



MEMORANDUM

Agenda Item 15(C)1

TO: Honorable Chairperson Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: January 25, 2007

FROM: Honorable Harvey Ruvin, Clerk
Circuit and County Courts

SUBJECT: Appointments to the Health
Facilities Authority
Mr. Steven George Ullman
Mr. Stephen H. Siegel

Kay Sullivan, Director
Clerk of the Board Division

It is recommended that the Board consider the appointment of the following persons to serve on the Health Facilities Authority to fill two vacancies that currently exist on the Authority.

Mr. Steven George Ullman (replacing Sharon Brown)

Mr. Stephen H. Siegel (replacing Marjorie Serralles Russell)

In accordance with Florida Statutes 154.207, the Health Facilities Authority was created and established to assist in the development and maintenance of the health facilities of Miami-Dade County. Section 2-262(b) of the Miami-Dade County Code provides that all members be appointed by the Board of County Commissioners.

Attached for your review is a memorandum from the secretary to the Authority dated December 18, 2006, and the resumes of Messrs. Ullman and Siegel.

KMS:sm
Attachments

Memorandum



Date: December 18, 2006

To: Shania Moore
Commission Clerk

From: Arlesa Leverette
Bond Analyst

A handwritten signature in cursive script, reading "Arlesa Leverette".

Subject: Health Facilities Authority Board Appointment

Presently there are two vacancies on the Health Facilities Authority Board. As you are aware, this Board's membership is composed of five members. At the Board's last meeting, Mr. Steven George Ullmann and Mr. Stephen H. Siegel were nominated to fill the vacancies. Attached please find a copy of Mr. Ullmann's and Mr. Siegel's resumes.

It would be greatly appreciated if this item would be placed on the Board of County Commission's first January agenda.

If you should require any additional information, I may be reached at extension 5147.

Attachments

STEPHEN H. SIEGEL

Stephen H. Siegel is a graduate of Florida State University (B.A., *cum laude*, 1973) and received his law degree from the Georgetown University Law Center (J.D., 1985).

A member and current chair of the Firm's Health Law Practice Group, Mr. Siegel is Board Certified by The Florida Bar as a Health Law Attorney. He is AV® rated by Martindale-Hubbell.

Mr. Siegel represents physicians, group practices, ambulatory surgical centers, pharmacies, adult living facilities, nursing facilities, clinical laboratories, home health agencies and other parties involved in the health care industry. He assists clients who are interested in developing and structuring business relationships with other health care providers and third party payers, and in complying with the various federal and Florida schemes for regulating the health care industry including, but not limited to "Stark II", the Florida Patient Self-Referral Act, the "HIPAA Privacy Rule", and the Medicare and Medicaid Anti-Fraud and Abuse Amendments.

Related aspects of Mr. Siegel's practice include assisting clients in complying with the requirements of the Food and Drug Administration and the Florida Board of Pharmacy, developing corporate compliance plans, and representing parties who may

be the targets of criminal, civil, and administrative investigations and sanctions.

Prior to entering the private practice of law, Mr. Siegel was with the Health Care Finance Administration, the federal agency responsible for administering the Medicare and Medicaid programs. Mr. Siegel's responsibilities included

investigating and assisting in the prosecution of allegations of fraud and abuse in these federal health care programs.

Mr. Siegel also conducted studies regarding health care providers' compliance

with these programs' requirements. Mr. Siegel has received commendations from the Health Care Financing Administration.



Mr. Siegel is an active member of the American Health Lawyers Association and The Florida Bar's Health Law Section, for which he is the immediate Past Chair. He frequently lectures and publishes on health law topics to groups of attorneys and health care providers.

In addition to Florida, Mr. Siegel holds licenses to practice law in the District of Columbia, New Jersey and Pennsylvania (inactive).



Stephen H. Siegel, Esq.
Ruden, McClosky, Smith, Schuster & Russell, P.A.
701 Brickell Avenue, Suite 1900
Miami, FL 33131
(305) 789-2783 STS@Ruden.com

Stephen H. Siegel is a shareholder in the Health Care Department of Ruden McClosky Smith Schuster & Russell, P.A., and is resident in its Miami office. Mr. Siegel has been designated by The Florida Bar as a Board Certified Health Law Attorney and has been an instructor in The Florida Bar Health Law Section's Certification Review Course since its inception.

Mr. Siegel represents nursing homes, assisted living facilities, home health agencies, hospices, hospitals, clinical laboratories, managed care plans, group practices, individual physicians, and other parties in the health care industry. His practice focuses on assisting clients in structuring and negotiating business relationships with other health care providers, vendors, and third party payers, including various managed care arrangements. Mr. Siegel also represents health care providers before state and federal government agencies. A significant portion of Mr. Siegel's practice involves assisting clients in developing corporate compliance plans and other strategies designed to satisfy the requirements of the Florida Patient Self Referral Act, the Medicare and Medicaid Anti-Fraud and Abuse Amendments, the so-called "Stark II" Amendments, and other fraud, abuse and self-referral restrictions.

Prior to entering the private practice of law, Mr. Siegel was with the Health Care Finance Administration, the federal agency responsible for administering the Medicare and Medicaid programs. Mr. Siegel's responsibilities included investigating and assisting in the prosecution of allegations of fraud and abuse in these federal health care programs. Mr. Siegel also conducted studies regarding health care providers' compliance with these programs' requirements. Mr. Siegel has received commendations from the Health Care Financing Administration.

Mr. Siegel holds a Bachelor of Arts, *cum laude*, from Florida State University, and a Juris Doctorate from The Georgetown University Law Center. Mr. Siegel is a member and Past Chair of The Florida Bar Health Law Section, as well as the American Health Lawyers Association. He currently is serving as Vice-Chair of the Greater Miami Chamber of Commerce's Creative Industries Committee. In addition to Florida, Mr. Siegel holds licenses to practice law in the District of Columbia, New Jersey and Pennsylvania (inactive). Mr. Siegel frequently lectures and publishes on health law topics to groups of attorneys and health care providers.

Stephen H. Siegel, Esq.

PUBLICATIONS and PRESENTATIONS

- Siegel, Stephen H., "Should you give in to the 'urge to merge'", Florida Medical Business, February 13, 2006 (Vol. 20, No. 2).
- Siegel, Stephen H., and Sutton, Bill, Jr., "Build your brick house *before* wolf comes knocking at the door", Florida Medical Business, December 6, 2005 (Vol. 19, No. 23).
- Siegel, Stephen H., "Compliance Planning for Members of the Medical Staff," Physician's Office Safety & Compliance Plan Synopsis, Pan American Hospital (seminar material) (11/28/00).
- Siegel, Stephen H., "Compliance Planning for Hospital Staff: Who, What, Where, When & Why", Pan American Hospital (seminar material) (11/28/00).
- Siegel, Stephen H., "Physician Compliance Planning; Why Should Physicians Care, Advantages and Disadvantages, and How Physician and Hospitals Can Work Together to Avoid Disaster," Avoiding Landmines; Proper Preparation Can Prevent Potential Disaster (seminar material) St. Joseph's Hospital (11/01/00).
- Siegel, Stephen H., "HIPAA Privacy Requirement", Confidentiality of Medical Records in Florida (seminar material), Lorman Education Services (10/05/00).
- Siegel, Stephen H., "Compliance Plans for Physicians and their Effect on the Hospital/Physician Relationship", Exploring Legal Issues in Physician/Hospital Relationships (seminar material), Lorman Education Services (9/27/00).
- Siegel, Stephen H., "Reducing the Risk of Government Investigation: The Benefits of Developing, Implementing and Maintaining an Effective Corporate Compliance Plan", Florida Urological Society Annual Meeting (seminar material) (9/15/00).
- Siegel, Stephen H., "Corporate Compliance Plan", Women in Medicine, July/August 2000 (Vol. 2, No. 2.)
- Siegel, Stephen H., and Parish, David F., "The Pressure's on . . . health care providers must protect their patients' health information, thanks to health

Stephen H. Siegel, Esq.

insurance accountability legislation", Women in Medicine, July/August 2000 (Vol. 2, No. 2).

Siegel, Stephen H. "Medicare Compliance Plans for the Non-Institutional Provider. What is a Compliance Plan?," 5th Annual Conference Florida Institute of Healthcare Industry (seminar material) 6/5/00).

Siegel, Stephen H., "Reducing the Risk: What is a Compliance Plan and How do Health Care Providers Develop One?," 2000 FICPA Health Care Industry Conference, Florida Institute of Certified Public Accountants (seminar material) (5/11/00).

Siegel, Stephen H., "Federal and State Self-Referral Laws: Fee Splitting and Structures of Practice", 2000 Health Law Certification Examination (seminar material), Florida Bar -- Health Law Section (4/7/00).

Siegel, Stephen H. "When is a Kickback not a Kickback?," Fraud & Abuse 101 (seminar material), UCG Communications (2/17/00, 5/4/00).

Siegel, Stephen H., "Federal and State Self-Referral Laws: Fee Splitting and Structure of Practice", 1999 Health Law Certification Examination Review Course (seminar material), Florida Bar -- Health Law Section (4/9/99).

Siegel, Stephen H., "Compliance Planning: Not just for the 'Other Guy'", South Florida Medical Business (1999).

Siegel, Stephen H., "Consolidation of Physicians and Other Non-Institutional Providers", The Florida Bar Journal (Vol. LXXII, No. 4) (April 1998).

Siegel, Stephen H. "Federal and State Patent Referral Laws", 1998 Health Law Certification Examination Review Course (seminar material), Florida Bar -- Health Law Section (4/17/98).

Siegel, Stephen H., "Structuring Health Care Transactions from a Fraud Ad Abuse Perspective", Protecting your Clients Against Health Care Fraud and Abuse: 1998 Update (seminar material), Florida Bar -- Health Law Section (3/12/98).

Siegel, Stephen H., "False Claims, Kickbacks and Self-Referral Prohibitions", 1997 Health Law Certification Examination Review (seminar materials), Florida Bar -- Health Law Section (4/18/97).

Stephen H. Siegel, Esq.

Siegel, Stephen H., "Referral? What Referral? The twists and terms of inducements and prohibitions in health care.", Business Law Today, (Vol. 6, No. 6) (July/August 1997).

Siegel, Stephen H., "Health Care Fraud and Abuse", American Education Foundation (seminar material) (11/25/96).

Siegel, Stephen H., "Healthcare Self-Referral: Differences in Florida/Federal Requirement", Health Manager News (10/7/96).

Siegel, Stephen H., "Group Practices and Other Exceptions and Exclusions to These Restrictions," Breaking the Circle: Federal and State Efforts to Limit Self-Referrals (seminar material), Florida Bar – Health Law Section (6/20/96).

Siegel, Stephen H., "When to Worry about Federal Self-Referral Restrictions", South Florida Business Journal (5/3/96).

Siegel, Stephen H., "False Claims, Kickbacks and Self-Referral Prohibitions", 1996 Health Law Certification Examination Review Course (seminar material), Florida Bar – Health Law Section (4/19/96).

Siegel, Stephen H., "Fraud and Abuse and Anti-kickback Laws", 1995 Health Law Certification examination Review Course (seminar material), Florida Bar – Health Law Section (4/2/95).

Siegel, Stephen H., and Kwartin, Steven M., "Physicians: Employer or Contractor?", Health Manager News (3/6/95).

Siegel, Stephen H. "The Medicare Part B Briar Patch", Through the Looking Glass: The Health Care System in Transition (seminar material), Florida Bar – Health Law Section (1/13/95).

Siegel, Stephen H., "New Self-Referral Rules – Federal", What's Up, Doc? How a Physician can Respond to Health and Tax Reform (seminar material), Florida Bar – Health Law Section (11/16/93).

Siegel, Stephen H., "Admission Agreements Under OBRA Including Patient Bill of Rights", Long Term Care (course material), Florida Bar – Health Law Section (10/28/92).

Stephen H. Siegel, Esq.

Siegel, Stephen H. and Weinstom, Nanette O., "New Safe Harbor Regulations Will have a Major Impact on Business Relationships", Long-Term Care Survey (Vol. 2, No. 2) (October 1991).

Siegel, Stephen H., "Advance Directive Laws and the 'Right to Die' Debate", Long Term Care Survey (Vol. 2, No. 11 (Sept. 1991).

Matzner, Gary C. and Siegel, Stephen H., "Physician Contracting With Institutions", Health Care Contracts Transactional Issues (seminar material) Florida Bar – Health Law Section (6/27/91).

Siegel, Stephen H., "The Admission Agreement", Long-Term Care Survey, (Vol. 1, Nos. 3, 4, 5, 6, 7 and 8) (Nov. 1990 – May/June 1991).

Oday, Larry A., and Siegel, Stephen H., "What the 'Anti-Dumping' Law Means to Hospital and Doctors", HealthSpan (Vol. 4, No. 8) (August/Sept. 1987).

Siegel, Stephen H., "How OBRA Admission Rules Affect Nursing Facilities", Healthcare Financial Management (Sept. 1986).

Siegel, Stephen H., "The New Scope of Work: What it Means to PROs and Providers", Healthcare Financial Management (August 1986).

Case, Frank H., and Siegel, Stephen H., "The Implications of Judicial Review", Homecare (August 1986).

Barry, Dennis M., Oday, Larry A., and Siegel, Stephen H., "Peer Review Organizations: A Briefing for Healthcare Financial Managers", Healthcare Financial Management Association, (1986).

EXPERT WITNESS EXPERIENCE

InterMedic/MedPartners. Mediation, January 2001. Parties reached undisclosed settlement. Dispute involving terms of asset purchase agreement. Retained on behalf of InterMedic regarding the meaning of a representation that there were no known investigations at the time of the transaction.

University of Miami

Last Revised
5/18/06**Steven George Ullmann**Home Telephone: (305) 667-7253
Office Phone: (305) 284-2002
Address: 4073 Park Avenue
Miami, Florida 33133
Email: sullmann@miami.edu**Current Academic Rank:**

Professor

Primary Department:Department of Management
School of Business Administration
University of Miami
Coral Gables, Florida 33124-6548**Secondary or Joint Appointments:**Department of Economics
School of Business Administration,Department of Family Medicine and Community Health
School of Medicine University of Miami
Department of Epidemiology and Public HealthVice Provost for Faculty Affairs
and University Administration

Dean of the Graduate School

Director, University of Miami- Humana Health Services Research
CenterSenior Fellow, Center for Adult Development and Aging,
University of Miami**Citizenship:**

U.S.A.

HIGHER EDUCATION**Institutional:**

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

EXPERIENCE**Academic:****University of Miami**

Professor 1992 - Present
 Department of Management and Department of Economics, School of Business
 Administration and Department of Family Medicine and Community Health, and
 Department of Epidemiology School of Medicine

Associate Professor 1986 - 1991
 Department of Management and Department of Economics, School of Business
 Administration and Department of Family Medicine and Community Health,
 School of Medicine

Assistant Professor 1985 - 1986
 Department of Management and Department of Economics, School of Business
 Administration and Department of Family Medicine and Community Health,
 School of Medicine

Assistant Professor 1980 - 1985
 Department of Economics, School of Business Administration

Instructor 1979 - 1980
 Department of Economics, School of Business Administration

Ferris State College (Big Rapids, Michigan)

Instructor 1978 - 1979

University of Michigan

Teaching Fellow and Instructor September 1975 –
 July 1978

Non-Academic:

June 1992 - Present
 Vice Provost for Faculty Affairs and University Administration, University of Miami

August 1999-Present
 Dean, the Graduate School

May, 2005- Present
 Director, University of Miami-Humana Health Services Research Center

March 1991 - Present
Senior Fellow, Center for Adult Development and Aging, University of Miami

April 2001 – May 2005
Institutional Officer
Human Subjects Research Office

January 2003 – October 2003
Interim Director University Libraries,
University of Miami

January 1986 - January 1995
Director of Academic Programs in Health Administration, School of Business
Administration, University of Miami

August 1991 - August 1993
Associate Director, Center for Adult Development and Aging, University of Miami

January 1988 - June 1993
Head Master, Mahoney Residential College, University of Miami

August 1985 - July 1988
Associate Master of The Residential College System, University of Miami

August 1986 - Present
Member, Health Administration Program Faculty, University of Miami

January 1985 - January 1986
Associate Director of the Institute for and Programs in Health Administration and
Research, School of Business Administration, University of Miami

September 1978 - July 1979
Research Associate, Health Manpower Policy Studies Group, Department of Hospital
Administration, School of Public Health, The University of Michigan

May - September 1978
Research Associate, Policy Analysis, Inc., Branch Office, Ann Arbor, Michigan
-- worked on HEW Contract No. 231-77-0092 "A State Level Model of Dental
Manpower Requirements: Final Report and User's Guide," (co-authorship) completed
November 30, 1978

January 1975 - September 1976; September 1977 - May 1978
Research Assistant, Health Manpower Policy Studies Group, Department of Hospital
Administration, School of Public Health, The University of Michigan

PUBLICATIONS

Juried or refereed journal articles:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Books, Book Chapters, and Monographs Published:

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

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

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

Longino, Charles F. and Ullmann, Steve. The Economically-Advantaged Retiree: State Statistical Profiles. Center for Social Research in Aging, University of Miami, August 1988.

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

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

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

Other Works, Publications and Abstracts:

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

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

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

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

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

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

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

Holtmann, A.G., and Ullmann, Steve. "Economies of Scope, Organizational Form, and Nursing Home Costs," Southwestern Journal of Economic Abstracts, Vol. 4, No. 1, 1983.

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

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

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

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

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

PROFESSIONAL

Funded Research Performed:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Principal Investigator, \$8,198 grant received from BHP for Health Administration Traineeships. Funded

for period July 1, 1991 to June 30, 1992.

Editorial Responsibilities:

Reviewer for the following Journals:

Journal of Applied Gerontology
The Journals of Gerontology
The Journal of Health Administration Education
Medical Care
Cancer Practice
The Review of Industrial Organizational
Journal of Health and Human Services Administration

Reviewer/Discussant: "Introduction to Business" by Bounds and Lamb

Professional and Honorary Organizations:

Member: Board of National Institute of Hospitality Benefits, 2006 - Present
 AcademicKeys Who's Who in Higher Education Administration, 2005 - Present
 Who's Who in The South and Southwestern United States, 2005 - Present
 United Who's Who Empowering Executives & Professionals, 2005 - Present
 Academy for Health Services Research and Health Policy, - Present
 Academy of Management, - Present
 American Economics Association, 1979 - Present
 American Gerontological Society, 1991 - 1994
 American Society on Aging, 1991 - 1994
 Health Economics Research Organization, 1984 - Present
 Human Resource Management and Organizational Behavior, 1989 - 1994
 Kennedy Institute for Ethics, 1988 - 1994, 2000 - President
 Association of University Programs in Health Administration, 1985 - Present
 Association for Research on Nonprofit Organizations and
 Voluntary Action, 1986 - Present
 Phi Kappa Phi Honors Fraternity, 1985 - Present (Past President)
 Golden Key Honors Fraternity, 1986 - Present (Current Faculty Advisor)
 Omicron Delta Kappa, 1987 - Present
 Delta Sigma Pi, April 1987 - Present
 Phi Beta Delta, March 1995

Honors and Awards:

University of Miami, Coral Gables, Florida.

Appointed Head Master of Mahoney Residential College, August 1988
 Appointed Associate Master of The Residential College, August 1985
 Summer Research Grant, School of Business Administration, 1980, 1981, 1984, 1986 and 1987
 Research Grant, Institute for Entrepreneurship. University of Miami, 1985

University of Michigan at Ann Arbor.

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

University of California at Berkeley.

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

Other Professional Activities:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Invited Speaker, "Ethics-Advanced Directives and Resource Utilization", American Board of Quality Assurance and Utilization Review Physicians, Orlando, Florida, March 23, 1995.

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

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

Discussant, Health Economics Research Organization, 1992-1993, Anaheim, California, January 4-7, 1993.

Panelist, "The Canadian Health Care System: Is It the Answer?" The 1992 South Florida Health Care Conference, Ft. Lauderdale, Florida, October 15-16, 1992.

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

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

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

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

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

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

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

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

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

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

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

Paper, "A Model of Non-Profit Enterprises and Donations to Nursing Homes," (with Al Holtmann) presented at the annual meetings of the Association for Voluntary Action Scholars, Kansas City, Missouri, October 14-16, 1987.

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

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

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

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

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

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

School of Medicine, Baltimore, Maryland, July 25, 1984.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TEACHING

Teaching Awards Received:

University Professor of the Week, 1991
 University Professor of the Year, 1991
 Executive MBA Award for Excellence in Teaching, 1990, 1992, 1996, 1996, 1998, 1999, 2000, 2000, 2002
 University Freshman Teaching Award, 1989
 Apple Polishing Award, Professor of the Year, 1989
 Alpha Lambda Delta, Professor of the Year Award, 1989
 Award for Excellence in Teaching, School of Business Administration, 1980, 1984, 1988, 1992, 1996
 1998, 1998, 1999, 2000, and 2005
 Honorable Mention, Professor of the Year Award, Undergraduate Student Body Government, 1981, 1984

Other Awards:

Patrick Masala Award, Multicultural Student Affairs, May 2006

Teaching Specialization (courses taught):

MGT 101	MGT 602	MGT 681
MGT 687	ECO 211	ECO 212
ECO 301	ECO 302	ECO 680
ECO 690	ECO 691	

Thesis and Dissertation Advising:

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

SERVICE

University Committee and Administration Responsibilities

Member, Health Economics Research Group (2003-Present)

Greater Miami Hillel Board Member (1997 – 2002)

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

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

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

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

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

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

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

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

Member, Executive MBA Faculty (August 1991 - Present)

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

Member, School of Business Administration Teaching Awards Committee, 1990

Member, Health Administration Program Faculty (1986 - Present)

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

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

Member, University Faculty Senate (August 1988 - 1990)

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

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

Member, Business School Council (August 1986 - 1989)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Honors Students' Association (HSA)

Community Activities:

2004 – Present

Member, Executive Committee, Board of Trustees, Mercy Hospital

2004 – Present

Member, Finance Committee, Board of Trustees, Mercy Hospital

1996 – Present

Member, Board of Trustees, Mercy Hospital

August 2004 – Present

Committee Member, United Way's Public Policy Committee

Miami, FL

October 2002 – 2004

Board of Advisors, AM~PM Housecalls International

Miami, FL

May 2001 – Present
Board Member, University Behavioral Health
Miami, FL

July 2000 – Present
Chair, Licensure Committee, State Board of Independent Colleges
And Universities
Tallahassee, FL

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

January 1997 – Present
Finance Committee, Mercy Hospital
Miami, FL

January 1997 - Present
Executive Committee, Mercy Hospital
Miami, FL

April 1996 - 2000
Board Member, State Board of Independent
Colleges and Universities

March 1996 - Present
Board of Directors, Mercy Hospital
Miami, FL

June 1996 - 2000
Chairperson, Technical Advisory Committee, Health Management Initiative
Health Council of South Florida, Inc.
Miami, FL

Numerous television and radio interviews, radio talk show guest, expert comment for newspapers, magazine articles, etc., relating to the health care industry as well as economic policy (details on request)

Member, Ethics Board, Mt. Sinai Hospital

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

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

Chairman, Institutional Review Board, Pan American Hospital

Member, Ethics Board, Jackson Memorial Hospital

Member, Board of Directors, Fellowship House (Mental Health Rehabilitation Facility) 1986-1995
Member, Outreach Community Council, Hospice, Inc.

Volunteer Mentor, Miami's For Me Program

Speaker, Institute for Retired Professionals

Speaker, Elderhostel, Summer 1990

Member, Technical Advisory Panel on Uncompensated Care, State of Florida Health Care Cost Containment Board, 1989 - 1990

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

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

Consultant to the health care industry

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

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

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

Presented talk on competition to the South Florida Health Council

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Department Representative to Ryder Corporation, February 8, 1985

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

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

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

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

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

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

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

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

Department of Economics Representative at Forum for Incoming Freshman and Parents

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

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

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

Presented talk on National Health Insurance to Knights of Columbus, Hialeah, Florida, October 27, 1982

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

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

Presented talk on Reaganomics to Condominium Association, Miami, Florida, October 16, 1981

Volunteer, Red Cross Hurricane Shelter Manager, 1982 - 1986