

CURRICULUM VITA (4/1/07)

Name: MARTIN A. STROSBERG

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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 to the present.

Research Professor, Department of Political Science, Union College, 2003
to the 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). Responsible for planning, conducting and monitoring selected priority management evaluations in the Department including evaluability assessments of the Allied Health Professions Grant Program, End-Stage Renal Disease Program, Public Health Service Commissioned Corps Personnel System, DHHS Senior Executive Service Program, and Health Planning/Appropriateness Review Program to (a) measure and improve program performance and (b) provide program design and evaluation options to policy-makers and program managers. Also served on the Evaluation Oversight Committee of the National Institutes of Health.

Health Program Coordinator, Jackson County Community Action Council, Medford, Oregon, 1971 - 1973, assigned to work with the Jackson County Health Department and the Jackson-Josephine County Comprehensive Health Planning Council to develop a primary care center serving the medically indigent of the region. Also provided technical assistance in management and evaluation to OEO-initiated agencies such as Head Start/Health Start, Planned Parenthood, Alcoholism Treatment Center, and Council on Aging.

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, administered Law Enforcement Assistance Agency (LEAA) grant for the Capital District Region, staffed technical advisory committee and acted as criminal justice planner for the region. Also responsible for developing the health and social services component of the regional master plan.

X-ray technician, Samaritan Hospital, Troy, New York, Summer, 1965.

SCHOLARSHIP

Refereed Journals

1. 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.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.

7. 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.
8. 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.
9. 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.
10. 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.
11. 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.
12. 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.
13. 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.
14. 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, Sept., 1990, pp. 452-455.
15. 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.

16. 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).
17. Strosberg, M. and Padilla, E., "Regulatory Controls on Capital Based Medical Technology," Journal of Health and Human Resources Administration, August, 1982.
18. 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.
19. 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.
20. 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).
21. 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).
22. Strosberg, M.A., "Technological Innovation, Specialization, and Specialty Societies: The Case of Endoscopy," Bulletin of the New York Academy of Medicine, May, 1979.
23. Strosberg, M.A., "Toward a Science of Baseball (A Public Administration Theory Parable)," Public Administration Review, V. 36, N.2 (March/April, 1976).

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. 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.
2. Strosberg, M.A., "The Ethical Quality Report Card: Confronting Rationing," American Journal of Bioethics, V. 4, N.3, 2004, p. 112.
3. 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.
4. 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.

5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. Strosberg, M.A., "Harnessing Medical Technology," New York Affairs, V.7, N. 1, 1981.
11. 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.

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. 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.
2. 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.
3. 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.
4. 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.
5. 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
6. Presenter, "Organizational Ethics: The Role of Top Managers," European Conference on Philosophy of Medicine and Health Care, Vilnius, Lithuania, August 22, 2003.
7. Co-Director and lecturer, Management Workshop for the TEDA (Tianjin Economic-Technology Development Area) International Cardiovascular Hospital, Union College, Jan 12-29, 2003.
8. Visiting lecturer, University of Mumbai (lectures on health systems planning, administration, and ethics), Mumbai, India, Dec. 14-21, 2002.

9. 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.
10. Lecturer, "Resolved: That Physicians Can and Should Bring Cost-Effectiveness Analysis to the Bedside," Capital District Medical Decision Making Interest Group, October 3, 2000.
11. 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.
12. 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.
13. Lecturer, "The Managerial Challenges of Managed Care," Albany Medical College, Aug. 12, 1998.
14. Lecturer, "The Transition of the Healthcare Industry to Market Competition," Albany Medical College, Jan. 8, 1997.
15. 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.
16. Presenter, "The ICU Triage Simulation," Grand Rounds, Baystate Medical Center, Springfield, Mass., Oct. 11, 1993.
17. Lecturer, "Technology and Medical Ethics," New York State Public Sector Coalition on Health Benefits, Sixth Annual Conference, Saratoga Springs, NY, May, 28, 1992.
18. Presenter, "The NYS DNR Law: Legislating Medical Ethics," American Public Health Association Annual Meeting, Atlanta, Nov. 12, 1991.
19. Presenter, "Rationing America's Medical Care: Opening a Pandora's Box," University Risk Management and Insurance Association, Boston, Mass, Sept., 25, 1991.

20. Co-Chairman, "Rationing America's Medical Care: The Oregon Medicaid Initiative," The Brookings Institution, Washington, D.C., May 20, 1991.
21. 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.
22. Discussant, "The Cost of Health Care," CNN Prime Time News, July 6, 1990.
23. 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.
24. 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.
25. Discussant, "The Crisis in Intensive Care," NBC Today Show, New York City, Sept. 5, 1989.
26. 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.
27. 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.
28. 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.

29. Co-Chairman, "Rationing of Medical Care for the Critically Ill," Policy Development Seminar, The Brookings Institution, Washington, D.C., May 27, 1986.
30. 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.
31. Presenter, "The Impact of Graduate Medical Education on a Community Hospital," American Public Health Association Meeting, Washington, D.C., November 19, 1985.
32. Presenter, "The Corporate Influence on the Health Care Delivery System," NYS Coalition of Nurse Practitioners, Albany, New York, November 15, 1985
33. 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.
34. 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.
35. Presenter, "The New York City Health and Hospitals Corporation: Designing the Future," with E. Padilla, American Public Health Association Meeting, Dallas, November 16, 1983.
36. 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.
37. Presenter, "The Management of Evaluability Assessments," Operations Research Society of America/The Institute for Management Studies Meeting, Colorado Springs, November 10, 1980.
38. 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.

39. Presenter, "An Evaluability Assessment of the Senior Executive Services, American Society for Public Administration Annual Meeting, San Francisco, April 12, 1980.
40. Presenter, "Regulating Capital-Based Medical Technology: Dilemmas and Opportunities," American Society for Public Administration Annual Meeting, San Francisco, April 15, 1980.
41. Panel Chairman, "Managing Retrenchment in the Health Care Industry," American Public Health Association Annual Meeting, New York City, November 6, 1979.
42. Panel Chairman, "Administering Health Care Cost Containment: The Congressional Perspective," at the American Public Health Association Annual Meeting, Washington, D.C., November 1, 1977.
43. 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.
44. Discussant, "Accountability and Health Care" at the International Studies Association Meeting, Toronto, February 29, 1976.
45. 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

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.

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

Co-Principal Investigator, New York State Department of Health AIDS Institute, "Assessment of the Effectiveness of the Public Release of AIDS Facility Performance Information," Sept. 2000 - March, 2001.

CONSULTING EXPERIENCE

- A. Consultant, Rapid Cycle Quality Improvement Collaborative Project, New York State Department of Health AIDS Institute, Bureau of Community Support Services, June, 2003 to 2006.
- B. Consultant, Schenectady County Public Health Services Bio-terrorism Response Plan, November 1, 2002 - March 1, 2003.
- C. CARENET (medical group practice), management consultant, 1992-1999. Strategic planning and service as member of joint-policy board.
- D. 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.
- E. Ellis Hospital, Intensive Care Unit, Schenectady, N.Y., management consultant, 1989-91. Analysis of utilization patterns
- F. Ellis Hospital, Schenectady, N.Y., management consultant and author of "An Assessment of the Ellis Hospital School of Nursing," November 1985 - December 1986.
- G. 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.

- H. New York City Board of Education, principal evaluator of Model School Health Services Demonstration Project, Oct. 1982 - Jan. 1984.
- I. New York City Department of Personnel, Bureau of Personnel Development, Instructor in Public Management Development Program, February - May, 1983.
- J. 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.
- K. Doctors' Council, consultant on feasibility of private practice in New York City Health and Hospitals Corporation, January - April, 1983.
- L. New York State Department of State, project administrator for conference, "Public Sector Management: A Decade of Innovation in New York and New Jersey," Sept. - Oct. 1982.
- M. 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 Education to Professional and Community Groups (selected)

1. Panelist, Schoharie County Pandemic Flu Town Meeting, November 15, 2006.
2. Lecturer, Bethlehem Central School District, Humanities Institute for Lifelong Learning, "Major Trends in Health Care Delivery," November 9, 2006.
3. Lecturer, Albany Medical College, Anatomy of the Healthcare System (first year medical students), September 15, 2006
4. Lecturer, Doctors' Clinical Presentation Day of the Ellis Hospital Medical-Dental Staff, "Update from Ethics Committee of the Schenectady County Pandemic Flu Response Planning Committee," May 23, 2006.

5. Lecturer, Albany Medical College, Health Care and Society (first year medical students), April 19, 2006.
6. Lecturer, St. Clare's Hospital Family Practice Residency Program, March 22, 2006.
7. Panelist, Capital Leadership/Albany Academy (panel discussion at St. Peter's Hospital), January 12, 2006.
8. Panelist, Albany Guardian Association (panel discussion on rationing health care), November, 30, 2005.
9. Chair, Ethics Committee, Schenectady County Pandemic Flu Response Committee, 2005-present.
10. Faculty member, Alden March Bioethics Institute, Albany Medical College 2005 to 2007.
11. Associate, Center for Medical Ethics, Education and Research, Albany Medical College, 1999 to 2005 (giving frequent lectures to medical students).
12. Organizer and lecturer, "The Business of Medicine," a lecture series for residents at Albany Medical College, 1998 and 1999.
13. Lecturer, "Resource Allocation in the ICU," Doctors' Clinical Presentation Day of the Ellis Hospital Medical-Dental Staff, May 29, 1997.
14. Organizer, "New York's Health Care System: Making the Transition to Managed Care and Competition," Dialogues on Public Policy Series, Union College, April 3, 1997.
15. Organizer, "The Deregulation of New York's Public Utilities," Dialogues on Public Policy Series, Union College, May 6, 1996.
16. Lecturer, "No Room at the Inn: Are We Preparing for Health Care Rationing?" Albany College of Pharmacy Division of Extension Services and the American Cancer Society Tri-County Pharmacy Committee, May 18, 1994.

17. Lecturer, "National Health Policy and Reform," Schenectady County Medical Society, April 5, 1994.
18. Lecturer, Albany Medical Center Medical Ethics Grand Rounds, March 17, 1994.
19. Lecturer, National Health Care Reform, The Friends of the Schenectady County Public Library, November 29, 1993.
20. Lecturer, "Is Rationed Health Care Rational?" American Cancer Society, Albany County Unit, Oct. 20, 1992.

Management Service and Advice to Community Groups

1. Advisory Panel Member, NYS 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 to the present.
2. Member, Advisory Board, Eastern New York Occupational and Environmental Health Center, 1999 to 2005.
3. Member, Schenectady County Public Health Services Advisory Board, 1995 to present.
4. Schenectady County Committee on Health Care Issues, 1987 to present.
5. Member, Board of Directors of Planned Parenthood of Schenectady and Affiliated Counties, 1985 - 1989.

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 until 2005).

College Service

1. Faculty Personnel Committee, Union Graduate College, 2006-present
2. Faculty Appeals Committee, 1998-2001
3. Faculty Review Board 1990-92.

PROFESSIONAL DEVELOPMENT

Workshops and Courses

1. Faculty Development in International Business, Global Electronic Commerce and e-Business Seminar, Thunderbird -The American Graduate School of International Management, Phoenix, Arizona, July 8-13, 2001.
2. Mini-course and workshop participant, Institute for Healthcare Improvement, National Forum, New Orleans, December 8-10, 1999.
3. Post-Doctoral Fellowship (sabbatical), Surgical Intensive Care Unit, Albany Medical College, 1992-1993, studying organizational and managerial aspects of resource allocation.

4. Workshop participant, "Quality Improvement Research Symposium," sponsored by the Pew Quality Improvement Task Force and AUPHA, Nashville, July 11-12, 1991.

Membership in Professional Organizations

1. American Society of Bioethics and Humanities
2. Association of University Programs in Health Administration, 1977- present.