 2014  
Christopher Jordan (MHA) Completed August 2013  
Nivedita Betkerur (MHSA) Completed July 2012  
Praneet Boparai (MHSA) Completed June 2012  
Edward Roberts (MHSA) Completed July 2012  
Jasveen Kaur (MHSA) Completed June 2012  
Maha Sampathkumar (MHSA) Completed June 2012  
Desdemona Smith (MHSA) Completed June 2012  
Andrea Zwischenberger (MHSA) Completed June 2012  
Taqueena Hall (MHSA) Completed June 2011  
Pinar Hayta (MHSA) Completed June 2011  
Joshua Niehaus (MHSA) Completed June 2011  
Craig Rosenfeld (MHSA) Completed June 2011  
Elina Vartanyan (MHSA) Completed June 2011  
Jessica Liu (MHSA) Completed May 2011  
Chaitali Baviskar (MHSA) Completed January 2011  
Dennis Delisle (MHSA) Completed June 2010  
Hickory Termine (MHSA) Completed June 2010

#### Oregon State University

Jillian Harvey (MPH, Health Management and Policy) Completed December 2007  
Henri Compaore (MPH, Health Management and Policy) Completed September 2007  
Keron White (MPH, Health Management and Policy) Completed April 2007  
John Cockerham (MPH Health Management and Policy) Completed December 2006  
Scott Foster (MPH, Health Management and Policy) Completed September 2006  
Elizabeth Carmichael (MPH, Health Management and Policy) Completed September 2005  
Tresha Hannah (MPH, Health Management and Policy) Completed May 2005  
Megan Bioletto (MPH, Health Management and Policy) Completed April 2005

Ted Foster (MPH, Health Management and Policy) Completed April 2005  
Nancy Bell (MPH, Health Policy and Management) Completed November 2004  
Doug Bourdo (MPH, Health Policy and Management) Completed July 2004  
Michael Millin (MPH, Health Policy and Management) Completed June 2004  
Geraldyn Brennan (MPH, Health Policy and Management) Completed May 2004  
Gretchen Reich (MPH, Health Policy and Management) Completed November 2003  
Dov Sugarman (MPH, Health Policy and Management) Completed October 2003  
Scott Bell (M.S. Health and Safety Administration) Completed June 2003  
Jody Stanton (MPH, Health Policy and Management) Completed June 2003  
Stephanie Lieberg (MPH, Health Policy and Management) Completed April 2003  
Nicole Matson (MPH, Health Policy and Management) Completed April 2003  
Barbara McGuffey (MPH, Health Policy and Management) Completed April 2003  
Ian Walls (MPH, Health Policy and Management) Completed April 2003  
Burns, Robert (MPH, Health Policy and Management) Completed December 2002  
Ron Phillips (M.P.H., Health Policy and Management) Completed December 2001  
Michael Bonetto (M.P.H., Health Policy and Management) Completed May 2001  
Stefani Evans (M.P.H., Health Policy and Management) Completed April 2001  
Lynn Alexanderson (M.S. Health and Safety Administration) Completed March 2001  
Jodie Fletcher (M.S. Health and Safety Administration) Completed December 2000  
Sharon Herbes (M.P.H., Health Policy and Management) Completed July 2000  
Lalitha Sankaran (M.P.H., Health Policy and Management) Completed July 2000  
James Booth (MS, Health and Safety Administration) Completed June 2000  
Russ Kittrell (MS, Health and Safety Administration) Completed June 2000  
Judith Cleave (M.P.H., Health Policy and Management) Completed September 1999  
Susan Blaine (M.P.H., Health Policy and Management) Completed June 1999  
Paul Brashnyk (M.P.H., Health Policy and Management) Completed June 1999  
Julie Foltz (M.P.H., Health Policy and Management) Completed June 1999  
Kelly Kaiser (M.P.H., Health Policy and Management) Completed June 1999  
Cheryl Harris (M.S. Health and Safety Administration) Completed June 1999  
Anne Peltier (M.P.H., Health Policy and Management) Completed June 1999  
Andrea Brutke (M.S., Health and Safety Administration) Completed December 1998  
Carrie Walker (M.S., Health and Safety Administration) Completed December 1998  
Diane Martin (M.P.H., Health Policy and Management) Completed August 1998  
Veronica Sheffield (MS, Health and Safety Administration) Completed June 1998  
Dawn Mello (M.P.H., Health Policy and Management) Completed December 1996  
Jeremy Stubson (M.S., Health and Safety Administration) Completed December 1996  
Shawne Bowman (M.P.H., Health Policy and Management) Completed July 1996  
Carey Drennen (M.P.H., Health Policy and Management) Completed July 1996  
Curt Keller (M.S., Health and Safety Administration) Completed June 1996  
Michael O'Leary (M.S., Health and Safety Administration) Completed June 1996  
Wendy Pellerto (M.S., Health and Safety Administration) Completed June 1994

**Served as committee member on the following graduate student committees:**

Chris Mason (DBA, Business) Scheduled to complete May 2020



Dawn Heisey-Grove (Ph.D., Health Related Sciences) Completed December 2019  
Agota Sazbo (Ph.D., Business) Completed November 2019  
Sara Chang (MPH, Health Management and Policy) Completed May 2008  
Pamela Gundrum (MPH, Health Management and Policy) Completed June 2007  
Royal Willard (MPH, Environmental Health and Safety) Completed March 2007  
Earlean Wilson Huey (Ph.D., Public Health) Anticipated Completion 2006  
Roxi Wolf (MA, Applied Anthropology) Completed August 2006  
Michael Bonetto (Ph.D., Public Health) Completed July 2005  
Deb Fell-Carlson (MS, Health and Safety Administration) Completed July 2005  
Diana Padilla (MS, Exercise and Sports Science) Completed July 2005  
David Strickland (MS, Exercise and Sports Science) Completed June 2005  
Todd Yamauchi (MS, Exercise and Sports Science) Completed June 2005  
Kaisa Tuominen (MPH, Health Promotion and Education) Completed May 2005  
Cindy Heilman (MS, Nutrition and Food Management) Completed February 2005  
Sonal Shetty (MPH, Health Management and Policy) Completed November 2004  
Jeremy Hawkins (MS, Exercise and Sports Science) Completed April 2004  
Chelsey Erbaugh (MS, Exercise and Sports Science) Completed March 2004  
Margaret Phillips (PhD, Public Health) Completed December 2004  
Timothy Tedder (MPH, Health Policy and Management) Completed December 2003  
Matt Flint (Ph.D., Public Health) Completed December 2003  
Tiffany Chona (MS, Health and Safety Administration) Completed December 2003  
Jim Nuser (MS, Health and Safety Administration) Completed December 2003  
Melissa Blanchard (MPH, Health Policy and Management) Completed October 2003  
Julie Norton (MPH, Health Policy and Management) Completed September 2003  
Trisha Wade (MS, Health and Safety Management) Completed September 2003  
Joseph Coleman, (MS, Nuclear Engineering) Completed June 2003  
Heather Crawford (MPH, Health Policy and Management) Completed June 2003  
Holly Fiske (MAT, Health Education) Completed May 2003  
Erin Pung (MPH, International Health) Completed May 2003  
Jana Smith (MAT, Health Education) Completed May 2003  
Jane Wright (MPH, Health Policy and Management) Completed April 2003  
Lessa Dixon-Gray (MPH, Public Health Promotion & Education) Anticipated completion 2003  
Larry Mullins (DHA, Health Administration, MUSC) Completed April 2003  
Darin Colby (MS, Health and Safety Administration) Completed January 2003  
Kimo Mahi (MAT, Health Education) Completed May 2002  
Jessica Smith (MAT, Health Education) Completed May 2002  
Patti Baker (MPH, Health Policy and Management) Completed June 2001  
Charles Powell (MAT, Health Education) Completed May 2001  
Molly Slough (MS, Nutrition and Food Management) Completed May 2001  
Wil Turner (MS, Human Performance) Completed May 2001  
Deneen Porter (MS, Nutrition and Food Management) Completed April 2001  
Jason Works (M.P.H., Health Policy and Management) Completed April 2001  
Christina Wright (MAT, Health Education) Completed June 2000  
Hua-Chun Chang (M.P.H., Health Policy and Management) Completed January 2000  
Seth Wolpin (MPH Health Promotion and Education) Completed November 1999

Thressa Brand (MAT, Health Education) Completed June 1999  
Jesse Leonard (MAT, Health Education) Completed June 1999  
Yong Kyang Kim (MS, Nutrition and Food Management) Completed March 1999  
Richard Clark (MPH, Epidemiology) Completed 1998  
Melissa Curran (MPH Gerontology) Completed, 1998  
Bonnie Johnson (Ph.D., Nutrition and Food Management) Completed 1998  
Greg Mosher (M.P.H., Health Policy and Management) Completed September 1997  
Alana Kundson, (Ph.D., Public Health) Completed June 1997  
Hsin-yi Yao (M.S., Health and Safety Administration) Completed June 1997  
Joann Basler (M.S., Nutrition) Completed June 1996  
Nills Dullum (MAIS, Exercise and Sports Science) Completed June 1996  
Cindy Freer (M.S., Nutrition) Completed June 1996  
Colleen Kinney (MAIS, Political Science) Completed June 1995  
Pornwipa Klangsin (M.S., Environmental Health) Completed June 1994

**SERVICE TO THE PUBLIC:**

Member, Dutch Life Sciences Industry International Academic Advisory Council, 2010-present

Member, Oregon Patient Safety Commission, 2007 - 2008

Chairman, Board of Directors, Intercommunity Health Network, 2000-2008

Member, Board of Directors, Benton Hospice Service, Inc., 2003-2005

Member, Board of Directors, Intercommunity Health Network, 1998-2000

Member, Board of Directors, Samaritan Enterprises, 1998-2000

Member, Board of Directors, Pacific Dental Plans, 1998-2000

**SERVICE TO THE PROFESSION:**

Chairman, Research Committee, American College of Healthcare Executives (ACHE), 2020-present

Immediate Past-President, National Capital Healthcare Executives Chapter, American College of Healthcare Executives (ACHE), 2018-2020

President, National Capital Healthcare Executives Chapter, American College of Healthcare Executives (ACHE), 2016-2018

President-Elect, National Capital Healthcare Executives Chapter, American College of Healthcare Executives (ACHE), 2014-2015

Member, AUPHA Annual Meeting Planning Committee, 2013-2014

Jury member, First International Health Administration Case Competition, University of Bocconi, Milan, Italy, 2011

Chairman, AUPHA Annual Meeting Planning Committee, 2009-10

Member, Regent's Advisory Council (District of Columbia, District Two), American College of Healthcare Executives, 2008-09.

Editorial Board Member, Journal of Health Administration Education, 2007 - 2009

Institute for Healthcare Improvement, Health Professions Education Collaborative Governing Council, 2007-2009

Chairman, AUPHA Leaders Conference planning committee, 2007-08

Chairman, AUPHA/HAP Editorial Board for Graduate Studies, 2006-2007.

Immediate Past Chairman, Association of University Programs in Health Administration, 2006-2007

Member, Journal of Social Change Editorial Board, 2006

Chairman, Association of University Programs in Health Administration, 2005-2006

Chair-elect, Association of University Programs in Health Administration, 2004-2005

Member, AUPHA/HAP Editorial Board for Graduate Studies, 2004 – 2007

Co-Chair, Annual Meeting Planning Committee, Association of University Programs in Health Administration, 2003 - 2004

Immediate past Division Chair, Health Care Management Division, Academy of Management, 2004 – 2005

Division Chair, Health Care Management Division, Academy of Management, 2003 - 2004

Chair, CAAMA committee, American Association of Medical Administrators, 2003

Division Chair Elect, Health Care Management Division, Academy of Management, 2002 - 2003

Program Chair, Health Care Management Division, Academy of Management, 2001 - 2002

Ad hoc reviewer, Administrative Sciences Quarterly, 2000

Program Chair Elect, Health Care Management Division, Academy of Management, 2000 - 2001

Board of Directors, Association of University Programs in Health Administration, 2000 – 2007

State Director (Oregon), American Academy of Medical Administrators, 1999 – 2002

Chairperson, Undergraduate Review Committee, Association of University Programs in Health Administration, 1998-2001.

Editorial board member, Frontiers of Health Services Management, 1997-2000.

Editorial board member, Journal of Health Administration Education, 1995-2005.

Ad hoc reviewer, Academy of Management Review, 1994-present.

Member, Regent's Advisory Council (Oregon, District Seven), American College of Healthcare Executives, 1994-2008.

Membership Chairperson, Health Administration Section, Academy of Management, 1994 - 1999.

Program reviewer, Association of University Programs in Health Administration, 1994-present.

Manuscript reviewer, Hospital and Health Services Administration, 1993-present.

Chairperson, Organization Theory/Behavior Faculty Forum, Association of University Programs in Health Administration, 1993-2001.

Editorial Advisor, Staff Report (AUPHA publication), 1993-1995.

Manuscript reviewer, Academy of Management (Health Care Administration Division), 1991-present.

Textbook reviewer, Science Books and Films, American Association for the Advancement of Science, 1983-1992.

#### **SERVICE TO THE UNIVERSITY:**

##### **The George Washington University**

Member, Commencement Speakers Committee, 2020 - Present

Member, Dispute Resolution Committee, 2018 - Present

Member, Honorary Degree Committee, 2013 - Present

Member, Marvin Center Governing Board, 2011-2014

Member, Distance Learning Task Force, 2009-2013

##### **Oregon State University**

Member, OSU Faculty Senate Executive Committee, 2007 - 2008

Member, OSU Student Conduct Committee, 2006

Member, OSU Faculty Senate Research Council, 2006

Member, OSU Faculty Senate, 2006 - 2008

Faculty Advisor, Sigma Kappa Sorority, 2004 - 2006

Chair, Undergraduate Academic Program Review, OSU Natural Resources Program, 2004

Member, Undergraduate Education Council, 2003 - Present

Member, Assessment of Educational Programs Task Force, 2002 – 2004

Member, Gerontology Faculty Advisory Committee, 2002

Chair, Undergraduate Academic Program Review, OSU Department of Music, 2002

Member, Distance Education Committee, 2002

Member, Commencement Sub-committee, 2000

Chair, OSU Curriculum Council, 1999-2001 and 2003.

Member, Search and Screen Committee, Dean of Distance and Continuing Education, 1999

Chair, Faculty Senate Subcommittee on Electronic Voting, 1999

Member, Search and Screen Committee, Faculty in Pharmacoeconomics, 1999

Member, OSU Statewide Degree Program Council, 1997-2004

Member, OSU Curriculum Council, 1997-2003.

Faculty Advisor, Mortar Board National Senior Honor Society, 1996-2000.

Chair, Students Subcommittee, MPH Accreditation Committee, 1995-96.

Co-Chair, Oregon MPH Coordinating Committee, 1999-2001

Member, Oregon MPH Coordinating Committee, 1995-2003. (Provost Appointment)

Member, Faculty Information Team, 1995.

Member, Information Systems Planning Committee, 1994-95.

Member, Student Health Advisory Committee, 1993-97.

Member, Kerr Library Electronic Information Resources Task Force, 1993.

**SERVICE TO THE MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH (GEORGE WASHINGTON UNIVERSITY)**

Facilitator, Interprofessional Education Programming, 2022

Member, Appointment, Promotion and Tenure Committee, 2012 – 2015

Member, SPHHS Teaching Excellence Subcommittee, 2009-2010

Chair, SPHHS Dean's Search Committee, 2009-10

Member, SPHHS Faculty Senate, 2008-2012

Member, Admissions Committee, 2008-2014

Member, Curriculum Committee, 2008-2016

Member, Prevention and Community Health faculty search committee, 2008-2009

**SERVICE TO THE COLLEGE OF HEALTH AND HUMAN SCIENCES (OREGON STATE UNIVERSITY)**

Chair, Scholarship Committee, 2003 - 2008

Member, Scholarship Committee, 1996-2003.

Chair, Curriculum Committee, 1995-1997.

Member, Curriculum Committee, 1995-1999.

Member, Alumni Weekend Planning Committee, 1994.

Member, Computer Committee, 1993-1996.

Member, Graduate Curriculum Committee, 1993-1995.

Unit Coordinator, United Way Combined Fund, 1993.

Member, Undergraduate Curriculum Committee, 1993-1995.

Member, Work-Load Report Form Committee, 1992-93.

**SERVICE TO THE DEPARTMENT (GEORGE WASHINGTON UNIVERSITY)**

Member, Faculty Search Committee, 2021 - Present

Chair, Faculty Search Committee, 2010 - 2014

Member, Department Admissions Committee, 2008 - Present

Member, Department Appointment, Promotion and Tenure Committee, 2008 – Present

Member, Department Curriculum Committee, 2008 – Present

Member, Department Personnel Committee, 2008 – 2014

**SERVICE TO THE DEPARTMENT OF PUBLIC HEALTH (OREGON STATE UNIVERSITY)**

Chair, Department Personnel Committee, 2002 - 2004

Member, Search and Screen Committee for HMP Faculty Search, 2000, 2001, 2005, 2006, 2007, 2008

Member, Department Personnel Committee, 1998 - 2008

Coordinator, Health Management and Policy Programs, 1993-2008.

Member, GTA Selection Committee, 1997-2008

Chair, Search and Screen Committee for HCA Faculty Search, 1995, 1998-1999

Member, Search and Screen Committee for Tobacco Cessation Project Coord., 1995.

Chair, Combined Undergraduate/Graduate Curriculum Committee, 1994-96.

Member, Awards Committee, 1994-95.

Represented Department at the Linn-Benton Community College Career Fair, April 1994.

Faculty Advisor to OSU Chapter of American College of Healthcare Executives, 1993-2008.

Chair, Undergraduate Curriculum Committee, 1993-94.

Member, Search and Screen Committee for HPE Faculty Search, 1993.

Represented Department at Beaver Open House, February 1993 and 1994.

Member, Undergraduate Curriculum Committee, 1992-93.