

UNIVERSITY OF MIAMI
Curriculum Vitae

1. Date: January 12, 2017

PERSONAL

2. Name: Howard Seth Gitlow
3. Home Phone: 786 281 7400
4. Office Phone: 305/284-4296
Office Fax: 305/284-2321
5. Home Address: 5735 San Vicente Street
Coral Gables, FL 33146
6. Current Academic Rank: Professor
7. Primary Department: Management Science
8. Secondary Appointment with the Department of Health Sector Management and Policy, School of Business Administration, University of Miami, 2016 – present.

Secondary or Joint Appointments: Adjunct faculty member, NYU Stern School, IOMS Department, *Introduction to Quality: Six Sigma Management* (3 credits, Langone evening program), NYU Stern School (2006-2014)
9. Citizenship: U.S.A.
10. Visa Type (if non-citizen): N/A

HIGHER EDUCATION

11. Institutional (institution; degree; date conferred):

New York University	Ph.D	Statistics/Operations Research	June 1974
New York University	M.B.A.		June 1972
New York University	B.S.	Statistics	June 1969
12. Non-Institutional (description; dates):

The Kano Program, Instructor: Dr. Noriaki Kano, Facilitator: Dr. Howard Gitlow, May 4-5, 1995, Miami, FL.

Quality, Productivity and Competitive Position, taught by Dr. W. Edwards Deming, Facilitator: Dr. Howard Gitlow, Miami, FL April 1980 and Feb. 4-7, 1992.

Methods for the Improvement of Quality, Productivity, and Competitive Position, taught by Dr. W. Edwards Deming, 1979, 1983, 1986, and 1992.

Deming Seminar for Statisticians, March 1988 and March 1989.

13. Certification, licenses (description; board or agency; dates):

Accredited Professional Statistician (American Statistical Association) 2011

Six Sigma Master Black Belt, University of Miami, Executive Education Center and the Institute for the Study of Quality, 2001.

Six Sigma Black Belt, University of Miami, Executive Education Center and the Institute for the Study of Quality, 2000.

Six Sigma Green Belt, University of Miami, Executive Education Center and the Institute for the Study of Quality, 2000.

Six Sigma Green Belt Training, Cordis Corporation, A Division of Johnson & Johnson, Miami, FL, August - September 2000.

Six Sigma Black Belt Training, Cordis Corporation, A Division of Johnson & Johnson, Miami, FL, September - December 2000.

14. Academic (institutions; rank/status; dates):

Senior Fellow, Center for Health Sector Management and Policy, School of Business Administration, University of Miami (2013 – present)

Faculty, 1980 - present.

Visiting Professor, Stern School of Business, New York University, May –June 2006 – present, Course: Managing for Quality (MBA program).

Visiting Professor, Science University of Tokyo, Management Science, May 1990-June 1990.

Associate Professor, University of Miami, 1977-1980.

Assistant Professor, Baruch College, City University of New York, Marketing Department, Member of Doctoral Faculty, 1973-1977.

15. Non-Academic (employers; title; responsibilities; dates):

Medical and Legal Consulting:

Advisor to COO of UHealth system on cultural transformation (2016 – present).
Redesign the organizational structure of the entire UHealth

Lennar Center, UHealth, Advisor on Management System Setup and Operation
(2015- present)

Jackson Memorial Hospital, Advisor to CMO on process improvement (2015 –
present)

UHealth, Special advisor to the Process Improvement transformation (2010 –
present)

UMH, Special advisor of the development of a strategic plan (2013 – 2014).

Division of Cardiology, Department of Medicine, Miller School of Medicine (2011),
Improve the revenue cycle. Grant (\$25,000)

Hill-Rom, Validation of Smart bed (2009-2011) \$240,000

Signature Healthcare, Presentation for strategic alliance (2011)

Cleveland Clinic, Florida, Dashboard Management (2007, 2008, 2011)

Federal Express, Dashboard Management and Six Sigma management (2009-
present)

QUANTROS (2010-2012), Principle Co-Investigator with David Birnbach,

Hill-Rom Corporation (2010 - 2011)

School of Business Administration, UM, Development of a dashboard
(2007 – 2013)

Cordis Corporation: A Division of Johnson & Johnson (2007-2008)

The Hand Place (2007-2009)

Jackson Memorial Hospital (2006 – 2007)

University of Miami, Center for Patient Safety, Medical School (2004 – 2007)

University of Miami, Bascom Palmer Eye Hospital (2004 – 2007)

University of Miami, Genetics Laboratory and Clinical Practice, JMH (2005 – 2007)

Boca Raton Community Hospital, Boca Raton, FL (2004 – 2007)

University of Miami, Medical School (at request of President Shalala), 2003-2007.

University of Miami, Department of Psychiatry, Consultant for Strategic Planning, September 2000 to 2006.

University of Miami, University Behavioral Health, Consultant for Strategic Planning, 2000.

University Medical School, Miami, FL
Consultant to the Department of Pediatrics, 1999.

University of Miami Medical School, Miami, FL
Consultant to redesign the Mechanics of Disease course using TQM principles, 1994.

University of Miami Medical School, Miami, FL
Consulting to develop a core statistics facility to study Alzheimer's disease, 1987.

OBGYN Associates, North Miami, FL
Consulting statistician, Grant investigating complication rates in various types of saline abortion, 1978-1982.

University of Miami Law School, Miami, FL
Consulting statistician, Investigation of prosecutor behavior when using peremptory challenges in death cases. Granted September 1978 by Florida Justice League, 1978-1982.

Grant investigating pain treatment modalities for cancer patients, RFP NO1-CN - 85417-06, 1977-1980, Consulting statistician.

Burke Rehabilitation Center, White Plains, NY
Consulting statistician, Group investigating stroke rehabilitation, 1976-1980.

Mount Sinai School of Medicine, New York, NY
Consulting statistician, Grant investigating cancerous tumors in children, 1973-1976.

Expert Testimony:

Rebuttal Witness (Carefree Lifestyles v. Zachary Karl (Theodore Goldberg), 2011

Provide binomial probabilities for Arvida case.(David Deehl, Esq), 2010

Develop sampling plan for batches of Gabapentin API (David Zwally, Esq.)

Critique sampling plan for billing procedure (Ken Hartmann, Esq.) Baptist Hospital v. HMO, 2007 - present, rebuttal witness.

Critique sampling plan for defective residences (William Burd, Esq.) Lakes of the Meadows Village Homes v. Arvida/JMB Partners (Case No. 95-23003-CA-08), 2004 (report, deposition and testimony)

Develop sampling plan for underpayments received by Baptist Hospital of South Florida from United Health, (Ken Hartman, Esq.)

Age discrimination (Scott Chareilton, Atty), Adams v. Florida Power, deposition and testimony, Ocala, Florida, August 2002 (report, deposition and testimony).

National origin discrimination, Moise et al v. Bulger et al. (INS v. Haitians), March 2002 (report).

Ethnic discrimination (Miles Tralins, Esq.), Rojas v. The City of Hialeah (98-0124-CIV-Nesbitt) (report).

Sex discrimination (Rachael Shonfield and Gedety Serralta) Equal Employment Opportunity Commission (EEOC) versus Joe's Stone Crabs, Inc. (93-1082-CIV-HURLEY) March - April 1998 (report, deposition, and testimony).

Race discrimination against blacks by the City of Hialeah (Eileen Tilghman), Plaintiffs v. City of Hialeah, 1997-1998 (report).

Country of origin discrimination (Ira Kurzban and Esther Cruz), Nicaraguans v. INS, 1997. Single stage cluster sampling of INS records to estimate totals and proportions (report, deposition and testimony).

Antitrust violations via statistical pattern analysis (William Dunaj, Esq), Telectron vs. Overhead Door, 1983-1987 (report).

Race discrimination (Susan Hicks, Esq.), Scott vs University of Florida, 1985 (report).

Ethnic discrimination (Linda Erlich, Esq.), Hispanic Police Officers vs. Dade County, case settled in 1985, 1983-1985 (report).

Age discrimination (Donald Wich, Esq.), Story vs. First Federal Saving and Loan Association, Case No. 81-6204-CIV-ALH, case settled on May 27, 1984 (report).

Game fixing in Jai-Alai (Mark Speiser), Florida vs. Moore, April 1982 (report, deposition and testimony).

Country of origin discrimination (Ira Kurzban and Bruce Winick), U.S.A. vs. Haitian Refugees Louis V. vs. Nelson), March 1982 (report, deposition and testimony).

Jury selection, Florida vs. Dobberts, (Public Defenders Office) Fourth Judicial Circuit, January 13, 1982 (report, deposition and testimony).

Race and sex discrimination (Equal Employment Opportunity Commission), EEOC vs. Eastern Airlines, 1981 (report).

Jury selection procedure (Michael Zellman, Esq. - Dade County Public Defenders Office), 1981 (report).

Jury selection procedure (Barry Coccoziello, Esq.), 1980-1981 (report).

Race and sex discrimination (David Lipman, Esq.), Employees vs. Winterhaven, 1980 (report, deposition and testimony).

Race and sex discrimination (Equal Employment Opportunity Commission), EEOC vs. H.S. Camp and Sons, Inc. No. 77-69-Civ-Oc, United States District Court, Middle District Court of Florida, 1080 (report, deposition and testimony).

Jury selection procedure in Dade County, Florida, The State of Florida vs. Marvin Francois, No. 77-28650 (Fuller), 1979 (report, deposition and testimony).

Costs of banning vs. paying for Medicaid abortions in Florida, in front of State of Florida Appropriations Subcommittee, April 5 and 7, 1978 (report and testimony).

Cost/Benefit Analysis, Feminists Women's Health Center, Inc., vs. Department of HRS, December 13, 1978 (report and testimony).

Professional Consulting:

RAND Corporation (Advisor on cultural transformation of the Army Military Command (2015-present))

YPO, Professional Management (2011)

VISA Corporation, Managing to Reduce Uncompensated Overtime (2010)

Quantros (2010 - 2012)

Hill-Rom (2009-2011)

Tropical Financial Credit Union (2011), Redesigned product offerings using MBA interns

Bank Atlantic (2007-2009)

University of Miami

- School of Business Administration, 2007 – 2013 (Dashboard)
- Business and Finance Division, 1995 – 2008
 - Senior V.P.
 - Business Services
 - Human Resources
 - Facilities Administration
 - Information Technology
- Medical School
 - Lennar Center, UHealth, Advisor on Management System Setup and Operation (2015- present)
 - Jackson Memorial Hospital, Advisor to CMO on process improvement (2015 – present)
 - UHealth System (2010 – present)
 - Organ Transplant Institute (2010-2011)
 - Dean of Medical School, 2004 – 2005
 - Bascom Palmer Eye Hospital, 2003 – 2005
 - Center for Patient Safety, 2004 – 2005
 - Genetics Laboratory and Clinical Practice, 2005 – present
 - Department of Psychiatry, 2000 – 2003
 - University Behavioral Health, 2000 - 2003
- Office of Development, 2002
 - Board of Trustees, 2002
 - President's Club, 2002
- Department of Athletics, 2002 - 2003

Northern Blower (2007 - 2011)

Lasco Distributors, 2007-2008

Navarro Pharmacy, 2007

Kaplan University, 2006 – 2007

ACT Mortgage, 2006 – 2007

Boca Raton Community Hospital, 2004 – 2005

University of Cincinnati, 2004 - 2006

State Farm Insurance Company, 2002

VISA, Latin American Division, 2001.

USCCG Consulting Company, 2001 (Six Sigma).

Bluefire Consulting , Inc. 2001 (Six Sigma).

City of Columbus, Georgia, 1998 - 1999.

Atlantis Submarine, Inc., Ft. Lauderdale, FL, 1999.

American Express, Billing Services Division, Plantation, FL, 1999 (Six Sigma).

N.A.B.I., Miami, FL, 1999.

Carrier, LAO - A Division of United Technology, 1997.

North Ridge Medical Center, 1996 - 1997

Codina Bush Klein Oncore Realty, Miami, FL 1995.

First Union Bank, Jacksonville, FL, 1994 - 1996.
 Field of Flowers, Davie, Florida, 1990-1993.
 Process Management Institute, Bloomington, MN, 1989-1993.
 Ezcony International, Miami, Florida, 1993.
 Employers Health Insurance, Green Bay, WISC, 1992-1993.
 Wisconsin Public Service Corporation, 1992
 Bell Canada, 1991-1992.
 Hoechst-Celanese Corporation, Greer, SC, 1989-1990.
 Nekoosa Packaging, Toledo, OH, 1989-1990.
 Cleveland Pneumatic, Miami, FL, 1989.
 Aristech, Pittsburgh, PA, 1985-1989.
 Westvaco Corporation, Wickliffe, KY, 1986-1991.
 Rolm Corporation, Santa Clara, CA, 1985-1987.
 Owens-Illinois, Inc. (Valdosta, GA and Orange, TX, and Miami, FL), 1983-1987.
 IBM, 1983-1987.
 Ernst and Whinney, Cleveland, OH, 1983-1985.
 Therapeutic Technologies, Inc., Miami, FL, 1982-1984.
 Servi-Clean Industries, Inc., Youngstown, OH, 1969-1983.
 Eastern Women's Center, New York, NY, 1971-1974.

Public Service Consulting:

City of Coral Gables, Office of the City Clerk, 2004-2008
 City of Miami Beach, Department of Public Works, 2006
 United States Marine Corps., 2005.
 Department of Genetics, Miller School of Medicine, UM, 2005.
 Center for Patient Safety, Miller School of Medicine, UM, 2005.
 City of Coral Gables, Office of the City Clerk, 2004
 Commendation received July 2004 from Mayor and City Commission
 C-ONE, A Non-Profit organization, strategic planning, 2003-2007
 Women's Fund, A Non-Profit organization, Strategic Planning, 2003 – 2007.
 Independent Film Project (IFP), A Non-profit organization, Strategic Planning,
 2003 – 2007.
 University of Miami, Outcomes and Impacts for Non-Profit Organizations, 2000.
 University of Miami, Outcomes and Impacts for Non-Profit Organizations, 1999.
 Fighting for Life Conference, Tallahassee, FL, Faculty Member, July 7-9, 1980.
 Legal Services of Greater Miami, Inc., Miami, FL, Expert testimony on
 Cost/Benefit Analysis, Smith vs. Department of Commerce, 1978.
 American Civil Liberties Union, Miami, FL, Expert testimony on Cost/Benefit
 Analysis, Alice P. vs. Department of HRS, 1977-1978.

16. Military (branch; rank; responsibilities; dates): None

PUBLICATIONS [author(s) (in actual precedence of authorship); title; publisher or journal name; date (current year first); page numbers]

17. Books and monographs published:

Gitlow, H., Oppenheim, R., Oppenheim, A., and Levine, D. (republished 2017), 4th edition (Hercher Publishing Co., Ridgewood, IL). ISBN: 978-1-939297-04-4

Gitlow, H. Melnyck, R., and Levine, D. (2015), Guide to Lean Six Sigma and Process Improvement for Practitioners and Students: Foundations, DMAIC, Tools, Cases and Certification, 2nd, edition, Prentice-Hall Publishers (Old Tappan, NJ)

Gitlow, H., Oppenheim, A., Oppenheim, R., and Levine, D. (2015), Quality Management: Tools and Methods for Improvement, 4th edition (Hercher Publishing Co., Ridgewood, IL). ISBN: 978-1-939297-04-4 (free on line)

Gitlow, A. and Gitlow, H., (2014) The Higher Education Scene in America: Some Observations, University Press of America (Lanham, MD).

Gitlow, A., Gitlow, H., Kurnow, E., and Oppenheim, A., (2011) America's Research Universities: The Challenge Ahead, University Press of America (Lanham, MD).

Gitlow, H. (2009), A Guide to Lean Six Sigma, CRC Press - A Division of Taylor and Francis, (Boca Raton, FL)

(质量管理(原书第3版)(附光盘) **(Reprinted by China-Pub in Chinese in 2008).**
Gitlow, H., Oppenheim, A., Oppenheim, R., and Levine, D. (2004), Quality Management, Richard D.Irwin, Inc., (Homewood, IL), 3rd edition.

(六西格玛绿带与倡导者手册：原理、DMAIC、工具、案例和认证 [特价中])
(Reprinted by China-Pub in Chinese in 2007). Gitlow, H. and Levine, D. (2004), Six Sigma for Green Belts and Champions: Foundations, DMAIC, Tools and Methods, Cases and Certification, Prentice-Hall Publishers (Saddle River, NJ).

Gitlow, H., Levine, D., and Popovich, E. (2006), Design for Six Sigma for Green Belts and Champions: Foundations, DMADV, Tools and Methods, Cases and Certification, Prentice-Hall Publishers (Saddle River, NJ).

Gitlow, H. and Levine, D. (2004), Six Sigma for Green Belts and Champions: Foundations, DMAIC, Tools and Methods, Cases and Certification, Prentice-Hall Publishers (Saddle River, NJ).

Gitlow, H., Oppenheim, A., Oppenheim, R., and Levine, D.(2005), Quality Management, Richard D.Irwin, Inc., (Homewood, IL), 3rd edition.

Gitlow, H. (2000), Quality Management Systems, CRC Press LLC (Boca Raton, FL), ISBN 1-57444-261-9.

Gitlow, H., Einspruch, N., Lored, E., and Mckenry Percival, M., A Curriculum Resource Guide for Quality Management, American Assembly of Collegiate Schools of Business (St. Louis, MO), 600 pages, 1994.

Gitlow, H., Oppenheim, A., and Oppenheim, R., Quality Management: Tools and Methods for Improvement, Richard D. Irwin, Inc., (Homewood, IL), 2nd edition, 508 pages, 1994.

Gitlow, H., Oppenheim, A., and Oppenheim, R., Solutions Manual for: Quality Management: Tools and Methods for Improvement, Richard D. Irwin, Inc. (Homewood, IL), 1994.

Gitlow, H., and Gitlow, S., Total Quality Management in Action, Prentice-Hall, Inc. (Englewood Cliffs, NJ), 266 pages, 1994.

Gitlow, H., and Process Management International, Planning for Quality and Competitive Position, Dow Jones/Irwin Publishers, (Homewood, IL), 193 pages, 1990.

Gitlow, H., Gitlow, S., Oppenheim, A. and Oppenheim, R., Tools and Methods for the Improvement of Quality, Richard D. Irwin, Inc., (Homewood, IL), first edition, 603 pages, 1989.

Gitlow, H., Gitlow, S., Oppenheim, A., and Oppenheim, R., Solutions Manual for Tools and Methods for the Improvement of Quality, Richard D. Irwin, Inc. (Homewood, IL), 1989.

Gitlow, H. and Gitlow, S., The Deming Guide to Quality and Competitive Position, Prentice-Hall, Inc., Englewood Cliffs, New Jersey, 1987, 15th printing.

Gitlow, H., and Oppenheim, R., STATCITY: Understanding Statistics Through Realistic Applications, Richard D. Irwin, Inc., Pub., second edition, 1986.

Gitlow, H. and Oppenheim, R., Solutions Manual for STATCITY: Understanding Statistics Through Realistic Applications, Richard D. Irwin, 1986.

Gitlow, H., STATCITY: Understanding Statistics Through Realistic Applications, Richard D. Irwin, Inc., Pub., first edition, 1982.

Gitlow, H. and Oppenheim, R., Solutions Manual for STATCITY: Understanding Statistics Through Realistic Applications, Richard D. Irwin, 1982.

Gitlow, H., and Wheatley, E., Editor, 1979 Proceedings of the Academy of Marketing Science, Vol. II.

18. Juried or refereed journal articles and exhibitions:

Gitlow, H. and Awad, H. (2014) "Introductory Statistics Students Need Both Confidence and Tolerance Intervals", The American Statistician, volume 67, No. 4, Nov. 2013, pp. 229 – 234.

Gitlow, H. and Gitlow, A. (2013), "Deming-based Lean Six Sigma Management as an Answer to Escalating Hospital Costs", Quality Management Journal, (volume 20, issue 3), pp 6-9.

Gitlow, H., Zuo, A., Ullmann, S., Zambrana, D. Campo, R., Lubarsky, D., and Birnbach, D., "The Causes of Never Events in Hospitals: Implications for Future Policy," International Journal of Lean Six Sigma, volume 4, issue 3, 2013, pp. 338-344. The *International Journal of Lean Six Sigma* Editorial Team were asked to nominate an Outstanding Paper and up to three Highly Commended Papers. "The causes of never events in hospitals" was chosen as a Highly Commended Paper winner as it is one of the most impressive pieces of work the team has seen throughout 2013.

Gitlow, A. and Gitlow, H., "Unionism, Job Security, and Quality of Output: A Dilemma?", The Labor Law Journal, Vol. 64, Issue No. 1, Spring 2013, pp. 33-42.

Omanchonou, V. and Gitlow, H., "Improving the Efficiency of an Emergency Department," International Journal of Innovation in the Digital Economy, volume 4, issue 4, October – December 2013, pp. 18 – 35.

Sussmane, J., Torbati, D., and Gitlow, H., "Measuring the Quality of Therapeutic Apheresis Care in the Pediatric Intensive Care Unit," Journal of Clinical Apheresis, 2011.

Gitlow and Diaz, "Optimizing Employee Time in a Purchasing Department: A Six Sigma Case Study", *International Journal of Lean Six Sigma*, Volume 2, Issue 2.

Pranckevicius, Diaz, and Gitlow, "A Lean Six Sigma Case Study: An Application of the 5S Techniques," Journal of Advances in Management Research, vol. 5 (1), 2008 (pp. 63-79).

Gitlow, H. and McNary, L., "Creating Win-Win Solutions for Team Conflicts," Journal of Quality and Participation, Vol. 29, No. 3, September 2006, pp. 20-26

Johnson, A., Widener, S., Gitlow, H., and Popovich, E., Designing New Housing at the University of Miami: "A "Six Sigma" DMADV/DFSS Case Study," Quality Engineering, Vol. 18, No. 3, 2006 (pp. 299-323).

Johnson, A., Widener, S., Popovich, E., Gitlow, H., "A Six Sigma Black belt Case Study: G.E.P. Box's Paper Helicopter Experiment – Part B", Quality Engineering, Vol. 18, No. 4, October-December 2006, (pp. 431-441).

Johnson, A., Widener, S., Niggley, J., Popovich, E., Gitlow, H., "A Six Sigma Black Belt Case Study: G.E.P. Box's Paper Helicopter Experiment – Part A", Quality Engineering, Vol. 18, No. 4, October-December 2006, (pp. 413-431).

Gitlow, H., "Organizational Dashboards: Steering an Organization Toward Its Mission", Quality Engineering, Vol. 17, No. 3, July 2005, pp. 345-357.

Gitlow, A. and Gitlow, H., "Transformational Management: A Case Study of the School of Commerce at New York University (1965 – 1985)," International Review of Economics and Business, Vol. 51 (June 2004), No. 2, pp. 297-317.

Rasis, D., Gitlow, H. and Popovich, E., "Paper Organizers International: A Fictitious Six Sigma Green Belt Case Study – Part 2," Quality Engineering, vol. 15, no. 2, 2002, pp. 259-274.

Friedman, M. and Gitlow, H., "A Six Sigma Primer for CPAs," The CPA Journal, Nov. 2002, vol. 72, no. 11, pp. 56-59.

McNary, L. and Gitlow, H., "Creating Integrative Solutions in Conflict Episodes," Quality Engineering, volume 14, number 4, 2002, pp. 581-588.

Rasis, D., Gitlow, H. and Popovich, E., "Paper Organizers International: A Fictitious Six Sigma Green Belt Case Study – Part 1," Quality Engineering, volume 15, number 1, 2002, pp. 127-145.

Gitlow, H., Berkins, A., and He E., "Safety Sampling: A Case Study," Quality Engineering, vol. 14, number 3, year 2002, pp. 51-65.

Gitlow, H., "Viewing Statistics from a Quality Control Perspective," International Journal of Quality and Reliability Management, vol.18, issue 2, 2001.

Gitlow, H., "Learning About A Loved One: The Quality Management Approach," Quality Engineering, volume13, number 1, pp. 115-119, September 2000.

Gitlow, H., "W. Edwards Deming," World Book Encyclopedia, World Book Publishing (Chicago, IL) p. 119, 1999.

Moreno H. and Gitlow H., "A Comparison of Plato's Republic and Deming's System of Profound Knowledge", International Journal of Applied Quality Management, 1999, vol. 2, no. 1, pp. 25-40.

Gitlow, H., O'Donnell G., Brown R., Evans D., Galindo R., Secades R., and Cortez S., "The Business of Police Work", Quality Engineering, volume 11, number 2, 1999, pp. 287-301.

Gitlow, H., "Innovation on Demand," Quality Engineering, vol. 11, no. 1, 1998-1999, pp. 79-89.

Gitlow, H. and Moreno H., "The Influence of C.I. Lewis' *Mind and The World Order* on Dr. W. Edwards Deming's System of Profound Knowledge", International Journal of Applied Quality Management, 1998, vol. 1, no. 2, pp. 93-103.

Krishnan, K. and Gitlow, H., "Quality Improvement in the Treatment of Cold Gas Plasma: A Case Study," Quality Engineering, 1997, vol. 9, no. 4, pp. 603-614.

Woehrl A., Gitlow H., and Kerr J., "Reengineering in the Context of Quality Management Theory: A Cautionary Note to Educators", Continuous Improvement Monitor International Journal, vol. 1, no. 2, January 1997, pp. 1-18.

Liner, M., Lored, E., Gitlow, H., and Einspruch, N., "Quality Function Deployment Applied to Electronic Component Design," Quality Engineering, vol. 9, no. 2, 1996-97, pp. 237 - 248.

Pietenpol, D. and Gitlow, H. "Empowerment and the System of Profound Knowledge", International Journal of Quality Science, vol. 1, no. 3, 1996.

Choy, Yau S., Greengarten, J., Gitlow, H., and Scandura, T., "Mission Statements in Service and Industrial Corporations," International Journal of Quality Science, vol. 1, no. 1, 1996, pp. 48-61.

Charnes, J. and Gitlow, H., "Using Control Charts to Corroborate Bribery in Jai Alai," The American Statistician, Vol. 49, No. 4, Nov. 95, pp. 386-389.

Gitlow, H., "Understanding Total Quality Creation (TQC): The Japanese School of Thought," Quality Engineering, Vol. 7, No. 3, 1995, pp. 523-542.

Oppenheim, A., Oppenheim, R., and Gitlow, H., "The Application of Data Classification," Journal of Data Quality, Volume 1, Number 1, March 1995, pp. 21-28.

Gitlow, H., "A Comparison of Japanese Total Quality Control and Dr. Deming's Theory of Management," The American Statistician, Volume 48, Number 3, August 1994, pp. 197-203.

Gitlow, H., "Total Quality Management in the United States and Japan," APQ Productivity Journal, Asian Productivity Organization (Tokyo, Japan) Winter 1993-1994, pp. 3-27.

Gitlow, H. and Lored, E., "Total Quality Management at Xerox: A Case Study," Quality Engineering, Volume 5, Number 3, 1993, pp. 403-432.

Gitlow, H., Kellogg, S. and Kang, K., "Process Tampering: An Analysis of On/Off Deadband Process Controlling," Quality Engineering, Volume 5, No. 2, 1992-1993, pp. 293-310.

Gitlow, H. and Loredó, E., "Total Quality Management at Florida Power and Light Company: A Case Study," Quality Engineering, Volume 5, No. 1, 1992-1993, pp. 123-158.

Gitlow, H. and Romero, L., "Personal Policy Management," Quality (Calidad), January 1993.

Gitlow, H., Loredó, E., Torres, E., and Romero, L., "Use of the Word Quality in the United States," Quality (Calidad), November 1991/January 1992, page 21-27.

Gitlow, H. and Melby, M., "Selection and Management of Key Indicators," American Journal of Hospital Pharmacy, June, 1991.

Gitlow, H. and Oppenheim, R., "Analysis of Residuals with Control Charts," Quality Engineering, Volume 3, No. 3, 1991, pp. 309-332.

Gitlow, H. and Romero, L., "Deming's 14 Points and the Reduction of Variation," Quality (Calidad), Year 1, Vol. 3, January 1990.

Gitlow, H., Gitlow, S., Oppenheim, A. and Oppenheim, R., "Telling the Quality Story," Quality Progress, XXIII, No. 9, September 1990, pp. 41-46.

Gitlow, H. and Wiesner, D., "Vendor Relations: An Important Piece of the Quality Puzzle," Quality Progress, January 1988, pp. 19-23.

Gitlow, H. and Hertz, P., "Chain Reaction: The Impact of Managing Quality on Profits, Wages, and Employment," International Review of Economics and Business, August 1988, Volume 35, No. 8, pp. 757-767.

Gitlow, H. "Statistical Thinking: An Alternative to Sales Quotas," Singapore Marketing Review, Volume 2, March 1987, pp. 52-59.

Gitlow, A. and Gitlow, H., "Labor-Management Relations: A Vital Piece of the Quality Puzzle," International Review of Economics and Business, Volume XXXIII, no. 6-7, June-July 1986, pp. 545-564.

Gitlow, H. and Hertz, P., "Product Defects and Productivity," Harvard Business Review, September/October 1983, Volume 61, No. 4.

Reprinted as "Methods for the Improvement of Quality, Productivity, and Competitive Position," Proceedings of the National Aluminum Association, 1984.

Berkman, H., Chusmir, L., Gitlow, H., and Hertz, P., "Airline Safety: Perceived and Actual," Journal of the Academy of Marketing Science, Fall 1982, Volume 10, No. 4, pp. 514-538.

Gitlow, H. and Rosenbloom, B., "A Quasi-Subjective Model for Manpower Planning," Journal of the Academy of Marketing Science, Summer 1980, pp. 212-227.

Gitlow, H., "Discrimination Procedures for the Analysis of Nominally Scaled Data Sets," Journal of Marketing, August 1979, pp. 387-393.

Feigenson, J., Gitlow, H. and Greenberg, "The Disability Oriented Rehabilitation Unit - A Major Factor Influencing Stroke Outcome,:" Stroke, Vol. 10, No. 1, Jan-Feb 1979, pp. 5-8.

Feigenson, J., Gitlow, H., et al., "A Comparison of Outcome and Cost for Stroke Patients Treated in Academic and Community Hospital Centers," Journal of the American Medical Association, Oct. 20, 1978, Vol. 240, No. 17, pp. 1878-1880.

Gitlow, H., "Abortion Services: Time for a Discussion of Marketing Policies," Journal of Marketing, April 1978, pp. 71-82.

Oppenheim, R. and Gitlow, H., "Forecasting Demand for Abortions: The Experience of a New York City Clinic," American Journal of Economics and Sociology, Vol. 37, April 1978, pp. 177-178.

Gitlow, H., "Joint Confidence Interval Construction for Multivariate Applications in Marketing," Journal of the Academy of Marketing Science, Winter 1977, Vol. 5, No. 1, pp. 37-40.

Gitlow, H., "MNAHOLD: A Program to Analyze an MNA Hold-Out Sample," Journal of Marketing Research, Vol. XIV, February 1977, pp. 99-101.

Gitlow, H., "CATANOVA: A Program for Computing an Analysis of Variance for Categorical Data," Journal of Marketing Research, Vol. XIII, November 1976, pp. 408-409.

Gitlow, H., "A Methodology for Determining the Optimal Design of a Free Standing Abortion Clinic," Management Science, Vol. 22, No. 12, August 1976, pp. 1289-1298.

Gitlow, H., "Small Area Census Data for Making Business Policy Decisions," Review of Public Data Use, Vol. 4, No. 2, March 1976, pp. 2-8.

Also printed in (with minor revisions): "Small Area Statistics: Problems and Prospects for Business," Business Uses of Small Area Statistics and

Educational Needs and Methods for Estimation Low Income Population, Small Area Statistics Series GE 41, No. 2, U.S. Department of Commerce, Bureau of the Census, pp. 2-6.

19. Other works, publications and abstracts:

Niggley, J., Traveras, M., Gitlow, H., and Baker, E., "Systems Improvement in the Department of Photography," Productivity and Quality Management Frontiers, vol. 10, 2004.

Traveras, M., Niggley, J., Gitlow, H., and Baker, E., "Decreasing Patient Waiting Times for the Echography Service of an Academic Acute Care Ophthalmology Hospital," Productivity and Quality Management Frontiers, vol. 10, 2004.

Brinsley, N. and Gitlow, H., "Take Control of Your Dive Center Operation," The Undersea Journal, second quarter 2000, pp. 85-86.

Loredo, E. and Gitlow, H., "Applying Total Quality Management at Florida Power & Light (FPL)," Practitioners Handbook for Statistical Tools and Cases, Professional Resources and Communications and Motorola University Press, 1998, Vol. VII, Chapter 11, pp. 75 - 117.

Published interview, "Uruguay puede ser una potencia mundial", Calidad Uruguay, No. 3, Year 1, September 1996, pp. 22-25.

Voehl, Frank, Deming: The Way We Knew Him (1995) St. Lucie Press, Delray Beach, Florida. Author of Chapter 8, "Thanks for the Michi," pp. 79-82.

Liner, M., Loredo, E., Gitlow, H., and Einspruch, N., "TQM and Quality Function Deployment: Application to Electronic Component Design," Productivity and Quality Management Frontiers V, Fifth Annual Conference on Productivity and Quality Research, pp. 281-293, February 21-24, 1995, Miami, Florida.

Also published in: Swift, J., Introduction to Modern Statistical Quality Control and Management, St. Lucie Press (Delray Beach, FL) 1995, Chapter 14, pp. 266-280.

Quintana, O. and Gitlow, H., "A Quality Perspective on Variance Analysis in Cost Accounting," Proceedings of the Third International Cost Congress (Madrid) September 22-24, 1994, pp. 309-323.

Gitlow, H., "A Model for Quality Management," 1994 Proceedings of the Pan American Conference on Service Quality, Miami Beach, FL, May 11-12, 1994.

Gitlow, H., "A Model for Quality Management," 1993 Proceedings of the Trident Area Council for Excellence, Charleston, South Carolina, November 3-4, 1993.

Gitlow, H, "A Comparison of the Japanese School of Quality Management (TQC) and The Deming School of Quality Management (WED)," PQ Systems Inc., Annual Conference Proceedings, Oct. 24-26, 1990, pp. 79-103.

Gitlow, H., "A Comparison of The Japanese School of Quality Management (TQC) and the Deming School of Quality Management (WED)", The Japan Society for Total Quality Control, Vol. 41, May 1990.

Gitlow, H. and Hertz, P., "Managing for Profits, Wages, and Employment," Managing Systems of People and Machines for Quality and Productivity, March 1984.

Gitlow, H., "Definition of Quality," Proceeding of 1984 GOAL Conference, pp. 4-18.

Gitlow, H. and Hertz, P., "Methods for the Improvement of Quality, Productivity, and Competitive Position," American Aluminum Association Proceedings, 1984.

Gitlow, H., et al., "Promotional Specialties at the Point of Purchase: An Experiment," 1975 Combined Proceedings of the American Marketing Association, Series No. 37, pp. 478-480.

19. Other works accepted for publication:

McKay, Sean, Elvira N. Loreda, Kristin Van Abel, and Howard Gitlow, *Improving Quality Management Practices at Army Materiel Command: Industry Best Practices and Balancing Quality Resources*, Santa Monica, Calif.: RAND Corporation, unpublished research.

PROFESSIONAL

21. Funded Research Performed (include all grants received in the last five years, identifying the principal investigator and the amounts and dates of the awards):

Grant from SEIU and UMH to develop an improved work environment (2013 – present)

Grant from VITAS Co-PI (2013-2014). Improve intake process for entire nation, and potentially lead a cultural transformation to Deming-based Lean Six Sigma management \$120,000

Redesign of the Division of Medicine, UHealth System (2012 -2013) \$10,000

UM Organ transplant Institute (PI), (2010-2011) Map the current process to implement a unified database system. \$18,000.

Ullmann and Gitlow (co-PIs), (2010-2011) A Model to Determine the Return on Investment for Hill-Rom's State of the Art Bed Solution for Pressure Ulcers, Hospital Acquired Pneumonia, and Patient Falls, \$250,000,

Grant from Quantros, Inc. to analyze a national repository of patient incident data (2010-2012), Co-principal investigator with Dr. David Birnbach. Contract executed May 27, 2010. Amount: \$0.

Grant from SBA to develop a dashboard (2007-present). Amount \$61,500.

City of Miami Beach, Department of Public Works, Contract for one MBA intern to develop a dashboard and identify Six Sigma projects, Amount: \$15,000, Awarded: December 2005.

Grant from the American Society for Quality Control with Norman Einspruch and Elvira Loreda. Rule Based Process Control vs. Statistical Process Control, Awarded August 4, 1994. (Howard Gitlow, P.I.)

Grant from the American Association of Collegiate Schools of Business (AACSB), Development of a Resource Guide for Total Quality Programs in the United States, Awarded July 1993 (\$10,000), with Norman Einspruch. (Howard Gitlow, P.I.)

Grant from the University of Miami, Development of a Case Study in Quality Function Deployment (QFD) for a new course titled Quality Through Design, Awarded May 1993 (\$2,000), with Norman Einspruch. (Howard Gitlow, Co- P.I.)

Grant from NSF, Development of a course titled "Quality Through Design," Awarded August 1991 (\$20,000), with Norman Einspruch and Stanley Saulson. (Howard Gitlow, Co-P.I.)

Gift from Florida Power & Light to establish the Institute for the Study of Quality in Manufacturing and Service, given December 1988 (\$1 million), with Dr. Tarek Khalil.

22. Editorial responsibilities:

Editorial Review Board, Quality Management Journal, 2013 – present

Editorial Review Board, International Journal of Lean Six Sigma, 2008 – present.

Editorial Review Board, Journal of Service Research, 2006 – 2008.

Editorial Review Board, International Journal of Six Sigma and Critical Advantage (IJSSCA), 2006 – 2008.

Editorial Review Board, Quality Engineering, 1999 to 2006.

Reviewer, National Science Foundation, Transformation to Quality Organization Program, 1995.

Reviewer: Duncan, Quality Control and Industrial Statistics, Richard D. Irwin, Publishers, Inc., fifth edition.

Editorial Board, Journal of the Academy of Marketing Science, 1980-1989.

Editorial Board, Journal of Toxicology and Environmental Health, 1980-1983.

Editor, 1979 Proceedings of the Academy of Marketing Science.

23. Professional and Honorary Organizations (member; officer; date):

Senior Fellow, Center for Healthcare Policy and Management (2014 – present)

Emerald Literati Network Awards for Excellence – International Journal of Lean Six Sigma (Outstanding Reviewer) 2013

Accredited Professional Statistician (2011 - present)

Master Black Belt, Six Sigma Programs, University of Miami (2001 - present)

American Society for Quality, Student Chapter Advisor (1996-2011).

Director, M.S. in Management Science (1999-2007).

Director, M.S. in Quality Management, (1990-1999).

Graduate School, University of Miami, (1983-present).

Executive Director, Institute for the Study of Quality (1988 - present).

Deming Institute, President (Institute defunct) (1982-1987).

American Statistical Association, member (1969-present).

American Society for Quality, Fellow (1985-present).

American Marketing Association, Student Chapter Advisor (1977-1983).

Journal of the Academy of Marketing Science - Editorial Review Board, (1980-1987).

24. Honors and Awards:

2012 Best Teacher Award, Healthcare Executive MBA program

2009 Best Teacher Award, Working Professionals MBA program

2009 Best Teacher Award, Healthcare Executive MBA program

2008 Best Teacher for an MBA Elective Award

2006 Listed in "Madison's Who's Who"

2005 Citation from the City of Coral Gables

2003 Teacher of the Year, (Regular MBA Program)

2003 Most Popular Teacher, (Health Care Exec MBA)

2002 Teacher of the Year (Regular MBA Program)

2001 Outstanding Teaching Award (Regular MBA Program)

2001 Best Teacher Award (Del Ray Executive MBA)
 1997 Outstanding Teaching Award (Regular MBA Program)
 1993 Certificate of Merit for services rendered. Awarded by the University of Miami Alumni Association
 1991 Alumni Award for Excellence in Teaching
 1985 Grand Marshall, University of Miami Commencement
 1979 Outstanding Published Research Award
 1978 Outstanding Writing Award
 1972 Beta Gamma Sigma
 1969 Delta Pi Sigma, N.Y.U.'s Statistical Honorary Society, President

25. Post-Degree Fellowships:

Post Doctoral Studies: Jordan Alpert, Ph.D. (2015 – present)

Post Doctoral Studies: Gustavo Fernandez, M.D. (2014 – present)

Post Masters Study: Rayna Howse (2014)

Post Baccalaureate Studies: Eric Chen (2015 – present)

Post Baccalaureate Studies: Lawrence Wong (2013-present)

Post Masters Studies: Matt Reinenger (2012 – present)

Post Masters Studies: Rian Bush (2012-2013)

Post Masters Studies: Jordan Alpert (2008-2014)

Post Masters Studies: Vern Campbell (Northern Blower, Winnipeg, Canada) (2006-present)

Post Doctoral Studies: Eliot Rosenkranz, MD (Associate Professor of Pediatric Cardiac Surgery, UM) (2009-2012)

Six Sigma Internships

2014 Black Belts (17) 2013 Green Belts (31)

2015 Black Belts (3) Aaron Hommerding, Eric Chen, Lawrence Wong

26. Other Professional Activities (e.g., papers presented; performances; conference proceedings; seminar or conference panel member; catalogue work; etc.):

Development of a MOOC in Deming-based Lean Six Sigma management (2014 –present)

Arranged for graduate and undergraduate Business Analytics internships at UHealth, VITAS, and Watsco (2014)

Pink Elephant International IT Conference Speaker, Las Vegas, NV (2011)

iSixSigma.com National Conference site tour sponsor, Optimization of the Shuttle Bus Operation at the University of Miami, February 4, 2010.

2010, The National Institute for Standards and Technology (NIST) and American Society for Quality (ASQ), *Member of the Committee to Establish a National Policy for Quality.*

2010, American Society for Quality (ASQ), *Co-chair with the President of ASQ, Student and Young Professionals Committee to establish the future structure and marketing model for the ASQ.*

Speaker at the following organizations:

- YPO 2011
- VISA, 2010
- Pink Elephant, 2011
- Cleveland Clinic, 2011
- Fed Ex, 2009
- State Farm Corporation, 2009
- Kaplan University, 2007
- Center for Patient Safety, University of Miami, 2006
- Department of Anesthesiology, Professional Management, 2006
- University of Cincinnati, Dashboards, July 2004.
- University of Miami, School of Medicine, December 2003.
- ASQ, Chapter 1510, Course on "Statistics," July – August 2002.
- State Farm Insurance Company
- Greater Miami Jewish Federation, March 2002.
- University of Miami, Non Profit Seminar Series, 2002.
- VISA International, Latin American Division, 2001.
- University Behavioral Health (University of Miami, 2001
- Universidad del Pacifico (Lima, Peru), in Miami, 2000
- American Society for Quality, Chapter 1510, 2001, 2000, 1999, 1998, 1997
- Atlantis Submarine, 1999
- American Express, 1999
- City of Columbus, GA, 1998-1999.
- ASQ, National Convention, Orlando, FL, 1997.
- Florida Sterling Award, Orlando, FL, 1997.
- ORT University, Montevideo, Uruguay
- PUCI University, Porto Alegre, Brazil, 1996
- Universidad del Pacifico, Lima, Peru, 1994
- University of Miami, School of Medicine and Alumni Relations
- Teamwork, Inc. (Panama City, Panama)
- Employers Health Insurance
- Trident Technical College
- NEWQUIN (Green Bay, Wisconsin)
- Science University of Tokyo, 1990
- Tech Data
- U.S. Steel (Chemical Division)
- Pontiac Motor Division (G.M.), 1983
- Process Management International

TEACHING

27. Teaching Awards Received:
- 2012 Best Teacher Award, Healthcare Executive MBA program
 - 2009 Best Teacher Award, Working Professionals MBA program
 - 2009 Best Teacher Award, Healthcare Executive MBA program
 - 2008 Best Teacher for an MBA Elective Award
 - 2005 Excellence in Teaching Award
 - 2003 Teacher of the Year, (Regular MBA Program)
 - 2003 Most Popular Teacher, (Health Care Exec MBA)
 - 2002 Teacher of the Year (Regular MBA Program)
 - 2001, Teaching Excellence Award, Executive MBA Program.
 - 2001, Excellence in Teaching Award, Delray Beach, ExMBA Class
 - 2000-Grand Marshal, School of Business Administration Commencement
 - 1997-School of Business Administration Excellence in Teaching Award
 - 1993-Certificate of Merit, Awarded by the University of Miami Alumni Association
 - 1991-Alumni Award for Excellence in Teaching
 - 1985-Grand Marshall, University of Miami Commencement
 - 1979-Outstanding Published Research Award
 - 1978-Outstanding Teacher Award
 - 1978-Outstanding Writing Award
 - 1972-Beta Gamma Sigma
 - 1969-Delta Pi Sigma, N.Y.U.'s Statistical Honorary Society, President
28. Teaching Specialization (courses taught):
- Six Sigma Management, Introduction to Quality Management, Intermediate Quantitative Analysis: Statistical Quality Control, Administrative Systems for Quality Management
29. Thesis and Dissertation Advising/Post-doctoral student supervision (chairman or committee member; topic; student name; date):

Masters Thesis:

Jordan Alpert (MS in Communications, Stienhart School, NYU) 2011
Gilbert Cortez (M.S.Q.M.) - Thesis - Member (1997)
Mary McKenry (M.S.) - Thesis Chairman (1981)
David Ferrare (M.S.) - Thesis - Member (1980)

Doctoral Dissertations:

Mary McKenry (PhD) Chair, Interdisciplinary Program, UM (2012)
Scott Widener (PhD), Member, Industrial Engineering, UM (2007-2011)
Joel Finlay (Ph.D.) - Member, Walden University (1994)
Lisa McNary (Ph.D.) - Member, University of New Mexico (1993)

Melvin Buckmaster (Ph.D.) – Member, Green Bay, WI (1992)
Joel Kenneth Feldman (Ph.D.) – Member, UM (1983)

SERVICE

30. University Committee and Administrative Responsibilities:

SBA School Council Sub-committee to develop a new performance appraisal system (2015)

Fund Raising Committee for SBA (2011)

Faculty Member (2011), Delivered lecture to Medical Students on Patient Safety

SBA School Council – MAS representative (2007-present)

Faculty Senate – SBA representative (2006-2009)

Faculty Senate – General Welfare Committee – SBA representative (2009)

School of Business, Dashboard Project, 2007-present

School of Business Administration, MAS Department Website Project, 2007.

Student Chapter Advisor, American Society for Quality, 1995 – present.

Dean's Advisory Committee on Tenure, SBA, 2003-2006.

Program Director, M.S. in Management Science, 2000 – present.

Program Director, Six Sigma Programs, Executive Education Center, School of Business Administration, University of Miami, 2000 – present.

Member, Faculty Senate Facilities and Planning Committee, 1999-2006.

Member, Search Committee for a chairman of Industrial Engineering Department, 1999.

Counselor on Quality Management, Business and Finance Division, University of Miami, 1995 - present. 1996 SACS commendation for Continuous Improvement effort; this is a rare event in SACS accreditations.

University Fellowship Committee, Graduate School, 1995 - 2004

Reviewer, Business and Finance Division's TQM Process, critique to David Lieberman, January 30, 1995.

Executive Director, Institute for the Study of Quality in Manufacturing and Service
1988 - present

Member, Department of Management Science, Faculty Search Committee,
1994-1995.

University Fellowship Committee, Graduate School, 1994.

Chairman, Search Committee for an Assistant Professor in Management
Science, 1994.

Member, School of Business Admin., Sabbatical Leave Committee, 1993.

Chairman, School of Business Administration, Teaching Awards Committee,
October 1992.

Chairman, School of Business Administration, Committee to fill an endowed
chair in Quality Science, 1991.

Chairman, School of Business Administration, Committee to develop and market
a Masters degree program in Quality Science, 1991.

Member, School of Business Administration, Committee on Teaching
Effectiveness, 1991.

Member, School of Business Administration, Committee to fill an endowed chair
in Finance, 1991.

Member, University Baby Issues Committee, Establish a system for faculty
evaluation and reward, 1991.

Member, University Baby Issues Sub Committee, Determine the philosophy
underlying a faculty evaluation and reward system, 1991.

Member, University Reward/Compensation Review Committee, 1990.

Member, School of Business Summer Research Grant Award Committee, 1990.

Member, University Code of Conduct Committee, 1988.

Chairman, University Business and Social Sciences Award Committee, 1982-
1990.

Member, University Orovitz Humanities Award Committee, 1982-present.

Member, University Faculty Development Committee, 1985-1986.

Chairman, School of Business Research Committee, 1979-1982.

Member, University Research Council, 1980-present.

Member, School of Business Advisory Council-Tenure, Promotion, and Reappointment, 1979-1982.

Member, University Computer Policy Committee, 1981-1982.

Chairman, University Committee to Establish Summer Grants for Social Scientists, 1981.

Member, University Tenure and Promotion Committee, 1981-1982.

31. Community Activities:

Advisor to AVP of Medical Affairs and the Department of Process improvement and Project management at UHealth (2014 – 2016)

Facilitator, Department of Medicine, UHealth System (2013)

Speaker at Cleveland Clinic, Dashboard Management, 2011

Sales call at Burger King, Six Sigma Management, 2011

Sales call at BCCH, Six Sigma Management, 2011

Speaker at Federal Express, Dashboard Management, 2010

Speaker, *Status of Quality Management in the United States in 2008*, Global Quality Future Workshop. Kohler, Wisconsin, August 17-19, 2008.

Speaker, *Dashboards in the Healthcare Sector*, Quality Colloquium at Harvard University, August 19-21, 2008.

Speaker, Kaplan University, 2007.

Speaker, Department of Anesthesiology, University of Miami, 2006

Speaker, University of Cincinnati, April and July 2004.

Speaker, Ann Bates Leach Eye Hospital, University of Miami, April 2004.

Speaker, Council for Excellence in Government and the Fellows Program, April 2004.

Consultant, Boca Raton Community Hospital, 2004.

Consultant, City Clerk of Coral Gables, 2004-present

Worked with the Women's Fund of Miami to develop internships for M.B.A. students, 2003 – present.

Speaker, Greater Miami Jewish Federation, "Managing Change for Jewish Organizations in 5762", March 2002.

Speaker, "Managing for Results," Otto Richter Library, February 2002, University of Miami.

Speaker, National Consortium for Continuous Improvement, Miami Beach, *The Kano Model for Innovation in Institutions of Higher Education*, February 2, 2002.

Speaker, "Managing for Results," Non Profit Lecture Series, February 2002, School of Business Administration, University of Miami.

Speaker, VISA International, Latin America, Coral Gables, FL, December 2001.

Keynote Speaker, South Florida Chapter, American Society for Quality, "Spreading Change," May 2001.

Member, Community Quality Council Committee, American Society for Quality, 2000 – present.

Keynote Speaker, Honors Day, School of Business Administration, University of Miami, November 1, 2000.

Speaker, Peruvian Embassy, "Diffusion of Innovations: An Application to ISO 9000", June 13, 2000, Miami, FL.

Speaker, American Society for Quality, Chapter 1510, "Six Sigma", May 3, 2000.

Speaker, "Measuring Client Outcomes and Impacts", Non Profit Lecture Series, April 13, 2000, School of Business Administration, University of Miami.

Speaker, "Complex Interpersonal Problem Solving," A.A.C.S.B., Miami, FL December 14, 1999.

Keynote Speaker, "Moving From Reality to Ideal in Alumni Relations," University of Miami Alumni Relations Office, October 29, 1999.

Chairperson, "The State of the Union on Quality Management and the Deming Philosophy", ICPQR 98 Conference, Session 14, April 29, 1998, Miami, Florida.

Speaker, "Kano Theory", American Society for Quality, South Florida chapter, Fort Lauderdale, FL., February 4, 1998.

Speaker, Health Care Program, Executive Education Center, October 1997.

Speaker, "Customer Service" and "Quality Management", VISA International, Latin American Bank Card Management Institute, School of Business, University of Miami, Coral Gables, Florida, 1997.

Keynote Speaker, "The Next Step in Your Quality Management Education", 1997, State of Florida Sterling Award conference, Orlando, FL, June 1997.

Speaker, "Rule Based Process Control versus Statistical Process Control", 1997 National Meeting, American Society for Quality Control, Orlando, FL, May 7, 1997.

Speaker, "Rule Based Process Control versus Statistical Process Control", South Florida Chapter, American Statistical Association, Miami, FL, April 30, 1997.

Lecturer, "Statistical and Behavioral Tools of Quality Management," ORT, Montevideo, Uruguay, August 22-23, 1996.

Keynote Speaker, Congreso Internacional de Estrategias Gerenciales, "Attractive Quality Creation," Valencia, Venezuela, May 23, 1996.

Speaker, University of Miami, Business and Finance Division, "Developing a Mission: The Business and Finance Division's Journey to Quality," April 25, 1996.

Project Facilitator, Collections Department, Improving the A/R Process, Start date is April 18, 1996.

Project Leader, Parking Department, Innovating the Parking System, start date is August 1995.

Keynote Speaker, Brazilian Center for Quality, "A Model for Quality Management," Curitiba, Brazil, November 8-9, 1995.

Keynote Speaker, PUCI University, "Predicting the Products and Services of Tomorrow," Porto Alegre, Brazil, November 10-11, 1995.

Speaker, Miami Chamber of Commerce, Basic Tools and Methods of Quality Management, Miami Airport Hilton Hotel, April 27, 1995.

Keynote Speaker, "Quality Creation," American Society for Quality Control, Coral Gables, FL, May 10, 1995.

"The Kano Program: The Management of Invention and Innovation Predicting the Products and Services of Tomorrow," Instructor: Dr. Noriaki Kano, Facilitator: Dr. Howard Gitlow, May 4 and 5, 1995, Miami, FL.

Developed a Strategic Plan for the Institute for the Study of Quality, October 1994.

Keynote Speaker, Total Quality Management in Action, Universidad del Pacifico, Lima, Peru, September 1-2, 1994.

Meeting of Japanese/American Friends, August 1994, Big Sky, Montana, Presented a paper on Creativity in Invention and Innovation.

Speaker, Medical Education in a TQM Environment, University of Miami Medical School, May 17, 1994.

Advisory Board Member and Speaker, Pan American Conference on Service Quality, Miami Beach, FL, May 11, 1994.

Speaker, Medical Education in a TQM Environment, University of Miami Medical School, April 13, 1994.

Meeting with the Assistant Manager of Coral Spring, FL to discuss implementing TQM in city government, April 12, 1994.

Keynote Speaker, Teamwork, Inc., Panama City, Panama, March 25-26, 1994.

Keynote Speaker, South Florida Health Care System, Key West, FL, February 2-3, 1994.

Speaker, First Union Bank, Ft. Lauderdale, FL, January 19, 1994.

Speaker, American Society for Quality Control, Topic: Quality Management Journal, December 14, 1994.

Participant, National Science Foundation, Preparation of RFP for a Competition in TQM, December 15, 1994.

Speaker, Presentation to Principals, Dade County Schools, Southridge Feeder Pattern, November 9, 1993.

Speaker, Presentation to Teachers, Dade County Schools, Southridge Feeder Pattern, November 10, 1993.

Keynote Speaker, Trident Quality Forum, Charleston, S.C., November 4, 1993.

Keynote Speaker, Broward County Citizens Board Luncheon, October 28, 1993.

Meetings of Japanese/American Friends, August 19-21, 1993, Chicago, IL.
Presented a paper on the M.S. in Quality Management.

Participant, Workshops to determine if TQM should become a core discipline, National Science Foundation, Washington D.C., May 12, June 30, and July 1, 1993.

Keynote Speaker, Key West Hospital, Key West, FL , June 1, 1993.

Keynote Speaker, Association of Multinational Corporations, Coral Gable, FL, June 4, 1993.

Keynote Speaker, Trident Quality Forum, Charleston, S.C., May 18, 1993.

Speaker, Audrey R. Finkelstein Alumni College Experience, Miami, FL, March 4, 1993.

Speaker, Fourth International Conference on Productivity & Quality Research, Miami, FL, February 12, 1993.

Speaker, Miami Chapter, Certified Management Accountant Program, Miami, FL, January 20, 1993.

Speaker, Trident Technical College, South Carolina, October 28, 1992.

Speaker, Management Systems International, Boca Raton, May 6, 1992.

Keynote Speaker, North Central Technical College, February 20, 1992.

Speaker, Barnett Bank, January 24, 1992.

Keynote Speaker, Bell Canada, January 22, 1991, Toronto.

Speaker, North Central Technical College, Wasau, Wisc., 1 day, January 6, 1992.

Keynote Speaker, American Society for Quality Control, December 4, 1991.

Speaker, Broward School Board, 1 day, December 13, 1991.

Keynote Speaker, Trident Area Council for Excellence, November 12, 1991.

Presenter, "Relationship between UM and FPL in TQM," Decision Sciences Institute, November 26, 1991.

Presenter, TQM in Health, November 12, 1991.

Keynote Speaker, Waukesau Technical College, November 12, 1991.

Keynote Speaker, Northeastern Wisconsin Technical College, October 16-17, 1991.

Speaker, Mentor Program, October 10, 1991.

Chairman, QFD Study group, 1991-present.

Keynote Speaker, "Total Quality Management Day," Miami, FL, October 8, 1991.

Presented 1/2 day seminar to Broward School Board, September 27, 1991.

Presented 3 day seminar for UMISQ, FPL's TQM.

Presented 1 day seminar for UMISQ, Promoting Quality Up and Down the Organization.

Keynote Speaker, "What's Happening in Japan?," Process Management International, Annual Conference, Minneapolis, MN, May 1-2, 1991.

Speaker, American Association of Collegiate Schools of Business(AACSB) National Meeting, Strategies for Involving Faculty in TQM, April 22, 1991, St. Louis, MO.

Speaker, Hacia La Calidad Total XXII Asamblea Anual del Consejo Venezolano de la Industria, ¿Comotransformarse en una empresa con calidad?, Hotel Caracas Hilton, April 10-12, 1991.

Keynote Speaker, Wesley Foundation, "The Total Quality Life Style," March 1991.

Presented 3 day seminar for UMISQ, FPL's Total Quality Management Process, February 13-15, 1991, Miami, FL.

Keynote Speaker and moderator, George Washington University Down Link on the Malcolm Baldrige Award, Miami, FL, January 22, 1991.

Guest Speaker, Corporate Affiliate Breakfast Forum, January 10, 1991.

Guest Speaker, Mentor Program, November 1990.

Guest Speaker, Dade Manufacturers' Council, Miami, FL, December 13, 1990.

Keynote Speaker, P Q Systems Annual Conference, Dayton, OH, October 24-25, 1990.

Keynote Speaker, South Florida Chapter, ASQC, National Quality Month, "Human Side of Quality," October 2, 1990.

Speaker, American Express, Coral Gables, FL, October 16, 1990.

Speaker, Monthly Quality Forum, Coral Gables, FL, September 1990.

Speaker, Dade Manufacturers' Council, "Quality Improvement and Competitive Position," November 15, 1988.

Speaker, University of Miami Citizens Board, October 13, 1988.

Speaker, South Carolina Chapter, ASQC, October 1988.

Speaker, Dade County Chapter of CPAs, The Client Manages for Long Term Results, Miami, FL, November 25, 1986.

Speaker, Growth Opportunity of quality, "Definition of Quality," November 6, 1984, Lawrence, Mass.

Gitlow and Hertz, "The Extended Process," Managing Systems of People and Machines for Quality and Productivity, Sponsored by M.I.T. Center for Advance Engineering Studies, Key Biscayne, FL, March 22-23, 1984.

Speaker, North American MODAPTS Association, "Methods for Improving Productivity and Quality," June 3, 1982, Miami Beach, FL.

Discussant, Marketing Research Tract, Annual Meeting of the Academy of Marketing Science, August 1978, Chicago, IL.

Feigenson and Gitlow, "A Multivariate Study of Neurological Factors Affecting Outcome in Stroke Rehabilitation," International Neuro-Psychological Meeting, February 5, 1977, Santa Fe, NM.

Feigenson and Gitlow, et al., "Academic vs Community Hospitals: A Comparison of Diagnosis Regimens, Length of Stay and Eventual Outcome in a Group of 481 Stroke Patients, "Proceedings of the American Heart Association," Second Joint Meeting on Stroke and Cerebral Circulation, February 25, 1977, Miami, FL.

Gitlow, et al., "Forecasting Demand for Abortions: A Box Jenkins Approach," 1976 ORSA/TIMS Convention, Miami Beach, FL.

Gitlow, et al., "Elevated Catecholamine Metabolite Excretion by a Subgroup of Normal Children," Clinical Research, Vol. 21, No., 3, April 1973, p. 464.

Grants

Grants: RAND Corporation (Advisor)
June 2015 -2016 Process improvement in Army Supply and Maintenance
(\$20,000)

SBA MOOC development (\$25,000)