

# CURRICULUM VITAE

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NAME: Wesley M. Rohrer, III, MBA, PhD  
BUSINESS ADDRESS: University of Pittsburgh  
Department of Health Policy and  
Management  
130 DeSoto Street, A649 Crabtree  
Hall  
Pittsburgh, PA 15261  
412-624-2743  
E-mail: [wmrn@pitt.edu](mailto:wmrn@pitt.edu)

## EDUCATION AND TRAINING

### Undergraduate

1962-1964	University of Pittsburgh, College of Arts and Sciences Pittsburgh, PA	None	Liberal Arts
1967-1968	Wayne State University Detroit, MI	BS with Distinction	Political Science

### Graduate

1976-1977	University of Pittsburgh, Graduate School of Business Pittsburgh, PA	MBA	Human Resource Management/Marketing
1981-1990	University of Pittsburgh	PhD	Administration & Policy Studies (Higher Education)

## APPOINTMENTS AND POSITIONS

### Academic

1974-1976	Registrar and Financial Aid Officer	Strayer Business College Baltimore, MD
1977-1980	Program Coordinator, Executive MBA Program	Katz Graduate School of Business University of Pittsburgh

1980-1984	Administrative Officer	Graduate School of Public Health, University of Pittsburgh
1982-1983	Instructor	Department of Health Services Administration Graduate School of Public Health University of Pittsburgh
1984-1986	Assistant Dean for Administration	Graduate School of Public Health, University of Pittsburgh
1984-present	Assistant Professor	Department of Health Policy and Management ( <i>formerly Department of Health Services Administration</i> ) Graduate School of Public Health University of Pittsburgh
1986-present	Assistant Professor (secondary appointment)	Department of Health Information Management School of Health and Rehabilitation Sciences University of Pittsburgh
1993-1995	Acting Chair	Department of Occupational Therapy School of Health and Rehabilitation Sciences University of Pittsburgh
1991-1996	Associate Dean for Administration	School of Health and Rehabilitation Sciences University of Pittsburgh
1996-2000	Assistant to the Dean	School of Health and Rehabilitation Sciences, University of Pittsburgh
2001-present	Assistant Professor (secondary appointment )	Department of Behavioral and Community Health Sciences Graduate School of Public Health University of Pittsburgh
2001-2013	Director, Master's Health Administration Programs	Department of Health Policy and Management Graduate School of Public Health University of Pittsburgh
June-Oct. 2010	Acting Associate Dean for Education and Student Affairs	Graduate School of Public Health University of Pittsburgh

Oct. 2011-April 2013	Associate Dean for Administration and Policy Chair , Department of Health Systems & Quality Management Chair, Curriculum Development & Educational Policies Co-Chair, Student Affairs and Performance Committees	College of Public Health & Health Informatics (CPH&HI) King Saud bin Abdulaziz University for the Health Sciences Riyadh, Saudi Arabia
April 2013-present	Director, MHA Program	Department of Health Policy and Management Graduate School of Public Health University of Pittsburgh
April 2013-present	Vice Chair of Education	Department of Health Policy and Management Graduate School of Public Health University of Pittsburgh
2014-present	Co-Director, Certificate in Health Systems Engineering	HPM/GSPH in collaboration with Swanson School of Engineering, Industrial Engineering
<i>Please Note:</i>	<b>My promotion to Associate Professor, Public Health Education is currently under review</b>	<b>Anticipated effective date: July 1, 2016</b>
<b>Non-Academic</b>		
1966-1967	VISTA Volunteer	US Office of Economic Opportunity Washington DC Assigned to Protestant Community Services in Detroit, MI
1969-1971	Management Intern	US Department of Health, Education and Welfare Washington, DC and Baltimore, MD
1972-1974	Management Intern	Social Security Administration Baltimore, MD

## MEMBERSHIP IN PROFESSIONAL AND SCIENTIFIC SOCIETIES

1962-1963	Member, Phi Eta Sigma (National Freshman Honor Society)
1975-1976	Member, National Rehabilitation Association
1977	Woodrow Wilson Administrative Internship Appointee
1978-1981	Member, American Society for Training & Development
1981-1982	Member, Society for Research Administration
1981-1985	Member, College and University Personnel Association
1987-1991	Affiliate Member, Association of University Programs in Health Administration
1989-1991	Member, Pennsylvania Public Health Association
2002-present	Member, American Public Health Association
2004-present	Member, Association of University Programs in Health Administration

## HONORS

## PROFESSIONAL ACTIVITIES

### 1. Teaching

#### a. Courses Taught

Years Taught	Course Number: Title	Hours of Lecture, credits Average Enrollment	Role in course Primary/Coordinator
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#### Current& Projected

Spring 2016	HPM 2024: Comparative Global Health Systems and Policies	PROJECTED; 3 hours/week; 3crs.	Primary
Fall 2015	HPM2050/IE 2110: HSE Seminar	1.5 hours/week; 7 weeks; 0 crs.; 6-12 students	Co-Instructor (33%)
2001-present	HPM 2012/HRS 2435 – Financial Management Foundations for Health Care & Public Health	3 hours per week 3 credits 45-65 students	Primary
2014-present	HPM 2010/3010 – Organization Studies: Theory and Applications for Healthcare	3 hours per week 3 credits 15-25 students	Primary
2009-11, 2015-16	HPM 2037 – Master’s Essay Boot Camp	2 hours/week Session II 1 credit 28-35 students	Co-Instructor (50% effort)
Summer 2014	HPM 2275 Comparative Global Health Systems	3 hours/week; 7 weeks; 2-3 crs. 7 students	Primary

#### Non- Current

2008-2010	PUBHLT 2014 – Public Health Overview	1.5 hours/week Session I & II 1 credit 158 students	Primary
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<b>Years Taught</b>	<b>Course Number: Title</b>	<b>Hours of Lecture, credits Average Enrollment</b>	<b>Role in course Primary/Coordinator</b>
2006-2010	HPM 2001 – Introduction to Leadership, Management & Policy for Public Health	Online (2 hours of lecture per week) 3 (1.5) credits 22-105 students	Primary
2004-2010	HRS 3411 – Directed Readings in Policy & Organizational Studies in Health & Rehabilitation Sciences	1-3 hours per week 1-3 credits 3-8 students	Primary
	HPM 2049/HRS 2445 – Resource Management/ Labor Relations in Health Care	3 hours per week 3 credits 45-50 students	Primary
	HPM 2145 – Marketing Health Services	3 hours/7 weeks 1.5 credits 22 students	Primary
	HS ADM 2029 – Health Management Information Systems	3 hours per week 3 credits 8 students	Co-Instructor
	HRS 2455 – Ethical Issues in Decision Making for Health Care Professions	2 hours per week 2 credits 7-10 students	Primary
	HRS 2405 – Organization Studies in Health and Rehabilitation	3 hours per week 3 credits 9-12 students	Primary
	HRS 2436 – Financial Analysis and Decision Making for Health Care Professions	3 hours per week 3 credits 4-6 students	Primary
	HRP 2460 – Strategic Management, Planning and Analysis for Health Care and Rehabilitation	3 hours per week 3 students 7-10 students	Primary
	HRP 2484 – Issues in Long Term Care Services for the Elderly	3 hours per week 3 credits 15-20 students	Co-Instructor

<b>Years Taught</b>	<b>Course Number: Title</b>	<b>Hours of Lecture, credits Average Enrollment</b>	<b>Role in course Primary/Coordinator</b>
	HRS 2487 – Research Methods in Aging	2 hours per week 2 credits 8-15 students	Co-Instructor
	HRS 2450 – Program, Project and Performance Evaluation in Health Care	3 hours per week 3 credits 6-8 students	Primary
	BCHS 2558 – Health Program Evaluation	2 hours per week 2 credits 12-15 students	Guest lecturer
	HRS 2903 – Topics in Health Care Systems and Policy	2-3 hours per week 2-3 credits 6-8 students	Guest lecturer
2009-2010	EM 1158 – Finance and Accounting for Emergency Medicine	On line 3 credits 5-18 students	Primary
1986-2000	HIM 1420 – Organization Theory and Behavior in Health Information Management	3 hours per week 3 credits 34-40 students	Primary
1986-2000	HIM 1486 – Financial Management for the Health Information Manager	2 hours per week 2 credits 32-34 students	Primary
1984-1985	Strategic Planning and Management – Robert Morris College	3 hours per week 3 credits 30 students	Primary
1980	Introduction to Business Process, College of General Studies, University of Pittsburgh	3 hours per week 3 credits 15 students	Primary

**b. Other Teaching** (lectures, tutorials and continuing education courses)

<b>Date(s)</b>	<b>Type of Teaching</b>	<b>Title</b>
<u>Current Activities</u>		
November 17, 2015	BSM 204 Introduction to Healthcare Management, Carlow College	Introduction to Public Health: What is it? What does it do? Who does it?
May 20, 2015	American Medical Student Association, Pitt School of Medicine, Health Policy Lunch Talks	Public Health Issues in the Eastern Mediterranean
February 18; April 15, 2015	PUBHLT 2011 Essentials of Public Health	Overview of Organization Studies & Management Process; Leadership Theory and Practice
February 24, October 27, 2015	HPM 2001: Introduction to Health Policy and Management	Leadership Overview: Theory and Practice
October 2, 2014	Faculty panel on post-graduate career opportunities for Carlow College undergraduates	Graduate Study and Career Paths in Health Policy and Management
September 24 and December 8, 2014	Module for Orientation of Chinese Health Care Executives (AmCham) to UPMC and HPM Career Development Opportunities	Overview of HPM Master's Degree and Certificate Programs
November 19, 2014	PUBHLT 2014 Public Health Overview	Global Health & Health System Effectiveness
<u>Non-Current</u>		
1979-1981	Effective Supervision Staff Training Workshop, University of Pittsburgh Human Resources Division	Employee Selection, Performance Appraisal and Employee Development



<b>Date(s)</b>	<b>Type of Teaching</b>	<b>Title</b>
1981	School of Health Related Professions Workshop, University of Pittsburgh	Supervisory Skills for New and Emerging Health Professions
1981	Workshop – Contemporary Issues in Hospital Management, Greenville Hospital	Interview Strategy and Techniques
1981-1982	Workshops – Supervision for the 80's Program, Lake Area Health Education Center (LAHEC), St. Vincent Hospital Erie, PA and Community College of Allegheny County	Performance Appraisal and Employee Motivation: Theory and Practice
1981-1982	Lecture – Introduction to Health Services Administration (HS ADM 201), Graduate School of Public Health, University of Pittsburgh	Health Manpower Issues
1981-1987	Seminar – Introduction to Long Term Administration (NHA Licensure Preparation), Graduate School of Public Health, Health Services Administration, University of Pittsburgh	Care Management and Labor Relations
1981-present	Seminar – HRP 204 LEAD (HSM) Integrative Seminar, University of Pittsburgh	Time Management, Financial Management, Strategic Planning and Conflict Management
October 1984	Seminar – School of Health Related Professions Continuing Education Seminar for Clinical and Field Faculty, University of Pittsburgh	Time Management
October 1986	Seminar – Pathology Laboratory Management Seminar, Presbyterian-University Hospital/Falk Clinic Laboratories, Pittsburgh PA	Personnel Management
October 1988	Seminar – NSABP Nurse/Data Coordinator Workshop, National Surgical Adjuvant Project for Breast and Bowel Cancer Semi-Annual Meeting, Washington DC	Time Management – Managing Yourself, Managing Others
March 1989	Seminar – Ninth Annual South Central Respiratory Care Symposium, Champion PA	Effective Time Management

<b>Date(s)</b>	<b>Type of Teaching</b>	<b>Title</b>
October 1989	Workshop – 15 <sup>th</sup> Annual Conference, Pennsylvania Tumor Registrars Association, Pittsburgh PA	Development of Management Skills
June 1990	Workshop – Westmoreland Hospital, Greensburg PA	Job Analysis and Job Design
March 1995	Workshop, 15 <sup>th</sup> Annual South Central Respiratory Care Symposium, Seven Springs PA	ADA Regulations in the Workplace
January 1997	Workshop – Parent and Child Guidance Center, Pittsburgh PA	Job Analysis, Job Descriptions and Effective Human Resource Management
December 2001	Presentation – Neighborhood Physician and Practitioner Forum/2001 Fall Conference, <b>Nuts and Bolts: How to Address Health Disparities in our Communities</b>	Community Outreach Works – So Prove It!
April-June 2009	UPMC-IAMF Professional Development	Global Public Health and Comparative Health Care Systems
April 18, 2009	Lecture - Pittsburgh Mercy Health System Board of Trustees and Executive Management	Health of the US Health Care System: Why Reform? Why Now?

**c. Major Advisor for Graduate Student Essays, Theses, and Dissertations**

<b>Name of Student</b>	<b>Degree Awarded, Year</b>	<b>Type of Document and Title</b>	<b>Notes</b>
D. Lavin	MHA, 1983-84	Master's Essay – <i>Analysis of Institution of a New Program: The Ft. Jackson Dentac and Its General Dentistry Residency</i>	
K. Borosky	MHA, 1983-84	Master's Essay – <i>Job Enrichment for Nursing Through Work Redesign</i>	
C. Srsic	MHA, 1984-85	Master's Essay - <i>Applications for Patient Acuity Systems and a Project Implementation Plan</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
S. Danowski	MPH, 1984-85	Master's Essay - <i>An Executive Guide to Microcomputers for Health Care Management</i>	
K. Scovell	MHA, 1985-86	Master's Essay – <i>Systems Approach to Pediatric Trauma Care</i>	
S. Ruhling	MHA, 1985-86	Master's Essay – <i>Patient Awareness/Guest Relations</i>	
J. Pieffer	MHA, 1985-86	Master's Essay – <i>Changing Employee Health Benefits Program: A Case Study</i>	
K. Larson	MHA, 1985-86	Master's Essay – <i>A Model for Development of a Business Plan for an Employee Assistance Program at Roanoke Memorial Hospitals</i>	
J. Krantz	MHA, 1985-86	Master's Essay – <i>A Process for Responding to Environmental Change</i>	
R. Judd	MHA, 1985-86	Master's Essay – <i>The Grievance Procedure in the Non-Union Hospital Setting</i>	
A. Silberman	MHA, 1986-87	Master's Essay - <i>A Sick Child Infirmary Program: An Idea Whose Time Has Come</i>	
F. Sekula	MHA, 1986-87	Master's Essay - <i>A Framework of Marketing as an Organizational Function of the Hospital</i>	
J. Mazzoni	MS, 1986-87	MS/LEAD Thesis (School of Health Related Professions) – <i>Some Effects of Cocaine Abuse in the Work Force and Roles of Management in Dealing with Prevention, Detection and Rehabilitation</i>	
D. Hajduk	MHA, 1986-87	Master's Essay - <i>An Operational Viewpoint of the Impact of the Prospective Payment System on the Resource Consumption and the Case Mix of a Hospital</i>	
A. Gumbert	MS, 1986-87	MS/LEAD Scholarly Paper (School of Health Related Professions) – <i>The Employment-at-Will Issue</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
D. Davis	MHA, 1986-87	Master's Essay - <i>The HMO Delivery System: The Answer to Future Health Care</i>	
L. Zammerilla	MS, HSM, 1987-88	MS/HSM Scholarly Paper - <i>Continuous Fentanyl Infusion Study</i>	
C. Rakaczky	MHA, 1987-88	Master's Essay – <i>Measuring Quality of Health Care Through Patient Satisfaction</i>	
F. Morris	MHA, 1987-88	Master's Essay – <i>An Analysis of Issues Underlying the Enrollment of Medicaid Eligible Expectant Mothers and the Case of the Jersey City Medical Center</i>	
J. McKowen	MHA, 1987-88	Master's Essay – <i>Evaluating HMO's and Medicare</i>	
J. Joseph	MHA, 1987-88	Master's Essay – <i>Contract Management of a Laboratory: A Case Study</i>	
C. Watson	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Thesis – <i>An Assessment of Workers' Compensation Health Care</i>	
K. Procter	MHA, 1988-89	Master's Essay - <i>Economic Grand Rounds: An Effective Forum to Alert Physicians to the Problems of Rising Medical Costs</i>	
R. Poonyane	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Scholarly Paper – <i>Nurses' Burnout: A Model for Prevention, Early Diagnosis and Treatment</i>	
A. Love	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Scholarly Paper – <i>The Unionization of Registered Nurses and Its Implications for Nursing Management</i>	
M. Hrinya	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>Clinical Ladders: Making the Climb Worth the Effort</i>	
G. Guman	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>Patient Satisfaction Surveys as Indicators of Outcome and Quality and the Relationship to Health Care Marketing Strategies</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
C. Fenn	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>Employee Orientation in Long-Term Care Facilities</i>	
D. Dachille	MS/HSM, 1988-89	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>Worksite Health Promotion</i>	
F. Hovanec	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>A Study of the Variables that Affect Job Satisfaction in Staff Nurses in a Community Hospital</i>	
A. Kellerman	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>Selecting and Evaluating a Radiology Information System</i>	
V. Krasneski-Schreiber	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>An Evaluation Program for the Stat Clinical Ladder</i>	
N. Marino	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>A Comparison of Male and Female Leadership Styles and Effectiveness</i>	
A. McBride	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>The Need for Employer Involvement in the Child Care Issue</i>	
R. Nauman	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Scholarly Paper - <i>Developing an Employee Retention Program</i>	
C. Rowe	MS/HSM, 1989-90	MS/HSM (School of Health Related Professions) Thesis - <i>Job Satisfaction and the Organizational Type: How Does the Organizational Type Impact on Job Satisfaction</i>	
L. Broskey	MHA, 1989-90	Master's Essay - <i>Hospital-wide Analysis: Fairmont General Hospital, Inc.</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
B. Hampford	MHA, 1989-90	Master's Essay - <i>The Customer-Centered Philosophy: A Way to Achieve Competitive Advantage in the Healthcare Environment</i>	
B. Kowalski	MHA, 1989-90	Master's Essay - <i>Funding and Quality Assurance in Adult Day Care: Comparative Case Studies</i>	
D. Sherman	MHA, 1989-90	Master's Essay - <i>A Case Study Exploring a Self Insurance Program for Professional Liability Insurance in a Small Urban Hospital</i>	
C. Vo	MHA, 1989-90	Master's Essay - <i>Quality Assurance in Home Health: A Case Study</i>	
Peduzzi, J.	MS, 1992-93	School of Health and Rehabilitation Sciences/Health Care Supervision and Management – <i>An Assessment of Nursing Home Administrators' and Ombudsmen's Perceptions of Elder Abuse in Pennsylvania</i>	
Smithyman, K.	MS, 1993-94	School of Health and Rehabilitation Sciences/Health Care Supervision and Management - <i>Assessment of Career Indecision Among Continuing Education Adults</i>	
Kearns, L.	MS, 1993-94	School of Health and Rehabilitation Sciences/Health Care Supervision and Management - <i>Peering through the Glass Ceiling: Administrators' Perceptions of Barriers to Mobility of Women in Health Information Management</i>	
Buscanics, B.	MS, 1993-94	School of Health and Rehabilitation Sciences/Health Care Supervision and Management - <i>Physician Perspectives on the Impact of the Changing Healthcare Climate and Readiness to Enter into Collaborative Partnerships with Hospitals</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
Santel, G.	MS, 1995-97	School of Health and Rehabilitation Sciences/Health Care Supervision and Management – <i>Analysis of Low Iron Infant Formula Requests by Women, Infants and Children (WIC) Program Participants in Allegheny County</i>	
Rind, A.	MS, 2000	MS/HIM (School of Health and Rehabilitation Sciences, Health Information Management) Scholarly Paper – <i>Changing the Pennsylvania Regulatory Process in Assisted Living: A New Paradigm to Promote Quality</i>	
Faulkner, M.	MS, 2001	MS/HIM (School of Health and Rehabilitation Sciences, Health Information Management) Scholarly Paper – <i>An Analysis of Admissions for Assisted Living Facilities Intended for a Creative Marketing Plan</i>	
Riccio, K.	MPH, 2002	Master's Essay (BCHS) – <i>Evaluation of Volunteers' Roles with the "Tell a Friend" Program in the Pennsylvania Division of the American Cancer Society</i>	2 <sup>nd</sup> reader
Jevaji, P.	MMPH, 2002	Master's Essay (MMPH) – <i>Management of Computerized Medication Errors and Prevention</i>	Faculty advisor
Reigel, E.	MPH, 2003	Master's Essay (BCHS) – <i>Computerized Physician Order Entry: One Solution for Improving Public Health</i>	Reader
Dorwart, S.	2003	Master's Essay – <i>Overview and Evaluation of the Student Assistance Program in Pennsylvania and Allegheny County</i>	Faculty advisor
Kokan, S.	2004	Master's Essay - <i>The Medicare Pharmaceutical Benefit: Help for Today's Seniors or Trouble for America's Future?</i>	Faculty advisor
Vader, P.	2004	Master's Essay - <i>Meta-evaluation of the Healthy Steps Program</i>	Faculty advisor
Herbert, M.	MPH, 2005	Master's Essay (BCHS) - <i>Universal Health Insurance: Facts and Ideologies</i>	2 <sup>nd</sup> Reader

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
Cuong, D.	MPH, 2005	Master's Essay (BCHS) - <i>Access to Health Care among Ethnic Minorities in Disadvantaged Areas in Vietnam</i>	2 <sup>nd</sup> Reader
Akers, M.	2005	Master's Essay - <i>Strategic Information Systems in an Outpatient Primary Care Clinic</i>	Faculty advisor
Berlin, H. Thomas	2006	Master's Essay - <i>Analysis of a health system pay-for-performance model: A program for health care delivery improvement</i>	Faculty advisor
Murawski, M.	2006	Master's Essay - <i>Barriers to oral health care for HIV/ AIDS individuals in Southwestern Pennsylvania</i>	Faculty advisor
Kumar, S.	2006	Master's Essay - <i>Prevention of HPV and cervical cancer in adolescents</i>	Faculty advisor
Lellock, T.	2007	Master's Essay - <i>Construction of new VA Pittsburgh buildings and implementation of green building certification</i>	Faculty advisor
Maranchi, R.	2007	Master's Essay - <i>The management of emergency department crowding through effective utilization of resources: A comparative case study of two suburban Pittsburgh community hospitals</i>	Faculty advisor
Lokar, F.	MPH, 2007	Master's Essay (BCHS) - <i>In our own voice: The use of focus groups to describe mental health care experiences of persons with hearing loss in Allegheny County</i>	2 <sup>nd</sup> Reader
Mills, L.	MPH, 2007	Master's Essay - <i>Striving to Make the Necessary Improvements in Strengthening Accessibility and Services for People with Disabilities at UPMC South Side through the Development of the Hospital's Accessibility Plan and Providing Recommendations</i>	Faculty advisor
Valaw, B.	MPH, 2007	Master's Essay - <i>Care of Dementia in Assisted Living Facilities (with Particular Emphasis on Pennsylvania)</i>	Faculty advisor



Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
Barada, S.	MHA, 2008	Master's Essay - <i>The Effects of War on Public Health and Healthcare System Response: A Case Study of the Lebanon Crisis, Summer of 2006</i>	Faculty advisor
Bradley, S.	MS, 2008	MS Thesis (Human Genetics) - <i>Economic Hardship and the Emotional Health of Family Caregivers</i>	Committee Member
Gonzaga, J.	MPH, 2008	Master's Essay - <i>Real-Time Data Reporting to Improve Medical Charging: Providing Daily Results of the Late Charges to Front Line Technicians to Improve the Late Charge Process and Decrease Late Charge Percentages</i>	Faculty Co-Advisor
McMillen, K.	MPH, 2008	Master's Essay - <i>A Study of Order Entry Time after Implementation of an Electronic Administration Record</i>	Faculty Co-Advisor
Anderson, B.	MPH, 2008	Master's Essay - <i>Comparison of Immunization Rates between a Hospital-Based Outpatient Pharmacy Immunization Delivery Program and a General Medicine Clinic</i>	Primary advisor
Cerussi, N.	MPH, 2008	Master's Essay - <i>Effect of an E-mail Feedback System on Employee Tardiness</i>	Primary advisor
Jenkins, C.	MHA, 2008	Master's Essay - <i>Cross-Border Public Health Preparedness</i>	Primary advisor
Robinson, A.J.	MPH, 2008	Master's Essay - <i>Increasing Preliminary Preventive Oral Health Measures for Low-Income African-American Children in Cleveland, Ohio</i>	Primary advisor
Kohler, J.	MHA, 2009	Master's Essay - <i>Workforce Succession Strategic Plan: VHA Pittsburgh</i>	Primary advisor
Metcalf, D.	MHA, 2009	Master's Essay – <i>Routine HIV OPT-out Testing as an Integral Component of Public Health</i>	Primary advisor
Fan, J.	MHA, 2009	Master's Essay – <i>Steps to a Healthy Community</i>	Primary advisor
Critchlow, A.	MHA, 2009	Master's Essay – <i>Lean Thinking in Health Care</i>	Primary advisor

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
Al-Khatlan, H.	PhD, 2010	Doctoral Thesis (SHRS/HIM) – <i>Evaluation of Young Adults’ Preferences, Needs, and the Understandability of the Personal Health Record Data Contents</i>	2 <sup>nd</sup> Reader
Butler, K.	MPH, 2010	Master’s Essay (BCHS) - <i>Making Smart Choices: Health Claims, Regulation, and Food Packaging</i>	2 <sup>nd</sup> Reader
Haile, S.	MPH, 2010	Master’s Essay (BCHS) - <i>The Process of African Immigrant Incorporation and Social Mobility and its Impact on Access and Utilization of Health Care Services</i>	2 <sup>nd</sup> Reader
Mason, E.	MPH, 2010	Master’s Essay (BCHS) - <i>Identifying Factors of Influence of Family Planning Practices among Rural Haitian Women</i>	2 <sup>nd</sup> Reader
Nipper, D.	MPH, 2010	Master’s Essay (BCHS) - <i>The Application of Sustainability Assessment: A Community Garden Assessment Tool</i>	2 <sup>nd</sup> Reader
C. Ncube	MPH, 2009	Master’s Essay - <i>Assessment of Infant Sleep Position and Environment Data Routinely Collected by Home Visiting Agencies in Allegheny County</i>	
J. Little	MPH, 2009	Master’s Essay - <i>Analysis of Research Supporting the Pharmacist’s Role in Managing Anticoagulation</i>	
N. Singla	MHA, 2010	Master’s Essay - <i>Reducing Average Length of Stay for “Observation” Status Patients by Redesigning Patient Flow</i>	
K. McCloud	MPH, 2010	Master’s Essay - <i>The Need for Universally Accepted Hospital-based Emergency Preparedness Competencies: A Case Study in Western Pennsylvania</i>	
A. Kundu	MHA, 2010	Master’s Essay - <i>The Chicago Story: An Investigation of What Drives the Black/White Mortality Breast Cancer Disparity</i>	
A. Karloski	MHA, 2010	Master’s Essay - <i>Reducing the Overutilization of Emergency Rooms in Underserved Areas with the Use of a Patient Navigator</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
R. Goffman	MHA, 2010	Master's Essay - <i>A Critical Look inside the Emergency Department</i>	
M. Cohick	MHA, 2010	Master's Essay - <i>The Effect of Health Care Reform on Group Faculty Practice Plans</i>	
N. Bongiovanni	MHA, 2010	Master's Essay - <i>A Paradigm Shift: Healthcare's Movement to Green (Facilities)</i>	
S. Chowdwarapu	MPH, 2010	Master's Essay - <i>"Livewell" Survivorship Clinics at Magee Women's Hospital</i>	
R. Schein	MPH, 2010	Master's Essay - <i>To Bid or Not to Bid: Overview of Competitive Bidding within the Durable Medical Equipment, Prosthetics, Orthotics and Suppliers Program</i>	
K. Sullivan	MHA, 2011	Master's Essay - <i>Readmissions at UPMC McKeesport: Focus on the Role of Medication Education</i>	
N. Petrus	MHA, 2011	Master's Essay - <i>Effectively Managing Staff in a Physician Practice Setting</i>	
C. King	MHA, 2011	Master's Essay - <i>Measuring a Hospital's Community Benefit: A Case Study of Two Pediatric Hospitals</i>	
M.B. Baer	MHA, 2011	Master's Essay - <i>Analyzing Factors that Contribute to Undelivered Orders at the Pittsburgh VAHS – A Case Study</i>	
B. Santo	MPH, 2011	Master's Essay - <i>Analysis of the Effectiveness of the Patient Protection and Affordable Care Act of 2010 in Adopting Recommendations to Combat Medicare Fraud and Abuse</i>	
H. Thalimi	MPH, 2012	Research Project - <i>Performance Appraisal Perception at KSU Hospital's Pharmacy Department</i>	
N. bin Saleem	MPH, 2013	Research Project - <i>Evidence-based Management and Factors Affecting Decision Making by Health Care Managers in Saudi Arabia</i>	

Name of Student	Degree Awarded, Year	Type of Document and Title	Notes
S. Asiri	MPH, 2013	Graduate Research Project - <i>Transformational Leadership, Empowerment and Commitment of Nurses in Saudi Arabia</i>	
H. Nguyen	MHA, December 2013	Master's Essay - <i>A Literature Review on Nursing Turnover and its Financial Implications</i>	
R. Bennis	MHA, April 2014	Master's Essay – <i>Veterans Engineering Resource Center: The DREAM Project</i>	
M. Aaronson	MHA, April 2015	Master's Essay – <i>Ethical Resource Allocation: A Proposed Framework</i>	
Amanda Korenoski	MHA/Pharm, April 2015	Master's Essay – <i>Getting Patients from Here to There: A Collaboration of Patient Transportation and Radiology to Maximize Efficiency</i>	
R. Makam	MHA, April 2015	Master's Essay – <i>Strengthening Routine Immunization Using Interactive Voice Recording Technology in Nigeria</i>	
B. Washburn	MHA, April 2015	Master's Essay - <i>The Implementation of Health Insurance Exchanges: A Comparative Analysis between States</i>	
B. Al-Sadhan	MPH, August 2015	Master's Essay – <i>Emergency Early Responders &amp; EMS Transition in Saudi Arabia: Model for System Improvement</i>	
W. Chen	MHA, April 2016	Master's Essay - <i>A comparison of the chlamydia control provisions in United Kingdom and China – Policy recommendations for China</i>	
E. Harpst	MHA, April 2016	Master's Essay – <i>Best practices in employee engagement: A case study at Magee-Women's Hospital of UPMC</i>	
A. Ibewuike	MHA, April 2016	Master's Essay – <i>Implications of health literacy attributes: The provider's and health professional's perspective</i>	
A. Mohan	MHA, April 2016	Master's Essay - <i>Case study analysis of the challenges faced with implementation of EHR system</i>	

**d. Service on Masters or Doctoral Committees**

<b>Dates Served</b>	<b>Name of Student</b>	<b>Degree Awarded</b>	<b>Title of Dissertation/Essay</b>
1995-97	Robert Kostelnik	PhD	The Characteristics and Prevalence of Faculty/Staff Wellness Programs Offered at AAU and Holmes Group Colleges and Universities
2002	E. Al-Jafar	PhD	Factors affecting diffusion of the electronic medical record (EMR) from a physician's perspective: The Kuwait experience
2003	Tammy Mah	PhD	
2003	Mohammed Al-Yemeni	PhD	Development of Saudi national healthcare policy to improve health care delivery through the use of the Web and Web-accessible health information resources
2003	Habib Al-Quraini	PhD	Predictors of patients' satisfaction with physicians' services in primary health care clinics and emergency rooms in Kuwait: A comparative study
2003	Abdul Al-Hashem	PhD	Attitudes of nurses toward the use of computerized health information systems in Kuwaiti general and tertiary hospitals and rehabilitation facilities
2003	Bakheet Al-Dosari	PhD	Factors affecting physicians' attitudes about the medical information system usage and acceptance through the mandated implementation of integrated medical information system at the Saudi National Guard Health System: A modified technology acceptance model
2004	Moeti Prisca	PhD	The role of faith practices and religiosity in the decision making of inner-city African Americans to utilize available health services
2007	Rosemary Hoffman	PhD	The effects of barriers on health-related quality of life (HRQL) and compliance in adult asthmatic patients who are followed in an urban community health care setting

<b>Dates Served</b>	<b>Name of Student</b>	<b>Degree Awarded</b>	<b>Title of Dissertation/Essay</b>
2007	Teresa Beigay	PhD	On-site health care delivery for an elderly population in subsidized housing: A qualitative evaluation of the effects of community-based health care on the quality of life of the elderly
2007	Haya Al-Khatlan	PhD	Management of Personal Health Information
2013	Tumader Khouja	MPH	Master's Essay - <i>Reform of Financing Healthcare Services in the GCC: Focus on Establishing Health Insurance System in the KSA</i>
2015	Lucas Blazejewski	MPH	Master's Essay – <i>Mid-Term Assessment of the National Peace Corps Association Ebola Relief Fund: Determining Effectiveness and Future Direction</i>
2015	Abdullah Al-Anazi	PhD (SHRS)	Doctoral Dissertation - <i>A Comprehensive Approach to Explain Intention to Use EHR in Rehabilitation Facilities in Saudi Arabia</i>

**e. Service on Comprehensive or Qualifying Examination Committees**

<b>Dates Served</b>	<b>Student Population</b>	<b>Type of Exam</b> (Qualifying/Comprehensive)
2014 - present	PhD in Health Services Research and Policy	Comprehensive (Organization Theory and Management)

**f. Supervision of Post-Doctoral Students, Residents, and Fellows**

<b>Dates Supervised</b>	<b>Name of Student</b>	<b>Position of Student</b>
July – November 2013	Xinchun (Angela) Liu	China Medical Board Doctoral Fellow

**g. Mentoring of Graduate Students in Field Placements**

Dates	Name of Student	Degree/Program Description	Field Site
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#### **h. Other Teaching and Training**

Dates	Teaching Activity	Program/Description
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## **2. Research and Training**

### **a. Grants and Contracts Received**

#### **Principal Investigator**

Years Inclusive	Grant and/or Contract Number and Title	Source	Annual Direct Costs	% Effort
1/01-6/02	Evaluation (outcome) studies of UPMC Community Health Initiatives in collaboration with UPMC/Braddock Community Outreach Staff, UPMC/McKeesport Family Practice Residency and Allegheny County and McKeesport Housing Authorities		48,590	

#### **Co-Principal Investigator**

Years Inclusive	Grant and/or Contract Number and Title	Source	Annual Direct Costs	% Effort
8/96-5/97	Evaluation Study of the American Cancer Society's Training Grant Program for Professorships of Clinical Oncology	American Cancer Society	32,000	

#### **Co-Investigator on Grants**

Years Inclusive	Grant and/or Contract Number and Title	Source	Annual Direct Costs	% Effort
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**b. Invited Lectureships and Major Seminars Related to Your Research**

<b>Date</b>	<b>Title of Presentation</b>	<b>Venue</b>
March 5, 2015	<i>Pilot systematic review on road traffic accidents in the nations of the Gulf Cooperation Council</i>	<u>7<sup>th</sup> International Conference on Health Issues in Arab Communities</u> , Muscat, Oman

**c. Other Research and Training Activities**

<b>Date</b>	<b>Position</b>	<b>Description of Activity</b>
7/08-6/09	Project Coordinator	Public Health/Health Care Systems & Policy Curriculum, UPMC International Administrative Management Fellowship
10/98-3/99	Faculty Coordinator	“ACS Science Writers’ Seminar Needs Assessment”, (Eiman Al-Jafar, Doctoral Student Investigator.)
7/99-2/00	Faculty Coordinator	ACS Collaborative Evaluation Fellows Program, “ACS-CEFP Evaluation Study of Perceptions of the American Cancer Society Within the African-American Community in the Pittsburgh Region”. (In collaboration with Crystal Warren, ACS-CEFP Fellow, GSPH and Prisca Moeti, Doctoral student, SHRS.)
2014 - present	Principal Investigator	Systematic review of road traffic accidents in the Eastern Mediterranean and GCC Region (internally funded)



## PUBLICATIONS

### 1. Refereed Articles

1. Samirah, A., Rohrer, W., Al-Surimi, K., Daar, O., Anwar, A. (2016). *The association of leadership styles and empowerment with nurses & organizational commitment in an acute health care setting: a cross-sectional study*, BMC Nursing. (Publication pending.)
2. Liu, X., Rohrer, W., Luo, A., Fang, Z., He, T. and Xie, W. (2015). *Doctor-patient communication skills training in mainland China: A systematic review of the literature*, Patient Education and Counseling, 98, 3-14.
3. Househ, M., Borycki, E., Rohrer, W. and Kushniruk, A. (December 2014). *Developing a framework for meaningful use of personal health records (PHRs)*. Health Policy and Technology, 3(4), 272-280.
4. Hoffman, R., Rohrer, W., South-Paul, J., Burdett, R. and Watzlaf, V. (2008). The Effects of Barriers on Health Related Quality of Life (HRQL) and compliance in Adult Asthmatics who are Followed in an Urban Health Care Facility, Journal of Community Health (DOI 10.1007/s10900-008-9108-6).
5. Longest, B. and Rohrer, W. Communication between public health agencies and their external stakeholders, Journal of Health and Human Services Administration. 28(1), Summer 2005, 189-217.
6. Rudman, W. and Rohrer, W. (1994). "Implementing Statistical Process Control Measures in Health Information Departments." Journal of Health Information Management Research, 2(2), 42-51
7. Rohrer, W. (1989). "The Three T's of Leadership: Leadership Theory Revisited," Topics in Health Records Management, 2(3), 14-25

### 2. Books and Book Chapters

1. Samirah, A., Rohrer, W., Al-Surimi, K., Daar, O., Anwar, A. (2016). *The association of leadership styles and empowerment with nurses & organizational commitment in an acute health care setting: a cross-sectional study*, BMC Nursing. (Publication pending.)
2. Rohrer, W., Longest, B. and Darr, K. (2014). *Leading* (Ch. 13). In B. Longest and K. Darr, Managing Health Services Organizations and Systems, pp. 627-671. Baltimore, MD: Health Professions Press.
3. Harmon, R. and Rohrer, W. (2012). Human Resource Management. In M. Abdelhak, S. Grostick, M. Hanken and M. A. Hanken (Eds.), *Health Information: Management of a Strategic Resource*, (pp. 554-611). St. Louis, MO: Saunders/Elsevier.
4. Rohrer, W. (2008). Health Care Marketing (Ch. 9). In *Managing Health Services Organizations and Systems*. 5th Edition, B. Longest and K. Darr, Baltimore: Health Professions Press.
5. Rohrer, W. (2007). Human resource management. In M. Abdelhak, S. Grostick, M. Hanken and E. Jacobs (Eds.), *Health Information: Management of a Strategic Resource* (pp. 542-603). St. Louis, MO: Saunders/Elsevier.
6. Rohrer, W. (2001) Human Resource Management. In Abdelhak, M., Grostick, S., Hanken, M., and Jacobs, E. (Eds.), *Health Information: Management of a Strategic Resource*. Philadelphia: Harcourt Health Sciences/W.B. Saunders Co, 2001.
7. Hanken, M., and Jacobs, E. (Eds.), *Health Information: Management of a Strategic Resource*. Philadelphia: Harcourt Health Sciences/W.B. Saunders Co, 2001.
8. Rudman, W. and Rohrer, W. (1996). Human Relations. In Abdelhak, M., Grostick, S., Hanken, M., and Jacobs, E. (Eds.), *Health Information: Management of a Strategic Resource* (pp. 432-467). Philadelphia: W.B. Saunders Co.

### **3. Published Proceedings**

1. Rohrer, W. Al-Surimi, K., Folb, B., Lobo, C. and Dulin, A. (2016). Road traffic accidents in Eastern Mediterranean Region: Pilot systematic review, Proceedings of the 7<sup>th</sup> International Conference on Public Health Issues in Arab Communities (March 1-6, 2015).
2. Rohrer, W. (1988). "Strategic Management by Objectives (SMBO) and The Department Chair as Strategic Manager," Proceedings of Fifth Annual Conference Academic Chairpersons: In Search of Academic Quality, (pp. 379-389). Manhattan, KS: National Issues in Higher Education, Kansas State Univ.

### **4. Invited Articles**

- 1.

### **5. Review Articles**

1. *Economic Evidence Regarding Alcohol Price Elasticities and Price Responses by Heavy Drinkers, Binge Drinkers, and Alcohol-Related Harms: Summary of Results for Meta-Analyses, Systematic Reviews, and Natural Experiments in Alcohol Policy*, PHOJ-16-SC104. Submitted to Public Health - Open Journal, Openventio (June 2016).
2. *Chikungunya Epidemiology: A Global Perspective*. Submitted to SM Journal of Public Health & Epidemiology (May 2016).
3. *Urban policies and health in developing countries: the case of Maputo (Mozambique) and Cochabamba (Bolivia)*, PHOJ-15-CR103. Submitted to Public Health – Open Journal, Openventio (February 2016).
4. *Gender-based perceptions of secondary school students and teachers regarding need and practice of voluntary counseling and testing for HIV in Tanzania: A descriptive analysis of a cross-sectional survey data from Iringa and Mtwara regions*. Submitted to SM Journal of Public Health & Epidemiology (July 2015).
5. Al-Kraiji, A., El-Hassan, O. and Amin, F. *Health informatics opportunities and challenges: Preliminary study in the Cooperation Council for the Arab States of the Gulf*. Final draft submitted to the Journal of Health Informatics in Developing Countries.
6. Al-Asmary, M. and Househ, M. (March 2014). *The association of computer literacy, training on clinical productivity and satisfaction of the electronic medical record*. Review of final draft submitted to Journal of Medical Systems.

## 6. Published Abstracts

1. Rohrer, W. Al-Surimi, K., Folb, B., Lobo, C. and Dulin, A. (March 26, 2015). Systematic review of road traffic injuries in the nations of the Eastern Mediterranean region. PROSPERO Register (CRD-register@york.ac.uk)

## 7. Presentations

1. Rohrer, W. (March 5, 2015). Road traffic accidents in Eastern Mediterranean Region: Pilot systematic review, 7<sup>th</sup> International Conference on Health Issues in Arab Communities, Muscat, Oman.
2. Rohrer, W. and Househ, M. (August 2012). Implications of the Mature Personal Health Record for the Empowered Consumer. (Short paper/poster presentation). MIE 2012: 24th Conference of the European Federation for Medical Informatics. Pisa, Italy.
3. Goyal, V., Lin, M. and Rohrer, W. (June 2009). Ecological Analysis of Long-Term Care in Pennsylvania: Student Collaboration in Applied Public Health Research. Poster presentation at the Annual Conference, AUPHA, Chicago, IL.
4. Rohrer, W., Reeves, A., Taylor, A., Walsh, M. and Kapar, S. (January 2003). Careers in health care and public health. Presentation and small group discussions with students at Schiller Classical Academy, City of Pittsburgh School System.
5. Rohrer, W. (1989, September). Academic Department Leadership and Evaluation in Public Health and Allied Health Professions. Paper presented at the Annual Conference of the Pennsylvania Public Health Association, Pittsburgh, PA.
6. Rohrer, W. (1988, February). Strategic Management by Objectives (SMBO) and Leadership Development of the Academic Chairperson. Paper presented at the Fifth Annual Conference of the Center for Faculty Evaluation & Development (Kansas State University), Orlando, FL.

## 8. Non-Print Media

1.

## 9. Other Publications

1. Rohrer, W. An evaluation of the proposed MPH program, College of Arts & Sciences, Qatar University: Critique of the proposal and recommendations, February 27, 2015.
2. Rohrer, W. Final Report and Recommendations: Out-of-Wedlock Birth Study. Steubenville Health Department in collaboration with Franciscan University, Steubenville, OH, June 30, 2001
3. Rohrer, W., ACS-CEFP Evaluation Study Final Report: Perceptions of Health Issues and the American Cancer Society Within the African-American Community in the Pittsburgh Region. In collaboration with Crystal Warren, CEFP Fellow, GSPH and Prisca Moeti, Doctoral student, SHRS. (publication anticipated in May 2000).
4. Al-Jafar, E. and Rohrer, W. (August 1999). Health Science Writers Collaborative
5. Evaluation Fellows Project (CEFP): Final Report. American Cancer Society,
6. Pennsylvania Division.
7. Rohrer, W., Ricci, E. and Beigay, T. (September 1997). ACS Professorship of Clinical Oncology Final Evaluation Report (Report Card: ABCancer Care Management, Prevention, Research). Atlanta, GA: American Cancer Society.
8. Rohrer, W. (1990). "Leadership Performance Evaluation and Development of the Academic Department Chairperson in the Health Professions." (Doctoral dissertation, University of Pittsburgh).

## SERVICE

### 1. Service to School and University

Years	Committee	Position
1991-2001	Faculty Advisory Committee for Continuing Education, Health Sciences	SHRS Representative
1991-1997	Plant Utilization and Planning Committee, University Senate	Member
1996-2000	Administrative Oversight Committee, University, Community, Leaders and Individuals with Disabilities (UCLID) Center, University of Pittsburgh	Member
1997-2000	Athletics Committee, University Senate	Member
1998-2000	Committee for Elections, University Senate	SHRS Representative
1998-2001	SHRS Faculty	President and President-Elect

<b>Years</b>	<b>Committee</b>	<b>Position</b>
2000-2002	Core Competency in Policy, Organization and Management Studies, SHRS Doctoral Program	Chair
2003-2006	Educational Policies and Curriculum Committee, GSPH	Chair
2003-2006	EPCC Task Force, Academic Policies Manual	Co-Chair
2003-2006	GSPH Growth Planning Committee	Co-Chair
2003-2006	Admissions and Student Performance Subcommittee, GSPH	Member
2003-2006	GSPH Marketing Committee (ad hoc)	Member
2003-2006	GSPH Strategic Planning Committee for Student Affairs and Education	Member
2003, 2004	Dean's Day Juror, GSPH	
2003-2006	HPM Executive Committee	Member
2003-2006	MHA Admissions Committee	Chair
2003-2006	HPM Faculty Search Committee	Member
2014-2015	Education Policies and Curriculum Committee, GSPH	Co-Chair
2013-present	Admission Committee, HPM	Chair
	Curriculum Committee, HPM	Chair
2015-present	Faculty Assembly, University of Pittsburgh Planning and Budget Committee	Member

## **2. Service to Field of Scholarship**

### **a. Editorial Boards, Editorships**

<b>Date</b>	<b>Position</b>	<b>Organization</b>
1997	Issue Co-Editor	“Long Term Care: Issues in Health Care Policy, Quality and Data Management”, <u>Topics in Health Information Management</u> , Aspen Publishers, Inc.
1999	Issue Editor	“Rehabilitative Services,” <u>Topics in Health Information Management</u> , Aspen Publishers, Inc.
2012-present	Reviewer	BMC Research Notes, London, UK
2012-present	Editor	Journal of Health Informatics in Developing Countries (Riyadh, KSA)
2014-present	Reviewer	Journal of Medical Systems

2015-present	Editorial Board	SM Journal of Public Health & Epidemiology
2015 – present	Editorial Board	Open Journal – Public Health. Openventio

**b. Manuscript and Other Document/Publication Review**

Dates	Journal Title
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**c. Study Sections, Review Panels, and Advisory Boards**

Date	Position	Organization and Nature of Activity
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**d. Leadership in Scholarly and Professional Organizations and Honorary Societies**

Date	Position	Organization
2004-2005	Member	AUPHA Ethics and Organization Theory/ Behavior Faculty Forms
2007-2008	HPM Subcommittee Chair	NBPHE Study Guide Committee, ASPH (in preparation for the MPH Certification examination)

**3. Service for Practice and Policy-Making, including Consultantships**

**a. Governmental Organizations**

Date	Position	Type of Service and/or Agency
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**b. Non-Governmental and Community-Based Organizations**

Date	Position	Type of Service and/or Organization
1992-1993	President	Fox Chapel Area/Pennsylvania Association for Gifted Education (PAGE)
1994-1995	Resident Member	Resource Management Advisory Committee, Fox Chapel Area School Board
1988-1998	Member	Professional Advisory Board, Home Health Services of Allegheny County Inc.

<b>Date</b>	<b>Position</b>	<b>Type of Service and/or Organization</b>
1998-2000	Member	Board of Directors, On-Scene Safety Group, Inc.
1998-2001	Chair	Aspinwall Public Safety Committee
1998-2001	Councilperson	Borough Council, Aspinwall
1998-2001	Stephen Ministry Leader	Fox Chapel Presbyterian Church
2002	Facilitator and Member	Stakeholder Steering Committee, Filling Critical Skill Shortages in Healthcare through Incumbent Worker Training, Three Rivers Workforce Investment Board and Hospital Council of Western Pennsylvania
2002-2004	Volunteer Tutor	Greater Pittsburgh Literacy Council
2003-2005	Member	ElderLink Advisory Committee, Jewish Community Center of Greater Pittsburgh
2003-2006	Volunteer	The Union Project, Highland Park
2003- present	Member	Coalition for People with Disabilities
2005-2008	Chair	Outreach Committee, St. Andrew's Episcopal Church, Highland Park
2002-2008	Member	CLASS Board and Governmental Affairs Committee
2002-2008	Co-Chair	Strategic Planning Committee (UCP)
2002-2008	Secretary	Parent Board, UCP of Pittsburgh, Inc. (formerly United Cerebral Palsy Association)
2002-2008	Vice President	Parent Board, UCP of Pittsburgh, Inc.
2002-2008	President	Parent Board, UCP of Pittsburgh, Inc.
2010	Vice President	Foundation Board, UCP of Pittsburgh
2013-2015	Finance Committee	CLASS (formerly UCP of Pittsburgh)
2014	Board member	Off-the-Floor Pittsburgh
2015	President of the Board	Off-the-Floor Pittsburgh

#### **4. Non-Professional Service**

<b>Year(s)</b>	<b>Position and Organization</b>	<b>Type of Service</b>
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<b>Year(s)</b>	<b>Position and Organization</b>	<b>Type of Service</b>
1983-86	Consultation and training in curricular development in human resource management, Health Development Planning and Management Program, U.S.A.I.D., American Public Health Association; University of West Indies, Kingston, Jamaica/Pitt, GSPH	Consulting
1988	Consultation in office management procedures for private practice, physical therapists; Pittsburgh, PA	Consulting
1993	Provided training to health care managers and professionals in Quality Management and statistical quality control; Indiana Hospital, Indiana, PA	Consulting
1999-2001	Consulting (unpaid) and data analysis for study of health care costs at end of life in collaboration with R. Filby, Trinity Health Systems, Steubenville, OH	Consulting
2001	Data analysis and preparation of final report for out-of-wedlock birth study, Steubenville, OH, Department of Health	Consulting
2001-2002	Consulting and liaison, New Kensington/Arnold Community Health Partnership, in collaboration with UPMC St. Margaret, New Kensington Family Health Center, UPMC Community Outreach	Consulting
2001-2002	Consulting and liaison, New Kensington/Arnold Community Health Partnership, in collaboration with UPMC St. Margaret, New Kensington Family Health Center, UPMC Community Outreach	Consulting
2004-2005	Reviewed <u>HFMA's Introduction to Hospital Accounting</u> , M. Nowicki and S. Berger, Healthcare Financial Management Association	Consulting
2005-2006	HRM Consultant, "High Performance Health Care Facility Design and Construction" Project, Mascaro Sustainability Initiative	Consulting





