

CURRICULUM VITA (7/1/10)

Name: MARTIN A. STROSBERG

Office Address: School of Management
Union Graduate College
80 Nott Terrace
Schenectady, New York 12308
Phone: (518) 631-9896
E-mail: strosbem@uniongraduatecollege.edu

EDUCATION

Syracuse University, Maxwell School of Citizenship and Public Affairs, 1974-76,
Ph.D. in Public Administration, 1977.

University of California at Berkeley, School of Public Health, 1970-71, M.P.H. in
Health Administration.

University of California at Berkeley, School of Public Affairs, 1968-69, M.A. in
Public Affairs.

Union College, Schenectady, New York, 1964-68, B.A. in Political Science
(honors), Woodrow Wilson Fellow Designate.

EMPLOYMENT EXPERIENCE

Professor of Management (Full, since 1995), Graduate Management
Institute, Union College, Schenectady, New York, September, 1986 to the present
(now called Union Graduate College, formerly Graduate College of Union
University).

Professor of Bioethics, Program in Bioethics, Union Graduate College-Mount
Sinai School of Medicine, 2002 - present.

Research Professor, Department of Political Science, Union College, 2003 -
present.

Director, Program in Health Systems Administration, Graduate Management

Institute (now called School of Management of Union Graduate College), 1990 to 1994, 1996, 1999 to 2005 (Acting Director, 1987, 1988).

Director, Graduate Management Institute (now called School of Management of Union Graduate College), Union College, Schenectady, New York, 1993 to 1996.

Post-Doctoral Fellowship (sabbatical), Surgical Intensive Care Unit, Albany Medical Center, 1992-1993.

Research Fellow, Ellis Hospital, Schenectady, N.Y., June 1984 to June 1985, directing project to evaluate the reimbursement implications and quality contribution to the hospital of the undergraduate and graduate medical education programs.

Associate Professor, Graduate School of Public Administration and College of Business and Public Administration, New York University, 1976-1985 (on leave, 1979-81) teaching graduate courses in public administration and health policy, planning and administration.

Senior Program Analyst, Office of Evaluation and Technical Analysis, Assistant Secretary for Planning and Evaluation, Department of Health and Human Services, Washington, D.C., July 1979 to July 1981 (on leave from New York University as a National Association of Schools of Public Affairs and Administration Fellow).

Health Program Coordinator, Jackson County Community Action Council, Medford, Oregon, 1971 - 1973.

Trainee, Bay Area Comprehensive Health Planning Council, San Francisco, California, Summer 1971.

Associate Planner, Capital District Regional Planning Commission, Albany, New York, June 1969 - June 1970.

SCHOLARSHIP

Refereed Journals

1. Flanagan, B., Philpott, S., Strosberg, M.A., "Protecting Participants of Clinical Trials Conducted in the Intensive Care Unit," Journal of Intensive Care Medicine (accepted for publication).

2. Gefenas, E., Dranseika, V., Cekanauskaite, A., Hug, A., Mezinska, S., Peicius, E., Silis, V., Soosaar, A., Strosberg, M., "20 Years of Human Research Ethics Committee in the Baltic States," Developing World Bioethics (accepted for publication).
3. Gefenas, E., Dranseika, V., Cekanauskaite, A., Hug, A., Mezinska, S., Peicius, E., Silis, V., Soosaar, A., Strosberg, M., "Non-equivalent Stringency of Ethical Review in the Baltic States: A Sign of a Systematic Problem in Europe?" The Journal of Medical Ethics (accepted for publication).
4. Gimbel, R., Strosberg, M., Gefenas, E., Lehrman, S. et al., "Presumed Consent and Environment Predictors of Cadaveric Organ Donation In Europe," Progress in Transplantation, V. 13, N.1, 2003, pp. 1-7.
6. Strosberg, M.A. and Gimbel, R.W., "The Public Administration of Organ Allocation: Maintaining the Public-Private Partnership," Public Administration and Management: An Interactive Journal, V. 7, N. 3, 2002, pp. 229-249.
7. Gimbel, R., Lehrman, S., Strosberg, M. et al., "Organizational and Environmental Predictors of Job Satisfaction in Community-Based HIV/AIDS Services Organizations," Social Work Research, V. 26, N. 1, 2002, pp. 43-55.
8. Gimbel, R., Strosberg, M. and Lehrman, S., "Cultural Analysis of an Organ Procurement Organization," Progress in Transplantation, V. 11, N.4, 2001, pp. 249-254.
9. Strosberg, M., "The Organizational Context of Ethical Dilemmas: A Role-Playing Simulation for the Intensive Care Unit," Journal of Health Administration Education, V. 19, N. 2, 2001, pp. 173-193.
10. Teres, D. et al., "Defining a High Performance ICU for the 21st Century," Journal of Intensive Care Medicine, V. 13, N.4, 1998, pp. 195-205.
11. Teres, D., Boyd, K., Rapoport, J., Strosberg, M., Baker, R., Lemeshow, S. "Impact of Legislation Regulating DNR Orders: New York State Compared to Neighboring States," Journal of

- Intensive Care Medicine, V. 11, N.6, (Nov.-Dec.) 1996, pp. 335-342.
12. Mallick, R., Strosberg, M.A., Lambrinos, J., Groeger, J., "The ICU Medical Director as Manager: Impact on Performance," Medical Care, V. 33, N.6, 1995, pp. 611-624.
 13. Groeger, J., Guntupali, K., Strosberg, M., et al, "Descriptive Analysis of Critical Care Units in the United States, Patient Characteristics and Intensive Care Unit Utilization," Critical Care Medicine, V. 21, N. 2, February, 1993, pp. 229-291.
 14. Baker, R. and Strosberg, M., "Triage and Equality: An Historical Reassessment of Utilitarian Analyses of Triage" in Kennedy Institute of Ethics Journal, V.2, N.2, June 1992, pp. 103-123.
 15. Groeger, J., Strosberg, M., Halpern, N., et al, "Descriptive Analysis of Critical Care Units in the United States," Critical Care Medicine, V. 20, N.6, June, 1992, pp. 846-863.
 16. Cohen, I.L., Bari, N., and Strosberg, M.A., et al, "Reduction of Duration and Cost of Mechanical Ventilation in an Intensive Care Unit by the Implementation of a Ventilator Management Team," Critical Care Medicine, V.19, N. 10, October, 1991, pp. 1278-1284.
 17. Strosberg, M.A., "Intensive Care Units in the Triage Mode: An Organizational Perspective," Hospital and Health Services Administration, V. 36, N. 1, Spring 1991, pp. 95-109.
 18. Strosberg, M.A., Teres, D., Fein, I.A., et al, "Nursing Perception of the Availability of the Intensive Care Unit Medical Director for Triage and Conflict Resolution," Heart and Lung, September., 1990, pp. 452-455.
 19. Strosberg, M.A., "The Commissioned Corps of the U.S. Public Health Service: A Personnel System Under Siege," Journal of Public Health Policy, March, 1984.
 20. Strosberg, M.A., and Wholey, J., "Evaluability Assessment: From Theory to Practice in the Department of Health and Human Services," Public Administration Review, January/February, 1983; Reprinted in Evaluation Studies Review

- Annual, Vol. 9, edited by Ross F. Conner (Santa Monica: Sage Publications, Inc., 1984).
21. Strosberg, M. and Padilla, E., "Regulatory Controls on Capital Based Medical Technology," Journal of Health and Human Resources Administration, August, 1982.
 22. Strosberg, M., Mullan, F. and Winsberg, G., "Service Conditional Medical Student Aid Programs: The Experience of the States," Journal of Medical Education, V. 57, N. 8, August, 1982.
 23. Strosberg, M.A. and Strosberg, J., "Do Family Practice Residents in the United States Learn Clinical Rheumatology? An Important Question," Journal of Rheumatology, V. 7, N. 6, 1980.
 24. Strosberg, M.A., "Graduate Medical Education, Specialists, and Specialization: The Tangled Web," Journal of Health Politics, Policy and Law, V. 4, N. 4, (Winter, 1980).
 25. Strosberg, M.A., Levine, C., and Mauet, A., "Technology and the Governance of the Health Care Industry: The Dilemma of Reform," Journal of Health Politics, Policy and Law, V. 2, N. 2 (Summer, 1977).
 26. Strosberg, M.A., "Technological Innovation, Specialization, and Specialty Societies: The Case of Endoscopy," Bulletin of the New York Academy of Medicine, May, 1979.

Books

1. Strosberg, M. A. and Teres, D., Gatekeeping in the Intensive Care Unit, Chicago, Health Administration Press, 1997.

Edited Books and Book Chapters

1. Balint, J., Philpott, S., Baker, R., Strosberg (eds.), Ethics and Epidemics, Amsterdam, Elsevier (Advances in Bioethics, Volume 9), 2006.

2. Strosberg, M.A. and Gimbel, R., "Organ Allocation: The Public Policymaking Process," in The Ethics of Organ Donation and Transplantation (W. Shelton, J. Balint, eds.), Greenwich Conn., JAI Press (Elsevier Science, Inc.), 2001, pp. 231-254.
3. Strosberg, M.A., "Health Maintenance Organizations," in Infrastructure and Services: A Historiographical and Bibliographical Guide (D. O. Whitten and B. E. Whitten (eds.), Westport, Conn., Greenwood Press, 2000, pp. 351-364.
4. Strosberg, M.A. and Teres, D., "Public Policy Making for Intensive Care Units," Intensive Care Medicine (4th edition), R. S. Irwin, F. Cerra, J. Rippe (eds.), Philadelphia, Lippincott-Raven Publishers, 1999, pp. 2451-56.
5. Strosberg, M.A. (ed.), New York's Health Care System: Making the Transition to Managed Care and Competition, Troy, N.Y., Educator's International Press, 1997.
6. Baker, R., and Strosberg, M.A. (eds), Legislating Medical Ethics: A Study of the New York State Do-Not-Resuscitate Law, Dordrecht, The Netherlands, Kluwer Academic Publishers, 1995.
7. Strosberg, M., "The New York State Do-Not-Resuscitate Law: A Case Study in Public Policy-Making," in Legislating Medical Ethics.
8. Baker, R., Strosberg, M., Schmee, J. et al., "The 1988 Do-Not-Resuscitate Reforms: A Comparative Study of the Impact of the New York DNR Law and JCAHO Accreditation Requirements for DNR Policy," in Legislating Medical Ethics.
9. Baker, R. and Strosberg, M., "The Bioethical Revolution of 1988: The Future of the Futility Controversy," in Emerging Issues in Biomedical Policy 1992, R. Blank, K. Wittenberg, A. Bonnicksen (eds.), New York, Columbia University Press, 1993.
10. Fein, I.A., Strosberg, M.A., and Fein, S.L., "Organization of Critical Care Units," Principles and Practice of Medical Intensive Care, R.W. Carlson and M.A. Geheb (eds.), Phil., W.B. Saunders Co., 1993.

11. Strosberg, M.A., Wiener, J., Baker, R., and Fein, I.A. (eds.) Rationing America's Health Care: The Oregon Plan and Beyond, Washington, D.C., The Brookings Institution, 1992.
12. Strosberg, M.A., Fein, I.A., Carroll J.D. (eds.), Rationing Medical Care for the Critically Ill, Washington, D. C., The Brookings Institution, 1989.
13. Baker, R., Fein, I.A., Strosberg, M.A., Weil, M.H., "Caring for the Critically Ill: Proposals for Reform" in Rationing Medical Care for the Critically Ill, M. A. Strosberg, I. A. Fein, J. D. Carroll (eds.), Washington, D. C.: The Brookings Institution, 1989, pp.87-92.
14. Fein, I. A., and Strosberg, M.A. (eds.), Managing the Critical Care Unit, Rockville, MD, Aspen Publishers, Inc., 1987.
15. Strosberg, M.A., "The Intensive Care Unit: In Search of Management and Excellence," in Managing the Critical Care Unit, I. A. Fein and M. Strosberg (eds.), Rockville, MD; Aspen Publishers, Inc., 1987, pp. 21-31.

Other Journal Articles

1. Strosberg, M.A., Gimbel, R., "Kidney Donation: When All Else Fails, Try a Regulated Market" Journal of the National Medical Association, V. 102, N.1, 2010, pp. 44-5.
2. Strosberg, M., McGee, G., Baker, R., Gefenas, E., "Learning to Avoid Research Misconduct -- in Any Language," ASBH Exchange, Spring 2006.
3. Strosberg M. "Allocating scarce resources in a pandemic: ethical and public policy dimensions," Virtual Mentor, April 2006; 8:241-244. Available at: <http://www.ama-assn.org/ama/pub/category/16104.html>. Accessed March 31, 2006.
4. Strosberg, M.A., "The Ethical Quality Report Card: Confronting Rationing," American Journal of Bioethics, V. 4, N.3, 2004, p. 112.
5. Strosberg, M.A., and Teres, D., "Intensive Care Unit Admissions Do Not Pass the Reasonableness Test," Crit Care Med, V. 31, N. 12, 2003, pp. 2809-2811.

6. Betalden, P., Mohr, J. Strosberg, M., Baker, R., "A Conceptual Framework for Learning Continual Improvement in Health Administration Education Programs," Journal of Health Administration Education, V.13, N.1, Winter, 1995, pp 67-90.
7. Lehr, H. and Strosberg, M.A., "Quality Improvement in Health Care: Is the Patient Still Left Out?" Quality Review Bulletin/Journal of Quality Assurance, V. 17, No. 10, October, 1991, pp 326-329.
8. Baker, R., Fein, I.A., and Strosberg, M.A., "The Intelligent Anesthesiologist's Guide to the Language and Logic of Allocation", Anesthesiology Clinics of North America, V. 9, N. 2, June 1991.
9. Strosberg, M.A., and Fein, I.A., "Managing Critical Care Units: Are They in Critical Condition in the United States?" Perspectives in Critical Care, V. 3, N 2, 1990, pp. 67-73.
10. Strosberg M.A., and Fein, I.A., "Policy and Management Issues in Rationing Care for the Critically Ill," Hospital Administration Currents, V. 31, N.1, 1987.
11. Abramson, M., Buchanan, B., Pagano, M., Schmidt, R., Strosberg, M.A., and Wholey, J. "Assessing a New Personnel System: Developing an Evaluation Design for the Senior Executive Service," Review of Public Personnel Administration, V. 2, N. 3, Summer, 1982.
12. Strosberg, M.A., "Harnessing Medical Technology," New York Affairs, V.7, N. 1, 1981.
13. Padilla, E. and Strosberg, M.A., "Dilemmas in Regulation: CT Scanners and Other Capital-Based Medical Technology in New York State," New York Affairs, V. 6, N. 1, 1980.
14. Strosberg, M.A., "Toward a Science of Baseball (A Public Administration Theory Parable)," Public Administration Review, V. 36, N.2 (March/ April, 1976).

Abstracts, Book Reviews, and Columns

1. Lambrinos, S., Strosberg, M., Lambrinos, J., Groeger, J. "Relationship of medical director effectiveness to ICU management model (abstract)," Critical Care Medicine, December 2004 supplement.
2. Strosberg, M., "Rationing flu vaccine: an opportunity to practice priority-setting skills," *The Business Review* (Albany, November 29, 2004).
3. Strosberg, M., "Health Focus: Business has stake in quality and safety of health services," *The Business Review* (Albany, November 1, 2004).
4. Strosberg, M., "Health Focus: America's 100 Best Hospitals: How do they differ and does it matter?" *The Business Review* (Albany, September 6, 2004).
5. Strosberg, M., "Health Focus: Make drugs more affordable for the uninsured workforce," *The Business Review* (Albany), August 8, 2004.
6. Strosberg, M., "Health Focus: Consumer choice in health care: Always beware of what you ask for," *The Business Review* (Albany), June 14, 2004.
7. Strosberg, M., "Health Focus: Creating a 'safety culture at work is a positive-sum game,'" *The Business Review* (Albany), May 17, 2004.
8. Strosberg, M., "Health Focus: The quality of health care: next-generation report cards," *The Business Review* (Albany), March 22, 2004.
9. Strosberg, M., "Health Focus: Empower patients - give them access to their e-medical records," *The Business Review* (Albany), February 23, 2004.
10. Strosberg, M., "Saving Medicaid: an entirely unoriginal if not impractical plan," *The Business Review* (Albany), December 29, 2003.
11. Strosberg, M., "Health Focus: Chinese cardiovascular team takes home 'Made in Schenectady' label," *The Business Review* (Albany), December 1, 2003.
12. Strosberg, M., "Health Focus: Health care organizational ethics: building on clinical and business ethics," *The Business Review* (Albany), October 6, 2003.
13. Strosberg, M., "Health Focus: Some good news and some bad news about hospital intensive care units," *The Business Review* (Albany), September 8, 2003.

14. Strosberg, M., "Health Focus: Making the 'business case' for better health care is not an easy task," *The Business Review* (Albany), July 14, 2003.
15. Strosberg, M., "Health Focus: Business page could become source for public health info," *The Business Review* (Albany), June 16, 2003.
16. Book review of P. A. Ubel, *Pricing Life: Why It's Time For Health Care Rationing*, Cambridge, The MIT Press, 2000, in Medical Decision Making, V. 21, N.6, 2001, p.510.
17. Book review of W. J. Sibbald and T.A. Massaro, *The Business of Critical Care*, Futura Publishing Co., Inc. Armonk, NY, 1996, in Journal of Intensive Care Medicine, 1999.
18. Book review of M.Y. Abolafia, *Making Markets: Opportunism and Restraint on Wall Street*, Harvard University Press, 1996, in *Albany Times Union*, March 23, 1997.
19. Book review of W.L. Balk, *Managerial Reform and Professional Empowerment in the Public Service*, Westport, Ct., Quorum Books, 1996, in *Albany Times Union*, December 15, 1996.
20. Book review of W. L. Kissick, *Medicine's Dilemmas: Infinite Needs Versus Finite Resources*, Yale Univ. Press, 1994, in Inquiry, V. 33, N. 2,
21. I. A. Fein, Sander, B., I.L. Cohen, Strosberg, M., "Critical Care Physician Billing, Unit Utilization and Efficiency: Reassessing the Financial Base of Critical Care" (abstract), Critical Care Medicine, V. 21, No. 4 (Suppl.), 1993, p. S220 (poster session).
22. Mallick, R., Strosberg, M., Lambrinos, J., Groeger, J., "Managerial Involvement of Medical Director: Impact on ICU Resource Allocation" (abstract), Critical Care Medicine, V. 21, No. 4 (Suppl.), 1993, p. S170 (poster session).
23. Task Force for Distribution of ICU Resources in the United States, Society of Critical Care Medicine, "Advanced Directives, Policies for Terminating Life Support and Utilization of Ethics Committees in ICUs of the United States" (abstract), Critical Care Medicine, V. 21, No.4 (Suppl.), 1993, p. S219 (poster discussion).

24. Baker, R., Dersch, V., Fein, I.A., Strosberg, M.A., et al, "Ethical Implications of New York's DNR Law" (abstract), Critical Care Medicine, V.18, N. 4, Suppl.), 1990, p. 5255 (poster discussion).
25. Falkenstein, D., Strosberg, M.A., Zimmon, D., "Endoscopy: A Dominant Influence in the Gastroenterology Job Market," New England Journal of Medicine (correspondence) V. 297, N. 2 (July 14, 1977).
26. Falkenstein, D., Strosberg, M.A., Zimmon, D., "Endoscopy: A Dominant Influence in the Gastroenterology Job Market" (abstract), Gastroenterology, V. 72, N.A33, 1977, p.1056.

Other (reports and proceedings)

1. Fitzgerald, J. and Strosberg, M.A., Progress Report to the New York State Department of Health AIDS Institute: Rapid Cycle Quality Improvement Collaborative (Improving the Progress Note), November 23, 2004.
2. Fitzgerald, J. and Strosberg, M.A., Progress Report to the New York State Department of Health AIDS Institute: Downstate and Upstate Rapid Cycle Quality Improvement Projects (Improving the No-Show Appointment Rates), April 21, 2004.
3. Member, Committee on the Medicare Peer Review Organization Evaluation Plan, An Assessment of the HCFA Evaluation Plan for the Medicare Peer Review Organization Program, National Academy of Sciences, Institute of Medicine, Washington, D.C., June 1994.
4. McDonald, K. and Strosberg, M.A., The Access of Rural Trauma Patients to Regional Trauma and Critical Care Service in The Capital District and Surrounding Counties, New York State Legislative Commission on Rural Resources, August, 1989.
5. Strosberg, M.A., Schneller, E., Wheeler, P., and Anderson, D., "The Impact of Residency Training on a Community Teaching Hospital," Proceedings of the 17th Annual Meeting of the Health Services Division of the Institute of Industrial Engineers, Chicago, 1985.

6. Strosberg, M.A., The Evaluation of the Impact of Graduate Medical Education Programs on the Cost and Quality of Patient Care, Ellis Hospital, Schenectady, New York, August, 1985.
7. Strosberg, M.A., and Braunstein, L., An Evaluation of the Model School Health Services Demonstration Project, New York City Board of Education, 1984.
8. Strosberg, M.A., Schwartz, A., and Schmidt, R., An Evaluation of the U.S. Public Health Service Commissioned Corps Personnel System, Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, November, 1981, published in its entirety in *Hearing before the Subcommittee on Health and the Environment of the Committee on Energy and Commerce, House of Representatives, 97th Congress, Second Session* (June 14, 1982), pp. 11-105.
9. Abramson, M., Schmidt, R., Strosberg, M.A., Wholey, J., Buchanan, B., Pagano, M., Evaluability Assessment of the Senior Executive Service Program, Civil Service Reform Act of 1978, Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, 1980.
10. Kotler, M., Savoy, M., Lippman, J., Strosberg, M.A., Whitfill, A., Hobbins, C., and DiRocco, L., Evaluability Assessment of the Appropriateness Review Function of the Health Planning Program, Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, 1980.
11. Padilla, E. and Strosberg, M.A., Policy Environment of CT Scanners and Other Capital Based Medical Technology, Report to the New York State Department of Health and the Committee on CT Scanners of the New York State Hospital and Review and Planning Council, Albany, New York, July, 1979.
12. Strosberg, M.A. The Impact of House Staff Turnover on Organization Performance in Teaching Hospitals, Doctoral Dissertation, Maxwell School, Department of Public Administration, Syracuse University, 1976 (first reader, Charles Levine).
13. Strosberg, M.A., Health and Related Social Services in the Capital District Region, Capital District Regional Planning Commission, Albany, New York, 1970.

Presentations, Lectures, And Conference Papers (selected)

1. Presenter, "Promoting Responsible Conduct of Research at the Institutional Level: A Managerial Perspective," Capstone Seminar, Advanced Certificate in Research Ethics for Central and Eastern Europe, Split, Croatia, July 13, 2010.
2. Presenter, Election 2008 Symposium, Health Care, Individual Autonomy, and Fundamental Rights, Albany Law School, October 30, 2008.
3. Presenter, Preventing a Disaster: Guidelines for Dealing with Epidemics, Center of Health, Science and Public Policy, Brooklyn Law School, October 2, 2008.
4. Presenter, E-Education in Research Ethics in Central and Eastern Europe, Distance Learning Consultation, Fogarty International Center, National Institutes of Health, June 26, 2008.
5. Co-Chair and Presenter, Eighth Global Forum on Bioethics in Research: Fostering Research Ethics Infrastructure in the Developing World and Transition Societies, Vilnius, Lithuania, June 27-29, 2007.
6. Lecturer, "The Protection of Human Research Subjects: The Perspective of Public Administration," Inter-American University of Social Sciences, FLACSO, funded by the National Institutes of Health-Fogarty International Center, Buenos Aires, Argentina, May 18, 2007.
7. Co-Director and lecturer, "Capstone Course," Advanced Certificate Program in Research Ethics, funded by the National Institutes of Health - Fogarty International Center, University of Vilnius, Vilnius, Lithuania, October 16-19, 2006.
8. Co-Director and lecturer, "Research Ethics Practicum," Advanced Certificate Program in Research Ethics, funded by the National Institutes of Health - Fogarty International Center, University of Tartu, Tartu, Estonia, June 19-23, 2006.
9. Co-Director and lecturer, "Capstone Course," Advanced Certificate Program in Research Ethics, funded by the National Institutes of

Health - Fogarty International Center, University of Vilnius,
Vilnius, Lithuania, July 3-9, 2005.

Presenter, "Assessing the Impact of Report Cards (Public Release of
Clinical Performance Data) on Quality Improvement in NYS AIDS/HIV
Clinics," Capital District Medical Decision Making Interest Group, Albany
Medical College, October 5, 2004

11. Presenter, "Organizational Ethics: The Role of Top Managers,"
European Conference on Philosophy of Medicine and Health
Care, Vilnius, Lithuania, August 22, 2003.
12. Co-Director and lecturer, Management Workshop for the TEDA
(Tianjin Economic-Technology Development Area) International
Cardiovascular Hospital, Union College, Jan 12-29, 2003.
13. Visiting lecturer, University of Mumbai (lectures on health systems
planning, administration, and ethics), Mumbai, India, Dec. 14-21, 2002.
14. Lecturer, "Trends in U.S. Hospital Administration: Applications for
China?" Tianjin Bureau of Public Health, Science and Technology
Education Department, Tianjin, China, May 9, 2002.
15. Lecturer, "Resolved: That Physicians Can and Should Bring
Cost-Effectiveness Analysis to the Bedside," Capital District
Medical Decision Making Interest Group, October 3, 2000.
16. Lecturer, "Resource Allocation in the Post-Communist Baltic
States," Schweitzer Regional Conference on Medical Ethics,
sponsored by the Albert Schweitzer Institute for the Humanities
and the Soros Foundation, Riga, Latvia, May 5-8, 1999.
17. Lecturer, "Gatekeeping in the Intensive Care Unit: Gaining
Insight through a Role-Playing Simulation Exercise," National
Health Summit Conference, Innovative Strategies for ICUs,
Sydney, Australia, February 26, 1999.
18. Lecturer, "The Managerial Challenges of Managed Care," Albany
Medical College, Aug. 12, 1998.
19. Lecturer, "The Transition of the Healthcare Industry to Market
Competition," Albany Medical College, Jan. 8, 1997.

20. Co-Chairman and lecturer, Conference on Managing Critical Care Units: Management Seminar for Physicians, Nurses and Administrators, Lake Buena Vista, Florida, Feb. 3-6, 1994.
21. Presenter, "The ICU Triage Simulation," Grand Rounds, Baystate Medical Center, Springfield, Mass., Oct. 11, 1993.
22. Lecturer, "Technology and Medical Ethics," New York State Public Sector Coalition on Health Benefits, Sixth Annual Conference, Saratoga Springs, NY, May, 28, 1992.
23. Presenter, "The NYS DNR Law: Legislating Medical Ethics," American Public Health Association Annual Meeting, Atlanta, Nov. 12, 1991.
24. Presenter, "Rationing America's Medical Care: Opening a Pandora's Box," University Risk Management and Insurance Association, Boston, Mass, Sept., 25, 1991.
25. Co-Chairman, "Rationing America's Medical Care: The Oregon Medicaid Initiative," The Brookings Institution, Washington, D.C., May 20, 1991.
26. Presenter and Conference Co-Director, "The New York State DNR Law: An Assessment Conference," sponsored by Union College and Albany Medical College, Union College, Schenectady, N.Y., September 10-11, 1990.
27. Discussant, "The Cost of Health Care," CNN Prime Time News, July 6, 1990.
28. Presenter (with R. Baker and I.A. Fein), "Ethical Implications of NY's DNR Law," Society of Critical Care Medicine Nineteenth Annual Educational and Scientific Symposium, San Francisco, May 31, 1990.
29. Presenter (with I.A. Fein), "Organizational and Political Dynamics of Hospitals: What ICU Managers Need to Know," The American College of Critical Care Medicine and the Society of Critical Care Medicine, San Francisco, May 28, 1990.

30. Discussant, "The Crisis in Intensive Care," NBC Today Show, New York City, Sept. 5, 1989.
31. Co-Chairman and presenter, "Fourth Annual Seminar on Managing Critical Care Units" sponsored by Albany Medical College/Ellis Hospital Critical Care Education Foundation and Union College Graduate Management Institute, Albany, N.Y., April 14-17, 1988.
32. Co-Chairman and presenter, "An Interactive Seminar for Physicians on Managing Critical Care Units," sponsored by the Ellis Hospital Critical Care Center and Union College Graduate Management Institute, Stowe, Vermont, August 26-29, 1987.
33. Presenter, "Intensive Care Management and the Allocation of Scarce Resources. Who Decides?" Conference on Exploring Ethical Issues in Critical Care Medicine, Sponsored by Memorial Sloan - Kettering Cancer Center, New York City, March 13, 1987.
34. Co-Chairman, "Rationing of Medical Care for the Critically Ill," Policy Development Seminar, The Brookings Institution, Washington, D.C., May 27, 1986.
35. Presenter, "The Future of Fee for Service Medicine in an Era of HMOs, PPOs and For Profit Hospitals," Conference on Critical Care, presented by Ellis Hospital Critical Care Center and Albany Medical College, Smugglers Notch, Vermont, February 19, 1986.
36. Presenter, "The Impact of Graduate Medical Education on a Community Hospital," American Public Health Association Meeting, Washington, D.C., November 19, 1985.
37. Presenter, "The Corporate Influence on the Health Care Delivery System," NYS Coalition of Nurse Practitioners, Albany, New York, November 15, 1985
38. Lecturer, "Government Health Programs and the Political Process," Public Service Training Program, Rockefeller College, State University of New York at Albany, May 30-31, 1985, Nov. 1-8.
39. Presenter, "DRGs: The Impact on Medical Care and Practice -- Past, Present and Future," Conference on Critical Care, presented

- by Ellis Hospital Critical Care Center and Albany Medical College, Smugglers Notch, Vermont, Feb. 22, 1985.
40. Presenter, "The New York City Health and Hospitals Corporation: Designing the Future," with E. Padilla, American Public Health Association Meeting, Dallas, November 16, 1983.
 41. Lecturer, "Program Evaluation in the Department of Health and Human Services," Workshop on Policy Analysis, Graduate Program in Public Affairs and Administration, Columbia University, New York, N.Y., April 15, 1981.
 42. Presenter, "The Management of Evaluability Assessments," Operations Research Society of America/The Institute for Management Studies Meeting, Colorado Springs, November 10, 1980.
 43. Co-presenter, "State Efforts to Meet the Needs of Rural Communities: Service Conditional Support Programs for Medical and Dental Students," American Public Health Association Annual Meeting, Detroit, October 20, 1980.
 44. Presenter, "An Evaluability Assessment of the Senior Executive Services, American Society for Public Administration Annual Meeting, San Francisco, April 12, 1980.
 45. Presenter, "Regulating Capital-Based Medical Technology: Dilemmas and Opportunities," American Society for Public Administration Annual Meeting, San Francisco, April 15, 1980.
 46. Panel Chairman, "Managing Retrenchment in the Health Care Industry," American Public Health Association Annual Meeting, New York City, November 6, 1979.
 47. Panel Chairman, "Administering Health Care Cost Containment: The Congressional Perspective," at the American Public Health Association Annual Meeting, Washington, D.C., November 1, 1977.
 48. Presenter, "Problems of Theory Construction in Public Administration: Public Administration as Social and as Applied Science" (with Alfred Mauet and Charles Knerr), American

Society for Public Administration Annual Meeting,
Washington, D.C., April 21, 1976.

49. Discussant, "Accountability and Health Care" at the International Studies Association Meeting, Toronto, February 29, 1976.
50. Presenter, "Professionalization, Technology, Claims of Expertise, and Democracy in the Delivery of Health Care Service," American Political Science Association Annual Meeting, San Francisco, September 2, 1975.

Journal Refereeing and Editorial Board Activities

1. Emerging Infectious Diseases
2. Journal of Healthcare Management
3. Critical Care Medicine
4. Journal of Intensive Care Medicine

GRANTS

Principal Investigator, "E-Education in Research Ethics: Central and Eastern Europe (1 R25 TW007085-01)," National Institutes of Health, Fogarty International Center, September 1, 2004 to present (renewed October 1, 2008).

Co-Organizer, 8th Forum on Bioethics in Research (June 2007), funding from NIH, Medical Research Council (UK), Wellcome Trust (UK).

CONSULTING EXPERIENCE

1. Feasibility Study for New York Institute for Ethical Stem Cell Research (project funded under NYSTEM grant contract no. C023901), 2010.
2. Rapid Cycle Quality Improvement Collaborative Project, New York State Department of Health AIDS Institute, Bureau of Community Support Services, June, 2003 - 2006.
3. Schenectady County Public Health Services

- Bio-terrorism Response Plan, November 1, 2002 – March 1, 2003.
4. New York State Department of Health, AIDS Institute, “ Assessment of the Effectiveness of the Public Release of AIDS Facility Performance Information,” co-principal investigator, 2000 – 2001.
 5. CARENET (medical group practice). Strategic planning and service as member of joint-policy board, 1992-1999.
 6. Research Consultant for Best Practices for the Capital Region: A Report to the New York State Commission on the Capital Region, by H. Fried and D. Klein, June 1997.
 7. Ellis Hospital, Intensive Care Unit, Schenectady, N.Y. Analysis of utilization patterns, 1989-91.
 8. Ellis Hospital, Schenectady, N.Y., management consultant and author of "An Assessment of the Ellis Hospital School of Nursing," November 1985 - December 1986.
 9. The Nelson A. Rockefeller College of Public Affairs and Policy, Public Service Training Program, consultant on curriculum development for workshops in Health Care Administration, Planning and Policy, Summer 1986.
 10. New York City Board of Education, principal evaluator of Model School Health Services Demonstration Project, Oct. 1982 - Jan. 1984.
 11. New York City Department of Personnel, Bureau of Personnel Development, Instructor in Public Management Development Program, February - May, 1983.
 12. U.S. Department of Health and Human Services, consultant for the Evaluation of DHHS Civil Service Reform -- Senior Executive Service Program, Sept. 1981 - August, 1983.
 13. Doctors' Council, consultant on feasibility of private practice in New York City Health and Hospitals Corporation, January - April, 1983.
 14. New York State Department of State, project administrator for conference, "Public Sector Management: A Decade of Innovation in New York and New Jersey," September. – October, 1982.

15. New York State Department of Health and State Hospital Review and Planning Council, Consultant on guidelines for the acquisition and utilization of CT scanners and major medical equipment. July, 1977 to July 1978.

SERVICE

Management Service and Advice to Community Groups

1. Advisory Panel Member, New York State Senate Medicaid Reform Task Force, August, 2003 -January 2004.
2. Member, Committee to Evaluate the Health Care Financing Administration Peer Review Organization Evaluation Strategy, Institute of Medicine, National Academy of Sciences, 1993-94.

Board Member and Memberships in Community Groups

1. Member, Board of Directors, Schenectady Free Health Clinic, 2003 - present.
2. Member, Advisory Board, Eastern New York Occupational and Environmental Health Center, 1999 - 2005.
3. Member, Schenectady County Public Health Services Advisory Board, 1995 to present (Chair, 2009 - present).
4. Schenectady County Committee on Health Care Issues, 1987 - present.
5. Member, Board of Directors of Planned Parenthood of Schenectady and Affiliated Counties, 1985 - 1989.
6. Member, Board of Directors, Hudson-Mohawk AHEC (Area Health Education Center), 2009-present.

Service to Professional Societies

1. Society of Critical Care Medicine - Public Affairs Committee, 1995-97.

2. Society of Critical Care Medicine - Ethics Committee, 1996 to 1998; co-author of "Consensus Statement of the SCCM's Ethics Committee Regarding Futile and Other Possibly Inadvisable Treatments, " Critical Care Medicine, V. 25, N. 5, 1997, pp. 887-891.
3. Member, Program Planning Committee, Program Director's Meeting, Association of University Programs in Health Administration, 1993.
4. Health Policy and Administration Consortium of the Capital Area), 1985 - present (Treasurer, Steering Committee - 2005).