

University of Miami
Miami Business School

Last Revised:
March 2019

Steven George Ullmann, Ph.D.

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Jenkins 421-B
Coral Gables, Florida 33146
Email: sullmann@miami.edu

Current Academic Rank: Professor and Chair

Primary Department: Department of Health Management and Policy
School of Business Administration
University of Miami

Secondary or Joint Appointments: Director, Center for Health Sector Management and Policy

Department of Economics
Department of Management
Miami Business School

Department of Public Health Sciences
Department of Family Medicine and Community Health
School of Medicine University of Miami

Special Assistant to the Provost

Senior Fellow, Center for Adult Development and Aging,
University of Miami

Citizenship: U.S.A.

HIGHER EDUCATION

Institutional:

University of California at Berkeley B.A. (with Distinction)	June, 1974
University of Michigan, Ann Arbor M.A. (in Economics)	August, 1976
University of Michigan, Ann Arbor Ph.D. Candidacy	July, 1977
University of Michigan, Ann Arbor Ph.D. (in Economics)	August, 1980

EXPERIENCE

Academic:

University of Miami

Professor 1992 - Present

Department of Health Management and Policy, Department of Management and Department of Economics, School of Business Administration and Department of Family Medicine and Community Health, and Department of Epidemiology School of Medicine

Associate Professor 1986 - 1991

Department of Management and Department of Economics, School of Business Administration and Department of Family Medicine and Community Health, School of Medicine

Assistant Professor 1985 - 1986

Department of Management and Department of Economics, School of Business Administration and Department of Family Medicine and Community Health, School of Medicine

Assistant Professor 1980 - 1985

Department of Economics, School of Business Administration

Instructor 1979 - 1980

Department of Economics, School of Business Administration

Ferris State College (Big Rapids, Michigan)

Instructor 1978 - 1979

University of Michigan

Teaching Fellow and Instructor September 1975 – July 1978

Non-Academic:

2018 – 2019

Chair, Commission on Accreditation of Healthcare Management Education (CAHME)

2018 – 2021

South Florida VA Foundation for Research and Education Board of Directors Member

April 2010 – Present

Director, Center for Health Sector Management and Policy

June 2007 – Present

Director, Programs in Health Sector Management and Policy

January 2007 – Present

Miami-Dade Health Facilities Authority Board Member

June 1992 – May 2007

Vice Provost for Faculty Affairs and University Administration, University of Miami

August 1999-May 2007

Dean, the Graduate School

May, 2005- November 2006

Director, University of Miami-Humana Health Services Research Center

March 1991 - Present

Senior Fellow, Center for Adult Development and Aging, University of Miami

April 2001 – May 2005

Institutional Officer

Human Subjects Research Office

January 2003 – October 2003

Interim Director University Libraries, University of Miami

January 1986 - January 1995

Director of Academic Programs in Health Administration, School of Business Administration, University of Miami

August 1991 - August 1993

Associate Director, Center for Adult Development and Aging, University of Miami

January 1988 - June 1993

Head Master, Mahoney Residential College, University of Miami

August 1985 - July 1988

Associate Master of The Residential College System, University of Miami

August 1986 - Present

Member, Health Administration Program Faculty, University of Miami

January 1985 - January 1986

Associate Director of the Institute for and Programs in Health Administration and Research, School of Business Administration, University of Miami

September 1978 - July 1979

Research Associate, Health Manpower Policy Studies Group, Department of Hospital Administration, School of Public Health, The University of Michigan

May - September 1978

Research Associate, Policy Analysis, Inc., Branch Office, Ann Arbor, Michigan

Worked on HEW Contract No. 231-77-0092 "A State Level Model of Dental Manpower Requirements: Final Report and User's Guide," (co-authorship) completed November 30, 1978

January 1975 - September 1976; September 1977 - May 1978

Research Assistant, Health Manpower Policy Studies Group, Department of Hospital Administration, School of Public Health, The University of Michigan

PUBLICATIONS

Juried or refereed journal articles:

Efrain Diaz, Roberto & A. Friedman, Melissa & Jin, Di & Beet, Andrew & Kirkpatrick, Barbara & Reich, Andrew & Kirkpatrick, Gary & G. Ullmann, Steven & E. Fleming, Lora & Hoagland, Porter. (2019). Neurological illnesses associated with Florida red tide (*Karenia brevis*) blooms. *Harmful Algae*. 82. 73-81. 10.1016/j.hal.2018.07.002.

Steven G. Ullmann, Richard Westlund. 2018. Reflections by Health Care Leaders on the Business of Health Care. *Health Management Policy and Innovation*, Volume 3, Issue 2.

Roberto Efraín Díaz; Di Jin; Steven G. Ullmann; Porter Hoagland; Andrew Beet M.; Barbara Kirkpatrick; Melissa Friedman; Andrew Reich; Gary Kirkpatrick; Lora E. Fleming. (2018). Neurologic illnesses associated with Florida red tide (*Karenia brevis*) blooms. *Harmful Algae*.

Lubarsky, D., French, M., Gitlow, H., Rosen, L., & Ullmann, S. (2018). Why Money Alone Can't (Always) "Nudge" Physicians: The Role of Behavioral Economics in the Design of Physician Incentives. *Anesthesiology*. doi: 10.1097/ALN.0000000000002373.

Lubarsky, D., Ullmann, S., Tawwater, J., Whitman, M., Black, M., Lo, K., Cayetano, S., Rosen, L., & Birnbach, D., (2017). The impact on the rate of adverse events after granting private physicians sovereign immunity at a public hospital. *Health Management Policy and Innovation*, 3(1).

Steven Ullmann. Education, Prevention, Access, and Efficiency: Notes and Insights from a Conference of Health Care System Leaders from the Americas. *Health Management Policy and Innovation (HMPI)*. 2017; 2(2) (Invited article)

Steven Ullmann. 2017. Two secretaries: Lessons and insights for U.S. health care. *Health Management Policy and Innovation (HMPI)*, Volume 2, Issue 1. (Invited article)

Mortensen, Karoline, PhD, Ullmann, Steven, PhD, Tianyan Hu, PhD, and Michael T. French, PhD. "Does Media Attention Highlighting Hospitals with High Charges Lead to Charge Reductions?" *Journal of Health Care Finance Summer* (2016).

Li, Zongchao; Garrison, Bruce; Ullmann, Steven; Kirkpatrick, Barbara; Fleming, Lora E.; Hoagland, Porter. "Risk in Daily Newspaper Coverage of Red Tide Blooms in Southwest Florida," *Applied Environmental Education & Communication*, 14:3, 167-177. 12 Aug 2015.

Ullmann, Steven. "Access to Rehabilitative Care in the Affordable Care Act Era," *American Medical Association Journal of Ethics*, June 2015; 17: 553-557.

Myerberg, Robert; Ullmann, Steven. "Alternative Research Funding to Improve Clinical Outcomes: The Model of Prediction and Prevention of Sudden Cardiac Death," *Circulation: Arrhythmia and Electrophysiology*, 2015;8:492-498.

Reich, A, Lazensky, R, Faris, J, Fleming, L, Kirkpatrick, B, Ullmann, S, Kohler, K, Hoagland, P. "Assessing the impact of shellfish harvesting area closures on neurotoxic shellfish poisoning (NSP) incidence during Florida red tide (*Karenia brevis*) blooms," *Harmful Algae*, v.43, 2015, p. 13. doi:http://dx.doi.org/10.1016/j.hal.2014.12.003

Kirkpatrick, Barbara, Kohler, Kate, Byrne, Margaret, Fleming, Lora E., Scheller, Karen, Reich, Andrew, . . . Ullmann, Steven, & Hoagland, Porter. (2014). Human responses to Florida red tides: Policy awareness and adherence to local fertilizer ordinances. *Science of the Total Environment*, 493(C), 898-909.

Hoagland, Porter; Jin di; Beet, Andrew; Kirkpatrick, Barbara; Reich, Andrew; Ullmann, Steven; Fleming, Lora E; Kirkpatrick, Gary. "The human health effects of Florida Red Tide (FRT) blooms: An expanded analysis," Environmental International, Vol. 68, July 2014.

Gitlow, Howard, Ullmann, Steven, Zuo "Amy" Qun, Zambrana, David, Campo, Rafael E., Lubarsky, David and Birnbach, David J., "The Causes of Never Events in Hospitals" International Journal of Lean Six Sigma, Volume 4, Issue 3, pages 338-344, July 2013.

French, Michael T.; Homer, Jenny' Klevay, Shay; Goldman, Edward E.; Ullmann, Steven.; Kahn, Barbara E.; "Is the United States Ready to Embrace Concierge Medicine?" Population Health Management, Volume 13, Number 4, 2010.

Ullmann, Steven, Martin, Pamela, Kelly, Catherine, and Homer, Jenny. "Strategic Giving and the Nursing Shortage," International Journal of Nonprofit and Voluntary Sector Marketing., Volume 11, pages 3-11, February 2006.

Ullmann, Steven, "Out of Our Crisis: The Lack of Long-Term Relationships in the Provision of Managed Care," Hospital Topics, Volume 81, Issue 2,4, Spring 2003.

Brown, David W., French, Michael T., Schweitzer, Maurice E., McGeary, Kerry Anne, McCoy, Clyde B., and Ullmann, Steven. "Economic Evaluation of Breast Cancer Screening," Cancer Practice. Vol. 7, No. 1, January/February 1999.

Schweitzer, Maurice, French, Michael and Ullmann, Steven. "Cost-Effectiveness of Detecting Breast Cancer in Lower Socio-Economic Status African-American and Hispanic Women through Mobile Mammography Services". Medical Care Research and Review. Volume 55. Number 1, 1998

Holtmann, Alphonse G., Ullmann, Steven. Fronstin, Paul, and Longino, Jr., Charles F. "The early retirement plans of women and men: an empirical application," Applied Economics, 1994, 26, 591-601.

Holtmann, A.G., and Ullmann, Steven. "Transaction Costs, Production Through Consumption and Non-Profit Organizations: The Case of Nursing Homes," in The Annals of Public and Cooperative Economics, 1991. Reprinted in The Nonprofit Sector in a Mixed Economy, Avner Ben-Ner and B. Gui, Editors. (Ann Arbor: University of Michigan Press, 1993).

Idson, Todd, and Ullmann, Steven. "Participation in Policy Determination by Registered Nurses in Not-for-profit and Proprietary Facilities," in Non Profit and Voluntary Sector Quarterly, Vol. 20, No. 1, Spring 1991.

Ullmann, Steven. "An Examination of Total Charges in the Long-Term Health Care Industry," The Journal of Applied Gerontology, Vol. 9, No. 2, June 1990.

Kart, C.J., Longino, Charles F., and Ullmann, Steven. "Comparing the Economically Advantaged and the Pension Elite: 1980 Census Profiles," Gerontologist, Vol 29, No. 6, 1989.

Plevak, Martin, and Ullmann, Steven. "Nursing Units as Profit Centers: Survey and Analysis," Nursing Management, Vol. 19, No. 11, 1988.

Ullmann, Steven. "Quality and Costs in the Clinical Laboratory-Emphasize Quality in Staff Performance," Clinical Laboratory Management Review, March/April 1988.

Ullmann, Steven. "Health Economics of Migration," Migration World (A Publication of the Center for Migration Studies), in Vol. 15, No. 4, 1987.

Ullmann, Steven. "Ownership, Regulation, and Performance in the Long-Term Health Care Industry," Gerontologist, Vol. 27, April, 1987.

Ullmann, Steven. "Chain Ownership and Long-Term Health Care Facility Performance," Journal of Applied Gerontology, Vol. 15, July 1986.

Ullmann, Steven. "The Impact of Quality on Cost in the Provision of Long-Term Care," Inquiry, Vol. 22, Fall 1985.

Ullmann, Steven and Holtmann, A. G. "Economies of Scope, Ownership, and Long-Term Health Care Costs," Quarterly Review of Economics and Business, Vol. 25, No. 4, Winter 1985.

Ullmann, Steven. "Ownership, Costs, and Facility Characteristics in the National Long-Term Health Care Industry," Journal of Applied Gerontology, Vol. 3, No. 1, October 1984.

Ullmann, Steven. "Cost Analysis and Facility Reimbursement in the Long-Term Health Care Industry," Health Services Research, April 1984.

Ullmann, Steven. "Ownership and Performance in the Long-Term Health Care Industry," Atlantic Economic Journal, 1983.

Ullmann, Steven. "Assessment of Facility Quality and its Relationship to Facility Size in the Long-Term Health Care Industry," Gerontologist, Vol. 21, No. 1, (February 1980) pp. 91-97.

Hoagland, Porter; Jin, Di; Polansky, Lara; Kirkpatrick, Barbara; Kirkpatrick, Gary; Fleming, Lora; Reich, Andrew; Watkins, Sharon; Ullmann, Steven; Backer, Lorraine, "The Costs of Respiratory Illnesses Arising from Florida Gulf Coast *Karenia brevis* Blooms," Environmental Health Perspectives, accepted for publication May, 2009.

Books, Book Chapters, and Monographs Published:

Szdlowski, Babela, Ullmann, Bhadelia, Knaul, et. al. "Future Trends in Global Health." (Chapter 14). *The Global Healthcare Manager*. Counte, Ramirez, et. al. Chicago, IL: Health Administration Press, 2019.

Ullmann, Steven, and Mary Helen Spooner. *Cuban Health Care: Utopian Dreams, Fragile Future*. Lexington, 2014. Print.

Ullmann, S.G. "The Future of Healthcare in a Post Castro Cuba." Prepared for the Cuba Transition Project (CTP). Institute for Cuban and Cuban-American Studies, University of Miami, November 2005. Funded in part by the Bureau for Latin America and the Caribbean U.S. Agency for International Development (USAID)

Holtmann, Alphonse G. and Ullmann, Steven. Transaction Costs, Uncertainty, and Not-For-Profit Organizations. *The Nonprofit Sector in the Mixed Economy*, edited by Avner Ben-Ner and Benedetto Gui, University of Michigan, 1991.

Idson, Todd and Ullmann, Steven. "Differences in the Degree of Participation in Policy Determination by Registered Nurses in Nonprofit versus Proprietary Facilities," in One Path and Unbroken Trails: The Volunteer Movement at the Turning Point. Barbara D. & James S. Long (eds.) *The Association of Voluntary Action Scholars*, Inland Printing & MBA Publishing, Walla Walla, Washington, 1989

Longino, Charles F. and Ullmann, Steven. The Economically-Advantaged Retiree: State Statistical

Profiles. Center for Social Research in Aging, University of Miami, August 1988.

Holtmann, A.G., and Ullmann, Steven. "A Model of Non-Profit Enterprises and Donations to Nursing Homes," Politics, Public Policy and the Voluntary Sector, Robert B. Herman (ed.) (Kansas City, MO: Cookingham Institute of Public Affairs, Bloch School of Business and Public Administration, University of Missouri, Kansas City, 1987).

Holtmann, A.G., and Ullmann, Steven. "The Role of Non-profit Organizations in the Allocation of Local Public Goods: The Case of Non-proprietary Hospitals," Models of Health and Human Services in the Nonprofit Sector, Drew Hyman and Kurt Parkum (eds.) (University Park, PA.: The Pennsylvania State University, 1986).

Ullmann, Steven. Regulation and Reimbursement of the Long-Term Health Care Industry - The Case of New York State (Ann Arbor, MI: University Microfilms, 1980).

Other Works, Publications and Abstracts:

Scheller, K., Kirkpatrick, B., Byrne, M., Studts, J., Nierenberg, K., Fleming, LE, Reich, A., Kirkpatrick, G., Ullmann, S., Hitchcock, G., Hollenbeck, J., Hoagland, P. "Public Perception of Fertilizer and Florida Red Tides." Submitted for the Environment program of the 140th APHA Annual Meeting (Oct. 27-31, 2012)

Nierenberg, Kate; Kirner, Karen; Fleming, Lora; Hoagland, Porter; Ullmann, Steven; LeBlanc, William G.; Kirkpatrick, Gary; Kirkpatrick, Barbara, "Changes in Work Habits of Lifeguards in Relation to Florida Red Tide," locaAlgae, Vol. 9, 2010 pp. 419-425.

Omachonu, V.K., Suthummanon, S. and Ullmann, S.G., "A Predictive Model for Length of Stay for Medicare Patients Using MEPs Data (Medical Expenditure Panel Survey), 10th International Conference on Productivity and Quality Research, Miami, Florida, February 15-19, 2004.

Longino, Charles F., Holtmann, Alphonse G., and Ullmann, Steven. "An Examination of Early Retirement in a Descriptive and Analytical Study," in Southern Gerontological Society Annual Meeting Program Book, Charlotte, North Carolina, 1994.

Rubin, Marshall and Ullmann, Steven. "The Charismatic Healer." Book review. Psychosocial Rehabilitation Journal. Spring 1991.

Ullmann, Steven. "Quality and Costs in the Nursing Home Market," (Refereed Correspondence) New England Journal of Medicine, Vol. 30, March 17, 1983.

Holtmann, A.G., Idson, Todd L., and Ullmann, Steven. "Wage Determination of Registered Nurses in Proprietary and Non-Profit Nursing Homes," Supplement to the Proceedings of the 1990 Conference of the Association of Voluntary Action Scholars, Volume I, The Centre for Voluntary Organization, The London School of Economics and Political Science, London, England.

Idson, Todd, Munroe, Donna, and Ullmann, Steven. "Factors Affecting Retention of Registered Nurses in Long-term Health Care Facilities," in Human Resource Management and Organization Behavior 1989 Conference Proceedings. Edited by Halil Cooper, The Association of Human Resources Management and Organization Behavior.

Ullmann, Steven. "Total Charges in the Long-Term Health Care Industry," Southwestern Journal of Economic Abstracts, Vol. 9, No. 1, 1988.

Holtmann, A.G., and Ullmann, Steven. "Economies of Scope, Organizational Form, and Nursing Home

Costs," Southwestern Journal of Economic Abstracts, Vol. 4, No. 1, 1983.

Ullmann, Steven. "Cream Skimming in the Long-Term Health Care Industry," Journal of Economic Abstracts, Vol. 2, No. 1, (1981) pp. 52-53.

Ullmann, Steven. "Labor Aspects of Good Care," Business and Health, Vol. 3, No. 8, July-August 1986.

Ullmann, Steven. "Hospital Squeeze Creates New Industries." Invited article, South Florida Medical Review, Vol. 1, No. 5, July 1985.

Ullmann, Steven, Holtmann, A.G. and Bekele, G. "Nursing Home Care for the Aged: Economic Cost and Social Impact," Final Report in Fulfillment of a \$30,000 grant from the AARP-NRTA Andrus Foundation. (Funded for period July 1, 1982 to June 30, 1983).

"A State Level Model of Dental Manpower Requirements," Final Report and User's Guide," HEW Contract No. 231-77-0092 (co-authorship).

Working Papers

Forthcoming book chapter: Steven Ullmann, Ph.D., Afsan Bhadelia, Ph.D., Felicia Knaul, Ph.D. "Valuing Women's Health from a Holistic Perspective."

Ullmann, Steven, French, Michael, Lubarsky. The Role of Behavioral Economics in Designing Physician Incentives: A Critical Review of the Literature. In progress

Ullmann, Steven; Spooner, Mary Helen. Cuba in Healthcare: Update. (Follow up to 2014 published manuscript.) In progress.

Zambrana, D; Todorova, G; Dasborough, M; "Managing Stress in Health Care Teams and Reduction of Errors." In progress.

Ullmann, Steven, Lubarsky, David, "The Value Proposition"

Suthummanon, Sakesun; Omachonu, Vincent K.; Ullmann, Steven, "Hospital Cost Minimization Analysis: Implications for DRGs with the Highest length of Stay.

Consulting Experience:

Hill-Rom
Florida Wine Coolers
Proposed ALF
South Miami Hospital
VITAS
Blue Cross Blue Shield of Florida
Council of Graduate Schools
Boca Raton Community Hospital
Expert witness on several legal cases

PROFESSIONAL

Funded Research Performed:

Co-principal investigator \$1.6 million received from deBeaumont Foundation for BEAM for Online Asynchronous Training Certification for Department of Health, 2017.

Collaborator, grant received from National Science Foundation "Collaborative Research: Modeling the Dynamics of Harmful Algal Blooms, Human Communities, and Policy Choices Along the Florida Gulf Coast" 11/14/09

Principal investigator \$154,170 grant received June 12, 2008 from National Science Foundation for "Collaborative Research: SBES Alliance: Atlantic Coast Social, Behavioral, and Economic Sciences Alliance. 6/15/08 – 5/31/10.

Principal investigator \$190,080 grant received from National Science Foundation for "SBE Collaborative Program: Atlantic Coast Social, Behavioral, and Economic Sciences Alliance." (2005-2007). Additional \$38,016 awarded on August 18, 2006. This award with this amendment totals \$228,096.

Principal Investigator \$122,500 grant received from National Science Foundation for research fellowships. September, 2005.

Principal Investigator \$5,000 grant received from Blue Cross/Blue Shield of Florida, Inc. to explore the nursing and allied health professional shortage in Florida 2004

Principal Investigator, \$30,000 grant received from Blue Cross & Blue Shield of Florida, Inc. to examine physician principles of benchmarking 2004

Principal Investigator, \$5,000 grant received from The Institute for Cuban American Studies (ICAS) "Health Care in a Post-Castro Cuba." Funded 2003-2004

Principal Investigator, \$74,926 grant received from the AARP-Andrus Foundation, "Early Retirement: A Descriptive and Analytic Study" (with A.G. Holtmann and C.F. Longino). Funded for period July 1, 1990 to June 30, 1991.

Principal Investigator, \$48,600 grant received from Hospice Incorporated, "Analysis of Costs of Providing Hospice Care to AIDS vs. Traditional Hospice Patients," (with A.G. Holtmann). Funded for period December 1, 1990 to May 1, 1991.

Co-principal Investigator, \$49,157 grant received from the AARP-Andrus Foundation, "State Profiles of Retirees with Income More Than Double the Poverty Level," (with C. J. Kart and C. F. Longino). Funded for period July 1, 1987 to June 30, 1988.

Principal Investigator, \$30,000 grant received from the NRTA-AARP Andrus Foundation, "Nursing Home Care for the Aged: Economic Cost and Social Impact," (with G. Bekele and A.G. Holtmann). Funded for period July 1, 1982 to June 30, 1983.

Principal Investigator, \$17,990 grant received from BHP for Health Administration Traineeships and Special Projects. Funded for period July 1, 1994 to June 30, 1995.

Principal Investigator, \$33,379 grant received from HRSA for Health Administration Traineeships and Special Projects. Funded for period September 1, 1993 to June 30, 1994.

Principal Investigator, \$4,144 grant received from BHP for Health Administration Traineeships. Funded for period July 1, 1992 to June 30, 1993.

Principal Investigator, \$39,333 grant received from BHP for Graduate Programs in Health Administration. Funded for period October 1, 1992 to September 30, 1994.

Principal Investigator, \$20,702 grant received from BHP for Graduate Programs in Health Administration. Funded for period October 1, 1991 to September 30, 1993.

Principal Investigator, \$8,198 grant received from BHP for Health Administration Traineeships. Funded for period July 1, 1991 to June 30, 1992.

Editorial Responsibilities:

Reviewer for the following Journals:

Journal of General Internal Medicine
Journal of Applied Gerontology
The Journals of Gerontology
The Journal of Health Administration Education
Medical Care
Cancer Practice
The Review of Industrial Organization
Journal of Health and Human Services Administration
Non-Profit and Voluntary Sector Quarterly
Health Management, Policy & Innovation (HMPI) Editorial Board

Reviewer/Discussant: “Introduction to Business” by Bounds and Lamb

Professional and Honorary Organizations:

Member:

Association of University Programs in Health Administration – Audit Committee 2009- 2012
 Association of University Programs in Health Administration – Finance Committee, 2009-2012
 Medical Group Management Association – 2008-Present
 Academic Keys Who’s Who in Higher Education Administration, 2005 - Present
 Who's Who in The South and Southwestern United States, 2005 - Present
 United Who’s Who Empowering Executives & Professionals, 2005 - Present
 Academy for Health Services Research and Health Policy, - Present
 Academy of Management, - Present
 American Economics Association, 1979 - Present
 American Gerontological Society, 1991 - 1994
 American Society on Aging, 1991 - 1994
 Health Economics Research Organization, 1984 - Present
 Human Resource Management and Organizational Behavior, 1989 - 1994
 Kennedy Institute for Ethics, 1988 – 1994, 2000 – Present
 Miami Dade Health Facilities Authority
 Association of University Programs in Health Administration, 1985 - Present
 Association for Research on Nonprofit Organizations and Voluntary Action, 1986 - Present
 Phi Kappa Phi Honors Fraternity, 1985 - Present (Past President)
 Golden Key Honors Fraternity, 1986 - Present (Current Faculty Advisor)
 Omicron Delta Kappa, 1987 - Present
 Delta Sigma Pi, April 1987 - Present
 Phi Beta Delta, March 1995
 Iron Arrow, 1994 - Present

Honors and Awards:

University of Miami, Coral Gables, Florida.

James W. McLamore Outstanding Service Award, 2012
 Faculty Senate Outstanding Teaching Award, 2011
 President's Medal, University of Miami, 2007
 Appointed Head Master of Mahoney Residential College, August 1988
 Appointed Associate Master of The Residential College, August 1985
 Summer Research Grant, School of Business Administration, 1980, 1981, 1984, 1986 and 1987
 Research Grant, Institute for Entrepreneurship. University of Miami, 1985

University of Michigan at Ann Arbor.

Monetary Grant in Winter, 1975, based on academic performance.
 Teaching Fellowships, 1975 - 1978, based on academic performance and teaching ability.

University of California at Berkeley.

Member, Honor Students Society at the University of California.
 Graduated with Distinction.

Other Professional Activities:

Invited Keynote Speaker at II Foro Salud, AméricaEconomía Conferencias, Mexico, April 2016

Invited Guest Speaker at University of Miami Medical School, December 15, 2017

Invited Keynote speaker for Greater Miami Chamber of Commerce, held at University of Miami Newman Alumni Center, November 29, 2017

Invited Guest Speaker, Femwell Health Group Directors' Retreat, "Future Now," Miami, FL November 16, 2017

Invited Speaker for Arthritis Foundation, November 13, 2017

Hosted CAHME Board Meeting for National Board at University of Miami, organized by Department of Health Sector Management and Policy, November 10, 2017

Invited participant for JPMorgan Institute Round Table Discussion, November 8, 2017

APHA (American Public Health Association) Annual Meeting, Atlanta, GA, November 4-8, 2017

Invited Keynote Speaker for Greater Fort Lauderdale Chamber of Commerce, "Perspectives on Florida's Healthcare," Nov 2, 2017

Invited guest speaker for University of Miami course, "The Sixties," "The Campus Scene" panel, October 31, 2017

MGMA (Medical Group Management Association) Annual Conference, Anaheim, CA, October 8-11, 2017

Invited Keynote Speaker, "III Foro Lationamericano de Salud," Medellin, Colombia, August 23-24, 2017

Invited Guest Lecturer for Physical Therapy Department, July 6, 2017

AUPHA (The Association of University Programs in Health Administration) Annual Conference, Long Beach, CA, June 14, 2017

Conference organizer for LIFE Conference (Latin American Forum), Hosted by Center for Health Sector Management and Policy and Boston Scientific, June 9, 2017

AUPHA (The Association of University Programs in Health Administration) Leadership Meeting, Chicago, IL, March 27, 2017

Invited Guest Faculty for Singer Scholar Weekend, March 25, 2017

Cleveland Health IT Summit, Cleveland, OH, March 23-24, 2017

Conference organizer for The Business of Health Care: Post-Election, Hosted by Center for Health Sector Management March 3, 2017

Center for Health Sector Management and Policy Advisory Board Meeting & VIP Dinner (connected to Business of Health Care Conference), March 2, 2017

Academy Health National Health Policy Conference, Washington, DC, February 2017

HIMSS (Healthcare Information and Management Systems Society) Annual Conference, Orlando, FL, February 2017

2017 University of California Irvine, Health Care Forecast Conference, Newport Beach, CA, February 2017

Invited Keynote Speaker for South Florida Healthcare Executive Forum (SFHEF), January 26, 2017

Invited Keynote Speaker, Ill Foro LatinoAmericano Salud, 2016

Invited Keynote Speaker, Caribe Health Summit, Puerto Rico, June 2015 & 2016

Invited Guest Lecturer, System-Based Practice, FIU Herbert Wertheim College of Medicine taught by Dr. Ana Viamonte Ros, "How Sick is our Health Care System?" August 2014, 2015, 2016

Invited Speaker, Design Thinking Colloquium, University of Miami, 2015

Invited Speaker, Orlando Hospital Grand Rounds, 2015

Invited Guest Lecturer for Physical Therapy program, University of Miami, annually

Invited Keynote Speaker, GI Outlook 2014: The Practice Management Conference, "Implications of Health Care Reform on GI," August 2014

LIFE2014, Improving Access to Healthcare, hosted by Boston Scientific and the University of Miami, "Patient Centricity – Outcome Based Medicine, Quality Assessments and Its Implications," Invited Speaker, May 2014

eMerge 2014, "Driving Transformation and Innovation in Healthcare," Moderated Panel featuring President Donna Shalala, University of Miami, and Patrick Geraghty, CEO of Florida Blue, April 2014

HFMA Florida Chapter Legislative Update Webinar, Presentation, April 2014

Guest Lecturer, Monmouth University Health Policy Course taught by Dr. Kathryn Fleming, “ACA Impact on Provider Reimbursement,” April 2014

Invited Keynote Speaker, PR Health and Insurance Conference 2014: Doing More with Less: The 2014 Economics of Productivity and Quality in Healthcare for Puerto Rico, hosted by the Puerto Rico Chamber of Commerce, “The 2014 Economics of Healthcare for Small Businesses and Individuals,” Panel including Mr. Pablo Almodovar, President, Triple-S Salud, Mr. Francisco Javier Artau, President, First Medical Health Plan, Inc, Mr. Luis O. Maldonado, FSA, MAAA, General Manager, Milliman, Mr. Eduardo Zetina, Principal, Qinetix Group, March 2014

Guest Lecturer, Dr. Roderick King, “Financing the U.S. Healthcare System,” March 2014

Guest Lecturer, University of Miami Medical School, “Financing the US Healthcare System,” March 2013

Greater Miami Chamber of Commerce Healthcare Symposium, “Creating A Healthcare Strategy for Your Business,” Panel Moderator, Miami, FL March 2013

Miller School of Medicine MD/MBP program, “An Overview of Health Economics,” Lecturer, December 2013

FIU Herbert Wertheim College of Medicine, Professional Development Series, “Healthcare Reform,” Lecturer, November, 2013

Coral Gables Chamber of Commerce, Panel Discussion, “How the Affordable Health Care Act will Affect Your Bottom Line” Panel Member, Coral Gables, FL August 2012

Puerto Rico Chamber of Commerce of Broward Co., Business Expo “Healthcare Economics” Invited Speaker, Broward Co., July 2012

South Florida Business Journal Panel Discussion, “Critical Conversations in Health Care,” Panel Member, Miami, FL; June, 2012

“Florida Legislative Budget and Policy Implications,” Health Financial Management Association’s 2012 Spring Conference and Annual Meeting, Tampa, FL May, 2012, Invited Speaker

American Association of Neurological Surgeons (AANS) Scientific Meeting “Health Care Reform: Determinants and Future Implications” Invited Speaker. April 17, 2012.

The Business of Medicine. “How Sick is our Health Care System?” Invited Speaker. April 2, 2012.

The Isaac Bashevis Singer Scholarship “How Sick is our Health Care System?” Invited Speaker. March 23, 2012.

HFMA Florida Chapter “Trends and Outlook of Healthcare Industry – National and Florida Legislative Update.” Invited Speaker. March 22, 2012.

Achieving Pharmaceutical Market-Access in Key European Markets, Next Level Pharma Conference, “How European Healthcare Reforms are Affecting Payers, Policymakers and Manufacturers in the U.S.” Invited Speaker, Nov. 16, 2011

The CFO Health Care Mandate; The CFO Alliance Conference; “Sharing Responsibilities and Incentives for a Profitable Future,” Invited Speaker, Nov. 17, 2011.

“Leadership for High Impact Social Innovation: How to ‘Think Outside the Building,’” A Global

Conference of the Harvard University Advanced Leadership Initiative held at University of Miami, Panel Member, June 15, 2011

Best Practices Conference for American Society for Public Administration, Panel Member, April, 2011

Toppel Career Center, Student and Alumni Career Symposium, Guest Speaker, April, 2011

University of Miami School of Nursing and Health Studies, "Future of Nursing" Panel Discussion, Feb., 2011

Naples Chapter University of Miami Citizens Board, Guest Speaker, Feb., 2011

Puerto Rico Health & Insurance Conference 2011, "A Basic Comparative Review of Healthcare Systems, Identifying Transformations and Business Opportunities," Invited Speaker, December, 2010

Ft. Lauderdale Chamber of Commerce, "Health Care Leadership," Invited speaker, December, 2010

Health Council of South Florida Roundtable, November 2010

Executive MBA Network and Learn Series, "Health Care Reform," Invited speaker, October, 2010

Business of Medicine-Medical Student Club, "Health Care Reform," Invited speaker, October, 2010

BlueCross Blue Shield All-Management, Health Care Reform," Invited speaker, August, 2010

Miami Finance Forum, Panel Moderator, July, 2010

Presentation to UMH Nursing Staff, "Health Care Reform," Invited Speaker, April, 2010

"Health Care Reform" Board of Directors of the Health Council of South Florida, November 20, 2009

"Health Care Reform" Westside Regional Medical Center, December 2, 2009

"Health Care Reform," presentation to the United Way Board of Directors, October, 2009

"Options for Health Care Reform," presentation to the National Coalition on Health Care," Miami-Dade College, July 09

"How Sick is our Health Care System," Osher Lifelong Learning Institute, May, 2009

"Diversity, Ethics and Professionalism in a Health Care Setting, presentation to at Memorial West Hospital, April 09

"CFO Symposium: Trends, Environment and Analysis," Health Financial Management Association's ANI: The Health Care Finance Conference, Seattle, WA June, 2009

"The Executive Challenge: Moving Toward a Higher Performing Health System," Health Financial Management Association's ANI: The Health Care Finance Conference, Seattle, WA June, 2009

"Leadership During Challenging Times for Not-For-Profit Institutions" South Dade Jewish Leadership Council, May, 2009

"How Sick is our Health Care System," Osher Lifelong Learning Institute and Singer Scholarship Candidates, March, 2009

Palm Beach County Economic Summit, Panel Member, March, 2009

“Different Types of Postdocs, Institutions, and Career Paths,” Presented at Howard University/University of Texas at El Paso 5th Annual Institute on Postdoctoral Preparation; September 2008

“Vision for a Better America: The Future of Healthcare” A Presidential Health Policy Forum presented at the University of Miami, Panel Member, October, 2008

“Healthcare and Technobiology” Decision 08 Lecture, presented at the University of Miami College of Engineering, Panel Member, October, 2008

“How Sick is Our Healthcare System,” presented at University of Miami School of Medicine, Business of Medicine student group, October 2008

“How Sick is Our Healthcare System,” presented at the Finkelstein UM Experience program, Alumni Weekend, October, 2008

Invited Panel Member, “Diversity in the Academia,” at Preparing Future Faculty Summer Institute, University of Texas at El Paso. Cosponsored by the National Science Foundation, Howard University and the University of Texas at El Paso, June 12, 2008

Invited Panel Moderator, “Cuba: What to Expect,” The Cuba Transition Project (CTP); The Economy: Quo Vadis? at the Institute for Cuban and Cuban-American Studies, University of Miami. December 1, 2007

Invited Speaker, “Health Care, Stability and the Role of Non-Profit Organizations in a Post-Castor Cuba,” Presented at ARNOVA 36th Annual Conference, Atlanta, Georgia. November 15-17, 2007

Invited Speaker, “Employment Opportunities, Negotiating Contracts, Publishing and Earning Tenure and Promotion in Academia,” Presented at Florida Education Fund McKnight Doctoral Fellowship Program. Tampa, FL. November 9, 2007

Invited Speaker, “Teaching Methods/Strategies to Enhance Student Learning,” Presented at the Preparing Future Faculty Summer Institute, University of Maryland, College Park. Co-sponsored by The National Science Foundation, Howard University with the University of Texas at El Paso, June 22, 2007

Invited Speaker, “Social, Behavioral, Economic Sciences Research Opportunities and Beyond”, Presented at the Fifth Annual NC OPT-ED Alliance Day, Greensboro, North Carolina, September 22, 2006.

Invited Speaker, “Graduate Education,” Presented at the Hispanic Association of Colleges and Universities Annual Meeting, Miami, Florida, October 16-18, 2004.

Invited Panelist, The Dr. Sam Radio Show. “Helping Consumers Navigate Through the Health Care System” Miami, Florida February 25, 2005.

Invited Speaker, South Miami Hospital, “Conversation in Ethics: Ethical Issues Rationing of Healthcare in 2004”, Miami, Florida, September 22, 2004.

Invited Speaker, “SOS, Is It Time for the Health Care System to Be Thrown Overboard?,” Annual Southern Chapter of Medical Library Association, Coral Gables, Florida, October 13, 2003.

Invited Speaker, Baptist Hospital, "Healthcare Crisis: Is It Time for National Healthcare? What Won't Work and What Might?", Miami, Florida, February 26, 2003.

Invited Speaker, “The Rising Costs of Health Care and Health Insurance,” Greater Miami Chamber of Commerce, Miami, Florida, March 13, 2003.

Member of the National League for Nursing Task Force on Public Policy. 2002-2003.

Invited speaker, "Health Care Economics Beyond the Year 2000," American Board of Quality Assurance and Utilization Review Physicians, New Strategies in Medical Utilization Management: Scientific, Economics, Ethical and Legal Perspectives, Las Vegas, Nevada, November 19, 2000.

Invited Speaker, "Economic and Financial Barriers – Integrated Mental Healthcare" Departmental Retreat, Miami, Florida, June 15, 2000.

Invited Speaker and Panelist, "Ethics of Resource Allocation", Miami, Florida, May 4, 2000.

Keynote Speaker, "South Florida Health Sciences Library, Miami Beach, Florida, April 7, 2000.

Invited Speaker, "Dynamics of Managed Care," National Arthritis Juvenile Foundation Meetings, Orlando, Florida, March 25, 2000.

Invited Speaker, "Current Managed Care Issues," American Academy of Pain Medicine, New Orleans, February 25, 2000.

Keynotes Speaker, "The Health Care Industry: How Did We Get Into this Mess? And Where are We Going?" EAPA South Florida Chapter, Fort Lauderdale, Florida, January 20, 2000.

Invited Speaker, "Economics of Specialized Healthcare Today," Miami Children's Hospital "3rd International Symposium on Pediatric Cardiac Intensive Care" Miami Beach, Florida, December 10, 1999.

Invited Speaker, "The Business of Medicine Impact and Magnitude," Dade County Health Policy Authority Board Meeting, Miami, Florida, July 30, 1999.

Invited Speaker, "Health Care Expenditures and Outcomes – How Much are We Spending and What are We Getting In Return," South Florida Healthcare Executive Forum, "Neighborhood Health Partnership" Miami, Florida, May 27, 1999

Invited Speaker, "The Future of the Health Care System," University of Chicago, Chicago Health Policy Council's "Downtown Health Policy Series" (DHPS), Chicago, Illinois, March 19, 1999.

Panelist, "Healthy Strategies for the Next Millennium," The Cleveland Clinic, Coral Springs, Florida, February 18, 1999.

Invited Speaker, "Managed Care Symposium," American Academy of Pain Medicine's 15th Annual Meeting, Palm Springs, California, February 11-14, 1999.

Invited Speaker, "Healthcare Economics in the Year 2000 and Beyond," American Health Planning Association National Board Meeting, Hollywood, Florida, January 15, 1999.

Panelist, Second International Advisory Panel on Colloid Therapy. Carlsbad, California, November 12-15, 1998.

Panelist, "Cancer Economics". The Joint Cancer Conference of The Florida Universities, Orlando, Florida, February 26-28, 1998

Discussant, Southern Economic Association Meeting, New Orleans, Louisiana, November 18-20, 1995

Invited Speaker, "Major Ethical Issues in Forming and Operating Networks", American Board of Quality Assurance and Utilization Review Physicians, Orlando, Florida, March 22, 1995.

Invited Speaker, "Ethics-Advanced Directives and Resource Utilization", American Board of Quality

Assurance and Utilization Review Physicians, Orlando, Florida, March 23, 1995.

Speaker, The Association of University Programs in Health Administration, San Diego, California, June 10-12, 1994.

Paper, "An Examination of Early Retirement in a Descriptive and Analytical Study," (with Charles F. Longino and Alphonse G. Holtmann) presented by Charles F. Longino at the annual meeting of the Southern Gerontological Society, Charlotte, North Carolina, April 20-23, 1994.

Discussant, Health Economics Research Organization, 1992-1993, Anaheim, California, January 4-7, 1993.
Panelist, "The Canadian Health Care System: Is It the Answer?" The 1992 South Florida Health Care Conference, Ft. Lauderdale, Florida, October 15-16, 1992.

Discussant, Academy of Management Annual Meetings, Health Care Administration Division, Miami Beach, Florida, August 11-14, 1991.

Invited Speaker, "Ethical Decision-Making," The American Board of Quality Assurance and Utilization Review Physicians, Keystone, Colorado, July 5, 1991.

Paper, "The Effect of Patient Racial and Ethnic Background on Provision of Care and Placement in the Long-Term Health Care Industry." Presented at the annual meetings of the American Society on Aging, New Orleans, Louisiana, March 11-15, 1991.

Paper, "Factors Affecting Retention of Registered Nurses in Long-term Health Care Facilities," (with Todd Idson and Donna Munroe) presented at the annual meetings of the Association of Human Resources Management and Organizational Behavior, Boston, Massachusetts, November 7-12, 1989.

Paper, "Differences in the Degree of Policy Determination by Registered Nurses in Nonprofit versus Proprietary Facilities," (with Todd Idson) presented by Todd Idson at the annual meetings of the Association of Voluntary Action Scholars, Seattle, Washington, September 27-29, 1989.

Paper, "Transaction Costs, Production Through Consumption and Non-Profit Organizations," (with A. G. Holtmann) presented at the annual meetings of the Southern Economic Association, San Antonio, Texas, November 20-22, 1988.

Paper, "The Sources of Personal Income in Retirement: Evidence from the 1980 Census (with Charles F. Longino and Cary S. Kart) presented by Cary Kart at the annual meetings of the Gerontological Society of America, San Francisco, California, November 20, 1988.

Talk, "Synthesizing Management," (with Ken Abbott and Marshall Rubin) presented at the annual conference of the Florida Council for Community Mental Health - "Focus on the Future," in Orlando, Florida, September 13-16, 1988.

Paper, "Nursing Home Charges, Costs and Elasticities," (with A. G. Holtmann) presented by A. G. Holtmann at the Fifth World Congress of Social Economics, York University, England, August 1-4, 1988.

Paper, "Total Charges in the Long-Term Health Care Industry," presented at the annual meetings of the Southwestern Economic Association, Houston, Texas, March 23-27, 1988.

Paper, "Nursing Home Charges, Costs and Elasticities," (with Al Holtmann) presented by Al Holtmann at the annual meetings of the Southern Economic Association, Washington, D.C., November 21-23, 1987.

Paper, "A Model of Non-Profit Enterprises and Donations to Nursing Homes," (with Al Holtmann) presented at the annual meetings of the Association for Voluntary Action Scholars, Kansas City, Missouri,

October 14-16, 1987.

Paper, "The Role of Non-Profit Organizations in the Allocation of Local Public Goods: The Case of Non-Proprietary Hospitals," (with A. G. Holtmann), presented at the annual meeting of the Association for Voluntary Action Scholars, Harrisburg, Pennsylvania, October 2-4, 1986.

Paper, "A Model of Non-Profit Enterprise and Donations to Nursing Homes," (with A. G. Holtmann), presented at the Fourth World Congress of Social Economics, Toronto, Canada, August 12-15, 1986.

Paper, "Public Utility Aspects of the Demand for Nursing Home Care and Non-Patient Revenues," (with A. G. Holtmann), presented at the American Economic Association Meeting, New York, December 27-30, 1985.

Paper, "Demand for and Utilization of Nursing Home Care," (with A. G. Holtmann), presented at the Southern Economic Association Meeting, Dallas, Texas, November 24-26, 1985.

Paper, "Health Economics of Migration: The Recipient Community," presented at the Southern Regional meetings of the National Council for International Health, Miami, Florida, September 22-23, 1985.

Paper, "Ownership, Economies of Scale and Scope in the Nursing Home Industry," presented at the University of Southern California, Los Angeles, California, February 6, 1984 and University of Maryland School of Medicine, Baltimore, Maryland, July 25, 1984.

Paper, "Economies of Scope, Organization Form, and Nursing Home Costs," presented at the Annual Meetings of the American Economic Association, San Francisco, California, December 27-30, 1983.

Paper, "Economies of Scope, Organizational Form, and Nursing Home Costs," presented at the Annual Meetings of the Southwestern Economic Association Meetings, Houston, Texas, March 16-19, 1983

Discussant at the Annual Meetings of the American Economic Association in New York City, December 27-30, 1982, Session on Nursing Home Costs.

Panel member on Forum, "The Health Industry: Controversies and Challenges," session on "Challenges and Survival in the Competitive Market," Miami, Florida, November 20, 1982.

Co-Chairperson, session on "Florida Economic Trends," as part of the Annual Meetings of the Florida Association of Accounting Educators, Miami Beach, Florida, November 12, 1982.

Seminar, "Ownership and Performance in the National Nursing Home Sector," presented to the Department of Economics, University of Miami, November 9, 1982.

Paper, "Ownership and Performance in the Long-Term Health Care Industry," presented at the Annual Meetings of the Atlantic Economic Society, Miami Beach, Florida, October 7-10, 1982.

Seminar, "Cost Assessment and Reimbursement in the Nursing Home Industry," presented to the Family and Community Medicine Research Group, University of Miami School of Medicine, February 18, 1982.

Seminar, "Cost Analysis and Facility Reimbursement in the Long-Term Health Care Industry," presented to the University of Miami Center on Aging, November 5, 1981.

Invited Speaker, Southeastern Hospital Association Annual Meeting, "Is National Health Insurance a Viable Alternative," Miami Beach Convention Center, May 12, 1981.

Presented paper, "The Question of Cream Skimming in the Long-Term Health Care Industry," at the Annual Meetings of the Southwestern Economic Association Meetings, Dallas, Texas, March 25-28, 1981.

Presented seminar, "Ownership-Related Facility Cost and Performance Differences in the Long-Term Health Care Industry," to the Department of Economics, University of Miami, September 29, 1980.

Presented paper, "A Critique of Current Systems of Economic Regulation of Long-Term Health Care - The Case of New York State," at the annual meetings of the Academy of Management - Division of Health Care Administration, The Renaissance Center, Detroit, Michigan, August 11-13, 1980.

Presented seminar, "Regulation and Reimbursement of Long-Term Health Care - The Case of New York State," in the following locations and dates:

Bureau of Hospital Administration, The School of Public Health, The University of Michigan, Ann Arbor, Michigan, July, 1978.

The Department of Economics, The University of Delaware, Newark, Delaware, February, 1979.

The Inflation Task Unit of the Congressional Budget Office, Washington, D.C., February, 1979.

Health Economics Group of Abt Associates, Boston, Massachusetts, March, 1979.

TEACHING

Teaching Awards Received:

2013 list of Great Health Administration Professors by MHA Guide
 Excellence in Teaching Award, Undergraduate Business Programs, May 2012
 School of Business Executive MBA in Puerto Rico Excellence in Teaching Award, Dec. 2011
 University of Miami Faculty Senate Outstanding Teaching Award, 2011
 School of Business Health Care Executive MBA Teaching Award, 2008
 University Professor of the Week, 1991
 University Professor of the Year, 1991
 Executive MBA Award for Excellence in Teaching, 1990, 1992, 1996, 1996, 1998, 1999, 2000, 2002, 2013
 University Freshman Teaching Award, 1989
 Apple Polishing Award, Professor of the Year, 1989
 Alpha Lambda Delta, Professor of the Year Award, 1989
 Award for Excellence in Teaching, School of Business Administration, 1980, 1984, 1988, 1992, 1996
 1998, 1998, 1999, 2000, and 2005
 Honorable Mention, Professor of the Year Award, Undergraduate Student Body Government, 1981, 1984

Other Awards:

University of Miami Faculty Senate Outstanding Service Award, 2012
 Patrick Masala Award, Multicultural Student Affairs, May 2006

Teaching Specialization (courses taught):

MGT 101	MGT 602	MGT 681
MGT 687	ECO 211	ECO 212
ECO 301	ECO 302	ECO 680
ECO 690	ECO 691	MGT 100
NUR 658	MGT 270	ECO 698
NUR 655	MGT 498	MGT 698
ECO 699	HSM 270	HSM 601

LAW 655 HSM 687 HSM 683

Thesis and Dissertation Advising:

Given my interdisciplinary orientation, I have served on approximately 100 thesis and dissertation committees ranging from business and economics, to communication, sociology, nursing at the interdisciplinary Masters and the Ph.D. level.

SERVICE

University Committee and Administration Responsibilities

Member, NextGen Task Force, University of Miami, 2017-Present

Member, Faculty Senate Outstanding Teaching Award Committee, 2013-2014

University of Miami Health Care Impact Conference, “The Business of Healthcare Post-Election,”
Director, February, 2013

University of Miami Global Business Forum, “The Business of Healthcare – Defining the Future”,
Academic Director, January, 2011

Member, Ethics Institute Steering Committee (2010-Present)

Member, Health Care Task Force (2007-Present)

Member, Health Economics Research Group (2003-Present)

Greater Miami Hillel Board Member (1997 – 2002)

Head Master, Mahoney Residential College
(August 1988 - June 1993)

Chairman, Council of Masters (August 1990 - June 1993)

Member, Residential College Task Force II (August 1991 - 1993)

Member, Provost Task Force on Retention; Committee on Student Affairs; Chair, Subcommittee on the
Counseling Centers and Center for Career Planning and Placement, (August 1990 - March 1991)

Member, Long-Term Planning Committee of the University (January 1991 - Present)

Member, Provost-Dean Planning Committee (January 1991 - Present)

Senior Fellow, Center for Adult Development and Aging (April 1991 - Present)

Member, Executive MBA Faculty (August 1991 - Present)

Member, Freshmen Teaching Awards Committee (August 1990 - 1991)

Member, Health Administration Program Faculty (1986 - Present)

Member, Career Planning and Placement Project Steering Committee (August 1988 - 1990)

Member, Faculty Council, School of Continuing Studies (August 1988 - 1993)

Member, University Faculty Senate (August 1988 - 1990)

Member, Programs and Degrees Committee IV of the Graduate School (August 1987 - 1993)

Member, University Accreditation Self-Review Committee on Admissions, Registration, and Placement (August 1986 - June 1987)

Faculty Advisor to Omicron Delta Epsilon (February 1980 - 1986)

Member, University Faculty Senate Student Academic Appeals Committee (August 1981 - August 1982)

Member, University Faculty Senate Ad Hoc Committee on the University Code of Academic Ethics (August 1981 - 1984)

Chairman, University Faculty Senate Academic Appeals Committee (August 1982 - August 1985)

Member, Graduate Council's Subcommittee on Programs and Degrees for Social, Behavioral and Administrative Science (August 1985 - 1993)

Chairman, Faculty Senate Student Affairs Committee (September 1985 - 1990)

Director, Academic Programs in Health Administration (January 1986 - January 1995)

Associate Director, Institute for and Programs in Health Administration and Research (Fall 1984 - January 1986)

Associate Master, the Residential College System at University of Miami 1985 - 1988

Honors Students' Association (HSA)

School Committees and Administrative Responsibilities

Member, School of Business Teaching Effectiveness Committee (March 1991 - 1993)

Member, School of Business Administration Teaching Awards Committee, 1990

Member, Business School Council (August 1986 - 1989)

Member, Department of Economics Graduate Curriculum Committee (August 1979 - September 1981)

Member, Department of Economics Research Committee (August 1979 - September 1981)

Member, Department of Economics Faculty Recruiting Committee (August 1980 - September 1981)

Member, School of Business Summer Research Awards Committee (January - June 1983)

Member, School of Business MBA Curriculum Committee (July 1983 - 1993)

Director, Economics Departmental Honors Program (September 1981 - 1987)

Membership on Boards:

2018-Present

Chair of the Board, Commission on Accreditation of Healthcare Management Education (CAHME)

2013-2018

Board Member, Commission on Accreditation of Healthcare Management Education (CAHME)

Strategic Issues Committee Member

Chair of Finance Committee (as of 2016)

October 2014 – Present

Member, National Advisory Board (NAB) for the Robert Wood Johnson Foundation (RWJF) Center for Health Policy at Meharry Medical College

2017-Present

Chair of Membership Committee, National Advisory Board to the Business Alliance for Health Management Education (BAHM)

2010-Present

Member, South Florida Hospital and Health Association

2009-2010

Member, Catholic Hospice Board of Directors

2004 – 2007

Member, Executive Committee, Board of Trustees, Mercy Hospital

2004 – 2007

Member, Finance Committee, Board of Trustees, Mercy Hospital

1996 – 2007

Member, Board of Trustees, Mercy Hospital

May 2001 – 2007

Board Member, University Behavioral Health
Miami, FL

April 1996 - 2000

Board Member, State Board of Independent Colleges and Universities

Member, Board of Directors, Pain Management Center, Deering Hospital 1995 – 1998

Member, Board of Directors, Fellowship House (Mental Health Rehabilitation Facility) 1986-1995

National Advisory Board, Fellowship House Program in Interdisciplinary Study of Psycho-Social Rehabilitation Management Training, 1987 - 1990

Member, Community Advisory Board to Patient Care of America, Inc. (Health Maintenance Organization) (1985 - 1989)

Advisory Board, Patient Care of America, Inc., 1985 - 1989.

Previous Member, Ethics Board, Mt. Sinai Hospital

Previous Member, Ethics Board, Jackson Memorial Hospital

Community Activities:

April 2014

Keynote Speaker on topic of Affordable Care Act to City of Coral Gables Adult Activity Center 6th Annual Spring Lunch

2009-2010

Chairman, Finance Committee, Miami Dade Health Action Network

2007-Present

Member, Miami Dade Health Facilities Authority

August 2004 – 2007

Committee Member, United Way's Public Policy Committee
Miami, FL

October 2002 – 2004

Board of Advisors, AM~PM Housecalls International
Miami, FL

July 2000 – 2003

Chair, Licensure Committee, State Board of Independent Colleges and Universities
Tallahassee, FL

Chair of a Technical Advisory Panel on the Health Management Initiative for providing cost effective quality care for HIV/AIDS and Diabetes patients in South Florida under Medicaid. This is a project developed collaboratively by the South Florida Health Council and the Agency for Health Care Administration and under grant from the agency for Health Care Administration and the Health Care Financing Administration. 1997 - 2000

June 1996 – 2000

Chairperson, Technical Advisory Committee, Health Management Initiative
Health Council of South Florida, Inc.
Miami, FL

Previous Member, Ethics Committee, Vitas Outreach, Inc. (Hospice for people with AIDS)

Previous Chairman, Institutional Review Board, Pan American Hospital

Previous Member, Outreach Community Council, Hospice, Inc.

Volunteer Mentor, Miami's For Me Program

Speaker, Institute for Retired Professionals

Speaker, Elderhostel, Summer 1990

Member, Technical Advisory Panel on Uncompensated Care, State of Florida Health Care Cost

Containment Board, 1989 - 1990

Member, Research Advisory Committee of the State of Florida Health Care Cost Containment Board, 1988 - 1990

Consultant to the health care industry

Previous Member, University Liaison Committee to Fellowship House (Mental Health Rehabilitation Facility)

Presented talk on "The Ethics and Economics of AIDS" to the University Alumni Association at the Airport Hilton Hotel, Miami, Florida, March 23, 1988

Presented talk on competition to the South Florida Health Council

Business School representative for numerous University of Miami recruiting trips, 1984 - Present

Presented talk at Elderhostel, University of Miami, May 15, 1987

Previous Member, Research Advisory Committee of the State of Florida Hospital Cost Containment Board

Previous Member, National Advisory Board, Fellowship House Program in Interdisciplinary Study of Psycho-Social Rehabilitation Management Training

Gave talk on Competition in Health Care to the South Florida Health Council, Inc., on September 18, 1987

Gave talk on Quality and Costs in Health Care, to South Florida Health Council, Inc., on February 19, 1987

Gave talk on "Health Care in America," for Miami-Dade Community College's Women's Institute, May 15, 1986

Presented talk to high school honors students concerning the health care industry for Enterprise Miami at the University of Miami, April 10, 1986

Member of Panel, "National Tax Reform," University of Miami, April 1, 1986

Advisor to the State of Florida Hospital Cost Containment Board, 1985 –Present

Participant in Public Forum, the Soaring Costs of Health Care, at the University of Miami, April 11, 1985

Presented talk to high school honors students concerning the health care industry for Enterprise Miami at the University of Miami, April 2, 1985

Department Representative to Ryder Corporation, February 8, 1985

Gave mock lecture to prospective University of Miami students, January 29, 1985

Member of Panel Discussion, Economics of War and Defense, University of Miami, March 21, 1984

Department of Economics Representative, talk to honors students on career and study opportunities in economics, October 7, 1983

Department of Economics Representative, talk to MBA students on career opportunities in economics, September 23, 1983

Department of Economics Representative, Meeting of Greater Miami Chamber of Commerce Economic Development Committee, September 19, 1983

Citizen Advocate for the mentally retarded, Dade County Association for the Mentally Retarded, Miami, Florida (1979 - 1983)

Department of Economics Representative at Forum for Incoming Freshman and Parents

Department of Economics Representative at the Miami Business Dialogue presented by the Private Industry Council of Dade County, Inc., June 17, 1983

Presented talk to prospective honors students at the University of Miami, February 4, 1983

Presented talk on Medicare and Social Security to Condominium Association, Miami, Florida, January 21, 1983

Presented talk on National Health Insurance to Knights of Columbus, Hialeah, Florida, October 27, 1982
Presented talk on Reaganomics to Condominium Association, Miami, Florida, October 16, 1981

Volunteer, Red Cross Hurricane Shelter Manager, 1982 – 1986

Media

Numerous television and radio interviews, radio talk show guest, expert comment for newspapers, magazine articles, etc., relating to the health care industry as well as economic policy including:

Becker's Hospital Review; Quoted in article, "HCA, Cleveland Clinic battle intensifies for Florida market share." But Alia Paavola. October 15, 2018.

<https://www.beckershospitalreview.com/hospital-transactions-and-valuation/hca-cleveland-clinic-battle-intensifies-for-florida-market-share.html>

Invited guest on "Your South Florida," with Pam Giganti, January 10, 2017.

South Florida Hospital News; A front page article, authored by Steve Ullmann, chair and professor of health sector management and policy, advised policymakers to be careful in their approach to altering the Affordable Care Act, noting that because there are so many pieces, as in a puzzle, a piecemeal approach could have unintended consequences. January 2017.

CBS Marketwatch; An article about the 2017 deadline to sign up for insurance coverage under the Affordable Care Act included insight from Steve Ullmann, chair and professor of health sector management and policy, who noted that "the risk of not signing up at this point in time is greater than the risk of signing up." January 30, 2017.

WPBT – TV; Steve Ullmann, chair and professor of health sector management and policy, was interviewed in a segment on the future of the Affordable Care Act under the Trump Administration, noting that "The repeal might occur, but the repeal will be a few years from now, which is relatively typical of policies." January 20, 2017.

South Florida Hospital News; An article featured information about the School's new Master in Health Administration program. The article included quotes from Steve Ullmann, chair and professor of health sector management and policy, and Karoline Mortensen, an associate professor, who noted that the program "has a strong foundation in finance, accounting and process improvement as well as timely health care issues." February 1, 2017.

WIOD Radio (Miami); A segment about President Trump's statements on lowering the cost of prescription drugs featured a live interview with Steve Ullmann, chair and professor of health sector management and policy, who noted that "other countries use the power of the federal government to negotiate down the price of pharmaceuticals and that's actually one of the reasons our prices are higher, we don't negotiate prices down." February 1, 2017.

WLRN Radio; The hour-long "Sunshine Economy" program about the future of health care reform featured interviews with Steve Ullmann, chair and professor of health sector management and policy, and three national industry and policy experts, noting that they would be featured speakers at the School's conference, The Business of Health Care Post Election, taking place March. February 27, 2017.

Miami Today; An article previewed the School's Business of Health Care Post Election conference with numerous quotes from Steve Ullmann, chair and professor of Health Sector Management and Policy, who noted that the conference would feature "some of the nation's most experienced thought leaders from business and government...to help shed light on what the anticipated [health care policy] changes will mean for business." March 2, 2017.

WSVN Local 10 Miami; A TV segment about the GOP health care reform bill included insight from Steve Ullmann, chair and professor of health sector management and policy, who noted that "There's actually more agreement than people realize" between the Affordable Care Act and the new proposal. March 7, 2017.

South Florida Hospital News and Healthcare Report; An article featured insight from all six sessions at the School's Business of Health Care Conference, including quotes from many of the speakers, as well as Steve Ullmann, director of the School's Center for Health Sector Management Policy, which organized the conference, who noted that "At a time of great uncertainty over federal and state health care policies, our speakers provided valuable insights on the delivery, cost and quality of patient care, access to insurance coverage, the worldwide health care labor market, and business and investment opportunities regionally, nationally, and globally." March 13, 2017.

Politico. An article questioning whether President Trump and Republicans are "sabotaging" the Affordable Care Act by creating uncertainty about the law included insight from Steve Ullmann, chair and director of health sector management and policy, who noted that "They must know sabotage won't work now that they control Washington." March 14, 2017.

Miami Herald; An article about the impact of the GOP health care reform bill on Florida, based on a report by the Congressional Budget Office, included comments from Steve Ullmann, professor and director of health sector management and policy, who predicted that "the people who will be buying insurance will be people who will tend to be more prone to illness, perhaps a little higher in age, and as a result because those are higher-cost users, premiums will go up." March 14, 2017.

Tampa Bay Times; An article about opposition to the GOP health care reform bill among Florida Republican lawmakers included insight from Steve Ullmann, professor and director of health sector management and policy, who noted that "There are significant consequences for Florida," if the GOP bill is approved. March 15, 2017.

Miami Herald; An article questioning the accuracy of statements by Health and Human Services Secretary Tom Price that people are uninsured because they don't like Obamacare included insight from Steve Ullmann, chair and professor of health sector management and policy, who noted that "They are uninsured because there is no way that they can afford the insurance ... then there are others, generally the 'young invincibles,' who find that the penalty of \$695 is less than the cost of the insurance policies." May 15, 2017.

The Miami Herald article was also published by the Atlanta Journal-Constitution.
<http://www.myajc.com/news/national-govt--politics/politifact-price-loudermilk-comments-health-bill-mostly-false/La8nH9s7dsWu7rcVKqZcAO/>

Al Jazeera – May 26, 2017 - Steve Ullmann, chair and professor of health sector management and policy, appeared in a segment on concerns about potential ramifications of the American Health Care Act, from reducing life expectancy and increasing infant mortality because people may not have coverage for prenatal care or care after their child is born.
<https://www.youtube.com/watch?v=UTVZzHRLUyo&feature=youtu.be>

Invited Keynote Speaker for Greater Fort Lauderdale Chamber of Commerce, “Perspectives on Florida’s Healthcare,” Nov 2, 2017

Invited guest on PBS program, “Your South Florida,” with Pam Giganti, to discuss documentary film, “Gauze,” November 11, 2017

Becker’s Hospital Review – September 28, 2016 – The leading magazine for hospital business news published an article about research by the School’s health sector management and policy professors Karoline Mortensen, Steve Ullmann and Michael French, which found that public outcry over huge markups some hospitals charge did not result in lower charges.
<http://www.beckershospitalreview.com/finance/does-bad-press-for-prices-get-hospitals-to-lower-rates.html>

WLRN Radio – September 27, 2016 – An article and four-minute radio segment highlighted research by the School’s health sector management and policy professors Karoline Mortensen, Steve Ullmann and Michael French, which found that public outcry over huge markups some hospitals charge did not result in lower charges. The segment included quotes from Mortensen, who noted that hospitals need to start thinking more about “how to keep their patient populations healthy and how to make sure that they’re delivering the best care possible and not focusing so much on revenues.
http://cpa.ds.npr.org/wlrn/audio/2016/09/chargevcost-tw-mortensen_0927_1.mp3

SFHHA Newsline – September 1, 2016 – An article in the South Florida Hospital and Healthcare Association newsletter featured insight from Steve Ullmann, chair and director of health sector management and policy, about the benefits of membership in the organization. Ullmann noted that “the organization itself is instrumental in helping us put together our annual conference that attracts approximately 700 people to discuss the business of health care.”
<http://bus.miami.edu/news-and-media/in-the-news/2016-09-01-ullmann-sfhha.pdf>

Univision – August 25, 2016 – An article about the high price of prescription drugs in the U.S. included insight from Steve Ullmann, chair and professor of health sector management and policy, who noted that even people with health insurance are paying more because of insurance policies that carry higher deductibles.
<http://www.univision.com/noticias/finanzas/por-que-los-medicamentos-son-tan-caros-en-eeuu-y-que-pueden-hacer-los-politicos-para-abaratarlos>

Modern Healthcare – May 7, 2016 – An article about health care fraud in Florida, published by the national health care industry magazine, included insight from Steve Ullmann, chair and professor of health sector management and policy, who noted that fraud is part of the reason that health care costs are significantly higher in Miami than elsewhere.
<http://www.modernhealthcare.com/article/20160507/MAGAZINE/305079988>

Miami Herald - May 6, 2016 – An article about insurers signaling higher rates for their Affordable Care Act plans included quotes from Steve Ullmann, chair and professor of health sector management and policy who noted that if young and healthy people “had been enrolling at a higher rate, then it would have distributed risk more and it would have brought down the rates for everybody.” <http://www.miamiherald.com/news/health-care/article76219052.html>

WLRN Radio – April 21, 2016 – A segment about the disparity in prices for medical procedures from one provider to another and for one payer or another included numerous quotes comments from Steve Ullmann, chair and director of health sector management and policy who noted that “a person with no health insurance, they’re going to pay full price, the list price,” but for those with insurance, the cost is lower because “the health insurance company has negotiated a price lower than the list price.” <http://wlrn.org/post/pricecheck-what-we-mean-when-we-talk-about-prices>

Miami Herald – March 29, 2016 – An article about in growing number of “narrow” healthcare insurance plans which include fewer hospitals and doctors for covered care included insight from Steve Ullmann, chair and professor of health sector management and policy, who noted that “consumers are being required to make decisions” about where they receive care in order to ensure they are covered under these plans.

<http://www.miamiherald.com/news/health-care/article68871582.html>

Reuters – March 22, 2016 – In a live “Global Markets Forum” for Reuters members, Steve Ullmann, chair and professor of health sector management and policy, discussed what softening relations with Cuba would mean for medical tourism, noting that “Currently, 900,000 Americans go overseas for medical care” and that “it is growing at 15 percent per year.”

Miami Herald – September 25, 2014 - An article about plans by a health care organization, well known to Latin Americans, to open clinics in South Florida and the appeal among Hispanics, included insight from Steve Ullmann, director of the School’s programs in health sector management and policy, who noted that there are studies “that indicate when patients are culturally comfortable with their providers that outcomes become significantly better.”

<http://www.miamiherald.com/news/local/community/miami-dade/article2238540.html>

The article was also published by Kaiser Health News.

<http://kaiserhealthnews.org/news/miami-dade-like-many-employers-denied-tools-to-trim-health-costs>

Miami Today – September 17, 2015 – An article about the move to expand outpatient surgery centers and its potential impact on hospitals included quotes from Steve Ullmann, chair and professor of health sector management and policy.

<http://bus.miami.edu/assets/files/in-the-news/2015-09-17-MiamiToday-Hospitals-Ullmann.pdf>

WLRN Radio – July 22, 2014 – A segment about the court ruling that struck down federal subsidies for those getting insurance purchasing insurance through the Affordable Care Act’s federal exchanges included quotes from Steve Ullmann, director of the School’s Center for Health Sector Management and Policy, who noted that “Congress did intend that people have access to insurance to provide comprehensive insurance through the country to move toward universal health care coverage.”

<http://wlrn.org/post/dueling-appeals-court-decisions-leave-obamacare-subsidies-limbo>

Miami Herald – June 9, 2014 – An article about financial hurdles faced by those pursuing careers as physicians included insight from Steve Ullmann, director of the School’s Center for Health Sector Management and Policy, who noted that those who set up their own practices are running their own businesses which “can be overwhelming for physicians.”

<http://www.miamiherald.com/2014/06/08/4163687/doctors-dilemma-physicians-weigh.html>

Miami Herald – April 18, 2014 – An article about a report that shows Medicare spends more on office visits in South Florida than anywhere else in the U.S. included quotes from Steve Ullmann, director of the School's Center for Health Sector Management and Policy.

<http://www.miamiherald.com/2014/04/18/4067608/medicare-spends-nearly-2-billion.html>

Miami Herald – April 10, 2014 – An article about a report revealing government payments made to physicians and other health care providers who treat Medicare patients included quotes from Steve Ullmann, director of the School's Center for Health Sector Management and Policy, who noted when patients have pricing information “that’s when you can make appropriate choices.”
Article

Miami Empresarial – March 1, 2014 – The business magazine published a two-page article about “The Business of Health Care: Bending the Cost Curve, a conference hosted by the School. The article noted that the conference was organized by the School's “Center for Health Sector Management and Policy, headed by Steven G. Ullmann,” director of the Center, and included 12 photographs and numerous quotes from conference participants.

<http://bus.miami.edu/assets/files/in-the-news/2014-03-01-MiamiEmpresarial-RE-Conference.pdf>

Quoted in *The Miami Herald* front page Sunday edition article, "Healthcare's hidden fees can surprise patients" by Daniel Chang, February 23, 2014

The Miami Herald – January 16, 2014 – The newspaper published an article about the conference, The Business of Health Care: Bending the Cost Curve, hosted by the School. The article included quotes from Steve Ullmann, director of the School's Center for Health Sector Management and Policy, which organized the conference.

<http://www.miamiherald.com/2014/01/15/3873135/healthcare-conference-at-university.html>

Quoted in *The Miami Herald* article, “Women and older Americans lead the way in Obamacare signups—in Florida and the nation” by Daniel Chang, January 13, 2014

Interviewed for article in *South Florida Sun-Sentinel* about the economic impact of expanding Medicaid in Florida, April, 2013

Interviewed on WIOD 610 radio, Topic: Increasing Costs related to Health Care Reform, March, 2013

Quoted in *The Miami Herald* article detailing the conference “The Business of Health Care Post-Election,” February, 2012

Interviewed on WLRN radio about topics to be discussed that day at “The Business of Health Care Post-Election” conference, February, 2012

Interviewed on WIOD 610 radio Jimmy Cefalo. Topic of Employee Health Insurance, September 16, 2012

Miami Today article “UM health policy center planning post-election conference”, by Marilyn Bowden, August, 2012

Quoted in BizEd article “Best Medicine?”, by Tricia Bisoux, May/June 2012

Quoted in The Miami Herald article, “Miami has highest healthcare costs in country for private insurance”, by John Dorschner, May, 2012

Commentator for “Nightly Business Reports”, Public Television, (WPBT) Aired April 2, 2012.
Topic: Health Care Reform

Interviewed on WPBT “Nightly Business Report,” following release of 2010 Census Bureau Poverty Report., September, 2011

Quoted in Miami Today article, “Health sector management center targeted for pivotal university role,” by Marilyn Bowden; August 25, 2011

Interviewed on WIOD 610 radio Jimmy Cefalo Topic on Healthcare Reform: Legislation
September 22, 2010

Quoted in The Miami Herald article, “Miami Patients Relying on Expensive Specialists”, by John Dorschner, September, 2010

Quoted in The Miami Herald article, “Point and Click to Preview a New You”, By Bridget Carey, September, 2010

Interviewed for South Florida Hospital News and Healthcare Report article, “University of Miami School of Business Administration Earns National Reputation for Health Programs”, August 2010

Quoted in Miami Today article, “Medical and Financial fields now leaders in MBA specialties”, by Marilyn Bowden, March, 2010.

Quoted in The Miami Herald article, “Even with ‘a lot of unknowns,’ health leaders cautious, optimistic”, by John Dorschner, March, 2010.

Interviewed on WIOD 610 radio Jimmy Cefalo Topic of Healthcare Reform: Medicare Availability to 55 year olds December 10, 2009

Panel Discussion on WPBT Television Primetime Special on Healthcare, October, 2009

Quoted in *South Florida Business Journal's* Guide to Health Care, September, 2009

Interview with Susi Gharib on WPBT “Nightly Business Reports” following President Barack Obama’s presentation of the Health Care Reform plan, September 10, 2009

Quoted in “The Miami Herald” on highlights of the health care reform proposals under consideration in Congress, August, 2009.

Quoted in “The Miami Herald” refuting claims by health care reform critics that proposed legislation would create government “death panels.” August, 09. Article also published in “Cleveland Plain Dealer”

Quoted on *Forbes.com* about a study that shows Miami-Dade County has most expensive health care costs in the country. August, 2009

CBS4 Television – Interviewed by Reporter Michael Williams as part of a week long series on Health Care Reform Plans. Also participated in the follow-up Q&A Web Chat, August, 2009.

Interview on CNN-*Lou Dobbs Tonight*, New Zealand Health Care System, August, 09

Interview on WIOD 610 radio by Jimmy Cefalo, comments on President Obama presentation of health care reform plan, September, 2009

Quoted in The Miami Herald article, "South Florida Employees Sound Off on Healthcare Reform" by John Dorschner, July, 2009

Quoted in The Miami Herald article, "Healthcare Reform Poses Benefits and Risks to South Florida Economy" by John Dorschner, June, 2009

Quoted in The Miami Herald article, "Bundling Services Could be Key to Cutting Care Costs," by John Dorschner, June 2009.

Quoted in Florida Medical Business article, "The Future of Healthcare: A Florida Perspective," February 2009

Quoted in The Miami Herald article re: growth of comprehensive clinics found serving the Hispanic population in South Florida

Commentator for "Nightly Business Reports", Public Television, (WPBT) Aired 1/13/09; 7/28/09; 9/22/09. Topic: Health Care Reform

Interview for CBS4 news segment "Candidates Have Widely Different Health Care Plans," by Michael Williams, October, 2008

Interviewed by CBS4 Television – "Healthcare of Presidential Platforms" Sept. 08

South Florida Hospital News; "University of Miami MD Degree Means Business" July 2008; Vol. 5; Issue 1

Interviewed by Fox News Network television, July, 2008; "Concierge Medicine"

World City Business, "Extreme Makeover – UM's B-School Aims to Become World Leader in the Business of Healthcare," June, 2008

Interview with BBC, April 2008; "Aspects of US Healthcare"

Participant on television program, "Special Assignment," on topic of tax reform, WLRN, Channel 17, broadcast on April 9 and April 14, 1985

Guest on talk show, "Money Matters," WINZ News Radio, January 20, 1985, 8:00 p.m. - midnight

Interviewed by Time Magazine for article on the economy, December 5, 1984

Guest on Don Webb's Radio Call-in Talk Show, WNWS Radio May 16, 1982

Guest on Radio Talk Show, Larry King's "Life in South Florida," spoke on Reaganomics, Miami, Florida, December 5, 1981