

ACADEMIC CURRICULUM VITA

NAME: T. Hershel Gardin

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WEBSITE: www.gardinconsulting.com

EDUCATION:

Bachelor of Arts: Wayne State University
(1965-1969) Detroit, Michigan
Majors: Psychology and English

Master of Arts: Wayne State University
(1969-1971) Detroit, Michigan
Major: Psychology (Social)

Doctor of Philosophy: Wayne State University
(1971-1974) Major: Psychology (Social)
Minor: Psychology (Developmental)
and
(1983) Columbia Pacific University
San Rafael, California
Major: Public Health and Research

Continuing Education: MMPI interpretation and application.
Lafayette Clinic, Detroit, Michigan. 1975

Computer applications seminars: Computer Services Center.
Wayne State University, Detroit, Michigan. 1982-1983

Diagnostic Related Groups (DRG): Coding Principles.
Commission on Professional and Hospital Activities.
Ann Arbor, MI 1984

Finance and Accounting for Non-financial Executives.
Michigan State University, Graduate School of Business. 1991

Total Quality Management: A Leadership Training Course.
Michigan Chamber of Commerce. 1992

Simplified Strategic Planning for Small to Mid-Sized Companies.
Michigan State University Graduate School of Business. 1992

Total Quality Management in Health Care.
Ernst and Young LLP training seminars. 1993-1994

Juran's Last Word Tour: Course J401: Juran Institute, Inc. 1994

Reengineering the Corporation: Michael Hammer Seminars.
Cambridge, MA. 1996

The Medicare Risk Educational Series: Levine Health Care, Inc.

- Medicare Risk Institute. 1997
- Provider Contracting in Medicare Risk. 1998

Accrediting Council for Independent Colleges & Schools (ACICS)
Accreditation Workshop Washington, D.C. 2006

Biannual Medical Ethics Conference: Wayne State University Medical
School & Kolllel Institute of Detroit. 2008 (and interim refresher, 2009)

Biannual Medical Ethics Conference: Wayne State University Medical
School & Kolllel Institute of Detroit. 2010 (and interim refresher, 2011)

Medicine and Morals: Jewish Learning Institute (JLI). Six week course.
Fall 2012

Biannual Medical Ethics Conference: Wayne State University Medical
School & Kolllel Institute of Detroit. 2012 (and interim refresher, 2013)

Biannual Medical Ethics Conference: Wayne State University Medical
School & Kolllel Institute of Detroit. 2014

EMPLOYMENT HISTORY:

GARDIN CONSULTING GROUP, LLC (Originally, Quad Ramps Institute).
Oak Park, Michigan. www.gardinconsulting.com. (1984 – present):

Part-time consulting business (full-time since March 2000) with current and recent engagements including:

- Corporate Advisor to MJI Institute (January 2012- current)
- Part-time Sen. VP Institution Advancement & Dean of Academic Administration.,
MJI Institute (January 2001- December 2011)
- Most recent grant activity: 8 DHS grants awarded summer 2011 (\$585,134 total)
- Other notable grants: 2 FC grants written & awarded summer 2009 (\$1,010,000 total)
2 series CC grants written and awarded 2004 & 2005 (\$645,850 total)
creation of high risk prenatal care center grant written and awarded (\$1,140,000)
- Successful preparation of accreditation application for new 4-year online college
- Develop survey methods in application for Federally Qualified Health Center (approved)
- Write Self-Study and Institutional Effectiveness (QI) Plans for college reaccreditation
- Health Care Consultation with regional older adults, planning and service agency
- Manage HIPAA readiness & compliance project at mid size HMO (approved)
- American Association of Health Plans, Privacy Committee member

- Development and administration of patient, provider and payer satisfaction surveys
- Successful management of accreditation efforts (two 6-year, grants awarded)
- Grant and evaluation report writing (millions of dollars awarded)
- New program development/accreditation (seven new programs accredited)
- Business and Strategic Planning
- Teaching business, MS Excel and grant writing courses at local college
- Volunteer PC repair for Metro Detroit Computers for Schools Foundation

**COMPREHENSIVE HEALTH SERVICES, INC. - THE WELLNESS PLAN. Detroit, MI.
November 1981 – February 2000.**

- October 1998 – February 2000: VICE-PRESIDENT/OFFICER - Medicare Strategic Business Unit.
- July 1997 - October 1998: ASSISTANT VICE-PRESIDENT (and installed as Officer of the Corporation.)
- July 1992 - June 1997: DIRECTOR - Corporate Development and Quality.
- November 1988 - July 1992: ADMINISTRATOR - Research, New Products and Services Development.
- January 1984 - October 1988: ADMINISTRATOR - Research, Statistical Analysis and Reporting.
- November 1981 - December 1983: SENIOR RESEARCH ANALYST.

Sample Achievements at The Wellness Plan (Reverse chronological order):

- One of two senior executives on task force responsible for reengineering the corporation (1999-2000)
- Responsible for completing development of Medicare + Choice product line (1998-2000)
- Member of corporate contracts committee (1998-2000)
- Developed MICHild program (medical insurance plan for Michigan's uninsured children) (1998-1999)
- Assigned emerging tasks and compliance issues to senior staff (1997-1999)
- Coordinated Medicaid contracting with the Michigan Department of Community Health (1996-2000)
- Chaired corporate Long Term Facility Planning Committee responsible for planning, acquisition and management of buildings and rehabilitation projects (1992-2000)
- Responsible for corporate development and preparation of strategic and business plans (1992-2000)
- Conducted national and local legislative reviews for senior staff (1992-1998)
- Created, developed and supervised free standing, model high-risk prenatal health center (1992-1995)
- Envisioned and created a new continuous quality improvement infrastructure for the corporation and managed development of the program (1988-2000)
- Implemented new community based programs such as health screening exhibits and health fairs (1987-1995)
- Participated in development of for-profit subsidiary (d.b.a. Wellcorp) (1986-1994)
- Key corporate resource for design and conduct of all research, surveys, program evaluation, grant preparation, reporting and initial office automation (1984-2000)
- Directed and coordinated graduate internship programs and served as faculty adjunct or preceptor for several universities (1983-2000)

- Introduced personal computing to corporation, trained staff and personally maintained systems (1983-1990)
- Supervised reporting of all utilization and other health care services statistics (1983-1988)

Prior Positions:

ASSOCIATE; September 1979 - November 1981. Melvin F. Annis and Associates, P.C., Certified Public Accountants. Bingham Farms, Michigan.

Directed all activities in the areas of planning, research and evaluation in the public and private sectors. Assignments included: design and evaluation of federal, state and locally funded projects; development and analysis of community mental health data systems and standards for the evaluation of community mental health programs; and preparation of responses to requests for proposals and announcements in the fields of health care, substance abuse, and mental health.

SOCIAL PLANNER IV; May 1977 - September 1979. Wayne County Department of Substance Abuse Services. Detroit, Michigan.

Research, planning, and evaluation of countywide substance abuse and substance abuse treatment. Epidemiological investigation of drug use incidence and prevalence. Consultation with federal, state, and local governments on appropriate treatment actions and future goals.

DIRECTOR OF PSYCHOLOGY; January 1975 - May 1977. Alexandrine House Drug Rehabilitation Programs. Detroit, Michigan. Diagnoses and counseling adults. Research and evaluation of program efficacy. In-service training of treatment staff. Three modalities serviced: in-patient therapeutic community, outpatient methadone clinic, and prison dormitory.

RESEARCH ASSISTANT; National Science Foundation Grant; 1972 - 1974, Wayne State University. Project: Attitude Gradients, Distance Equilibrium, Ethnicity and Inter-neighbor Contact: Extension of a Laboratory Paradigm.

INSTRUCTOR 1970 - 1974, Wayne State University. Lecturing courses in Social Psychology and Introductory Psychology.

RESEARCH ASSISTANT; National Science Foundation Grant; 1970 - 1971, Wayne State University. Project: Attitude Gradient Structures and Their Directional and Evaluative Implications.

RESEARCH ASSISTANT; 1967 - 1968, Wayne State University. Project: Modified Reinforcement Schedules for the Prisoner's Dilemma Game.

GRANTS AND CONSULTING POSITIONS:

Urban Areas Security Initiative: Nonprofit Security Grant Program: Final application preparation for 14 clients in multiple states. **Project Director.** Funding awarded by U.S. Department of Homeland Security. Funding Opportunity Number DHS-12-GPD-008-000-01 Oak Park, Michigan. March-April 2012. With Gardin Consulting Group, LLC.

Urban Areas Security Initiative: Nonprofit Security Grant Program: Final application preparation for 8 clients in multiple states. **Project Director.** Funding awarded by U.S. Department of Homeland Security. Funding Opportunity Number DHS-11-GPD-008-000-01 (**\$585,134 total awarded**). Oak Park, Michigan. May-June 2011. With Gardin Consulting Group, LLC.

Development, preparation and submission of accreditation application for two new certificate programs at four year college. Documents prepared included program mission and description; certificate course outlines and requirements; curricula for the two certificates; numerous supporting appendices and attachments. College awarded accreditation for both certificates May 2010. **Application author.** March –May 2010. West Bloomfield, Michigan

Self-Determination and Anti-Bullying (Project SAIL): Development, preparation and submission of new program grant application. **Grant Author and Independent Program Evaluator.** Submitted to and funding awarded by U.S. Department of Justice. Project Award number 2009-56497-MI-JL (**\$820,000 awarded**). West Bloomfield, Michigan. May 2009 – September 2011. With Friendship Circle of Michigan.

Play Therapy Program for Children with Cerebral Palsy, Downs Syndrome and Autism: Development, preparation and submission of new program grant application. **Grant Author and Independent Program Evaluator.** Submitted to and funding awarded by U.S. Department of Education. Project Award number PR# 215K090104 (**\$190,000 awarded**). West Bloomfield, Michigan. May 2009 – August 2011. With Friendship Circle of Michigan.

Development, preparation and submission of online senior college accreditation application. Documents prepared included program mission and description; four year curricula for three majors; numerous supporting appendices and attachments. College awarded accreditation November 2008. **Senior author and Team Leader.** March 2008 – November 2008. West Bloomfield, Michigan

Preparation for site visit and ACICS reaccreditation of Senior College. Full six year new grant of accreditation awarded. **Accreditation Team Chairperson/Consultant.** 2006 –2007. MJI. Oak Park, Michigan

Development, preparation and submission of reaccreditation documents for four-year college. Documents prepared included multi-campus *Self-Study* and *Institutional Effectiveness Plan* along with numerous appendices and attachments. **Senior author and Team Leader.** March 2006 – October 2006. MJI. Oak Park, Michigan

Continuing Cooperative Computing Program: Development, preparation and submission of second proposal for pilot undergraduate curriculum. **Project Director.** Submitted to and funding awarded by U.S. Department of Education. Project Award number P116Z05-0215 (**\$148,800 awarded**). Oak Park, Michigan. July 2005 – June 2007. With Michigan Jewish Institute.

Federally Qualified Health Center – Look-Alike application development. **Survey Consultant.** 2005. The Wellness Plan. Detroit, Michigan

Cooperative Computing Program: Development, preparation and submission of new pilot undergraduate curriculum proposal. **Project Director.** Submitted to and funding awarded by U.S. Department of Education. Project Award number P116Z040312 (**\$497,050 awarded**). Oak Park, Michigan. July 2004 – December 2006. With Michigan Jewish Institute.

Health Care and Wellness Center Consultation, *Dying Before Their Time* program. **Consultant.** 2004. Detroit Area Agency on Aging. Detroit, Michigan.

Development, preparation and submission of new degree earning programs for accreditation. All submissions accredited and include: associate degree in Business and Information Systems (June 2002); and Bachelor of Judaic Studies with three separate majors (general Judaic Studies, Communal Leadership and Judaic Education – July 2004.) **Author of new programs and application preparation.** 2002 – present. MJI. Oak Park, Michigan

HIPAA Compliance and Readiness Work Team. **Chairperson/Consultant**. 2001- 2003. The Wellness Plan. Detroit, Michigan.

Preparation for site visit and ACICS reaccreditation of Computer and Business College. Development of new academic programs (full six year accreditation awarded). **Management Team Chairperson/Consultant**. 2001 –2002. MJI. Oak Park, Michigan

Collocating WIC Clinics with Managed Care Provider Sites: Do Infants on Medicaid Benefit. **Principal Site Consultant**. 1996 - 2000. With Rollins School of Public Health, Emory University and Comprehensive Health Services/The Wellness Plan. Detroit, Michigan.

Development and Demonstration of a Successful Obstetrics Clinic Model: Reduction of Perinatal and Infant Morbidity and Mortality. **Principal Investigator and Grant Proposal Author**. Submitted to Michigan Department of Social Services/Medical Services Administration. Contract number HDP 92-044 (**\$890,000 awarded**. Additional funding awarded by DMC of **\$250,000**.) Detroit, Michigan. 1992 - 1995. With Comprehensive Health Services/The Wellness Plan.

Live For Life 2. **Co-author**. Submitted to Robert Wood Johnson Foundation. Detroit, Michigan. 1992. With Comprehensive Health Services.

Demonstration of a Successful Obstetrics Clinic Model to Reduce Perinatal and Infant Morbidity and Mortality in Large City Neighborhoods. **Principal Investigator and Grant Proposal Author**. Submitted to Health Care Financing Administration RFP # 93-779, Detroit, Michigan. 1991. With Comprehensive Health Services.

Managed Care Entry Plans. **Co-author**. Submitted to Michigan Department of Social Services/Medical Services Administration (seven site applications submitted, four awarded.) Detroit, Michigan. 1990 - 1997. With Comprehensive Health Services.

Prevalence of Sexually Transmitted Infections. **Co-investigator**. Submitted to National Institutes of Health, Institute of Allergy and Infectious Diseases, Ann Arbor, Michigan. 1990. With School of Public Health, University of Michigan.

Status of Herniated Nucleus Pulposus in Patients with Proven Radiculopathy After Improvement with Conservative Treatment. **Consulting, Co-author and Methodologist**. Submitted to National Institutes of Health, Institute for Arthritis and Musculoskeletal Disorders. 1990. With Sinai Hospital of Detroit, Department of Rehabilitation Medicine.

Crack Cocaine Treatment Demonstration Project. **Co-author and Principal Evaluator Investigator**. Michigan Department of Public Health/Office of Substance Abuse Services grant, Detroit, Michigan. 1989 - 1993. With Detroit Department of Health.

Office Automation at Sinai Hospital of Detroit, Department of Rehabilitation Medicine. **Authored RFP and judged applicants** for automating entire hospital based department and outpatient satellite clinics, Detroit, Michigan. 1989 - 1990.

The Impact of Habilitation on IV Drug Use: AIDS Demonstration Project. **Proposal Co-author and Methodology Consultant**. National Institute on Drug Abuse RFA # DA 89-02 awarded. Detroit, Michigan. 1989. With Detroit Department of Health.

Reducing Avoidable Mortality From Cancers in Black Populations. **Proposal Editor and member of the Executive Committee**. National Cancer Institute Contract # NCI - CN - 65005-03 awarded. Detroit, Michigan. 1986 - 1991. With Michigan Cancer Foundation.

Reduction of Diabetes Related Hospitalizations in Inner-city Diabetics Through Intensive Patient Education. **Proposal Author and Principal Evaluation Investigator**. Michigan Department of Public Health/Division of Chronic Disease, Adult Health/Systems grant awarded. Detroit, Michigan. 1984-1985. With Comprehensive Health Services.

Fetal Alcohol Syndrome Prevention Project: **Proposal Author, Principal Evaluation Investigator and Consultant**. National Institute on Alcohol Abuse and Alcoholism Grant #1 H84 AA04729-01 awarded. Detroit, Michigan. 1980-1982. With National Council on Alcoholism-Greater Detroit Area.

Impact of Methadone Maintenance and Drug Free Treatment Program Closings Study. **Principal Investigator**. Michigan Department of Public Health/Office of Substance Abuse Services grant awarded. Flint, Michigan. 1981 - 1982.

Assessment of Effects of Different Media in the Dissemination and Utilization of Knowledge... **Principal Proposal Author and Project Coordinator**. Southfield, Michigan. 1981. With Multi Resource Corporation.

Detroit Research Associates. **Research Consultant**. Detroit, Michigan. 1978 - 1981.

Applied Research Teams of Michigan. Neighborhood Services Organization in the Eighties Evaluation Study: **Consultant**. Detroit, Michigan. 1981.

Multi Resource Corporation. Drug Dependent Registered Nurses and Pharmacists Study: **Consultant**. Southfield, Michigan. 1981

Detroit-Wayne County Community Mental Health Board. Treatment Data Information System Development and Implementation: **Principal Consultant**. Detroit, Michigan. 1979 - 1980.

Detroit Department of Health/Bureau of Substance Abuse. Annual Action Plan: **Principal Investigator**. Detroit, Michigan 1980.

Detroit Women's Day Care Center Project: **Evaluation Consultant**. National Institute on Alcohol Abuse and Alcoholism grant. Detroit, Michigan. 1978-1979. With Wayne County Department of Substance Abuse Services.

New Detroit, Inc. Heroin Prevalence Study: **Design Consultant and Final Review**. Detroit, Michigan. 1978 - 1979

Dearborn Heights Human Service Center, Inc. Child-Play Therapy Study: **Design and Evaluation Consultant**. Dearborn Heights, Michigan. 1979.

Multi Resource Corporation Impaired Professional Study: **Evaluation Consultant**. Detroit, Michigan. 1979.

New Detroit, Inc. Cooper's and Lybrand Market Demand Analysis Study: **Review and Critique Consultant**. Detroit, Michigan. 1978.

GOVERNING AND ADVISORY BODY MEMBERSHIP:

Fulbright Scholars Program. **Campus Representative**. Metro-Detroit, Michigan. 2003 -2011

American Association of Health Plans (now, America's Health Insurance Plans). **Privacy Committee**. Washington, D.C. 2001 - 2003.

American Association of Health Plans (now, America's Health Insurance Plans). **Medicare Committee**. Washington, D.C. 1998 - 2000.

Caring Together (interdenominational organization providing health related services to senior citizens at risk). **Board Member**. Detroit, Michigan. 1998 - 2000

Michigan Association of Health Plans (formerly Association of HMOs in Michigan). **Government Programs Committee**. Lansing, Michigan. 1997 - 2000.

Greater Detroit Area Health Council. **Urban Health Initiative Steering Committee**. Detroit, Michigan. 1996 - 2000.

American Association of Health Plans (formerly the Group Health Association of America and now, America's Health Insurance Plans). **HEDIS Work Group**. Washington, D.C. 1995 - 2000.

Health Care Financing Administration and National Council on Quality Assurance Task Force. **Medicaid Managed Care Performance Measurement Project** (Medicaid HEDIS/HEDIS 3.0.) Washington, D.C. 1994 - 1996.

National Institutes of Health. **Contract Review Committee**. Evaluation of New Survey Technology: Audio-CASI Project, RFP # N01DA-4-6102. Rockville, Maryland. 1994.

National Council for Quality Assurance. **Steering Committee and Work Groups** of the Michigan Consortium for Quality Improvement in Health Care. Detroit, Michigan and Washington, D.C. 1993 - 1997.

Detroit New Center Area Council. Long Range Strategic Plan of Business District. Detroit, Michigan **Committee Member**. Also, **Special Advisor** for the New Center Economic Development Plan. 1992 - 2000.

Association of HMOs in Michigan, Inc. **Legislative Review Committee**. Lansing, Michigan. 1992 - 1996.

National Institute on Drug Abuse. **Contract Review Committee**. Evaluation of Research Technology Transfer Programs, RFP # 271-91-2214. Rockville, Maryland. 1991.

Alcohol, Drug Abuse and Mental Health Administration. **Contract Review Committee**. National Teen Drug Use, Household Surveys, Multiple RFPs (E.g., # 271-90-5401 and #271-87(88)-8310(A)). Rockville, Maryland. 1987 - 1994.

American Association of Health Plans (formerly, Group Health Association of America and now, America's Health Insurance Plans). Annual conference **presentations review and selection**. Washington, D.C. 1982 - 1996.

National Institute on Drug Abuse. **Contract Review Committee**. Special CODAP Surveys Project, RFP #271-81-7004. Rockville, Maryland. 1980 - 1981.

National Institute on Drug Abuse. **Contract Review Committee**. Medical Examiner Project, RFP #271-80-4805. Rockville, Maryland. 1980.

Michigan Department of Public Health/Office of Substance Abuse Services. **State of Michigan Evaluation Task Force**. Lansing, Michigan. 1977 - 1985.

National Institute on Drug Abuse. **Community Correspondents Group**. Rockville, Maryland. 1977 - 1982.

United Community Services of Metropolitan Detroit. **Supportive and Related Youth Services Committee**. Detroit, Michigan. 1977 - 1978.

National Institute on Drug Abuse, NIDA/DSPI. **Evaluation Task Force**. San Antonio, Texas. 1977.

PRESENT AND PAST PROFESSIONAL MEMBERSHIPS:

American Association for the Advancement of Science.
American Association of Collegiate Registrars and Admissions Officers.
American Psychological Association.

American Public Health Association.
American Society for Quality Control.
Association for Health Services Research.

Economic Club of Detroit.
Fulbright Scholars Program (Campus Representative).

Graduate Student Organization, Department of Psychology. Wayne State University - Member and President.

Michigan Association of Collegiate Registrars and Admissions Officers.
Midwestern Psychological Association.
Society for the Psychological Study of Social Issues.

Society of Psychologists in Addictive Behaviors (Formerly known as, Society for Psychologists in Substance Abuse).

Texas Instruments Professional Program Exchange. (contributor). (Group discontinued by T.I.)

CITATIONS AND AWARDS:

DIFCO Award Nominee, American Public Health Association, 1984. (1 of 4)

Personalities of America, since 3rd edition.

Psi Chi National Honor Society in Psychology, 1970.

Who's Who Among Human Services Professionals, since 1986 edition.

Who's Who in America, since the 54th edition.

Who's Who in Frontiers of Science and Technology, since the 1st edition.

Who's Who in the Midwest, since the 19th edition.

PUBLICATIONS, MONOGRAPHS AND CHAPTERS:

Friendship Circle Play Therapy Project: Final Program Evaluation Report. Final outcomes statistical analysis, program evaluation and discussion of therapeutic program treating children with Cerebral Palsy, Downs Syndrome and Autism. U.S. Department of Education, February 2012. (68 pages).

Technical Guidelines for Host Schools and Study-Abroad Brochure. Complete rewrite of technical guidelines for 4-year college's overseas interested in hosting American students for study abroad in response to the new Higher Education Opportunity Act of 2008. Includes section that can be extracted for use as brochure for students contemplating study abroad. April 2010. (73 pages).

Annual Institutional Effectiveness Plans for academic years 2007-08 through 2009-10. Quality improvement plans for senior college, including numerous indicators and measures of college management effectiveness and student learning outcomes. October 2007-09. (46+ pages)

Technical Guidelines for Host Schools and Study-Abroad Brochure. Wrote complete technical guidelines for college's overseas interested in hosting American students for study abroad. Includes section that can be extracted for use as brochure for students contemplating study abroad. July 2006. (54 pages).

MJI Institute Academic Catalog and Student Handbook, 2006-2007. Merger and update of college catalog and student handbook. July 2006 (136 pages). Responsible for annual update of catalog/handbook - to present (currently 189 pages).

MJI Academic Catalog, 2004-2005. Total rewrite of college catalog required by significant program and curricula changes during previous years. July 2004 (103 pages).

Dying Before Their Time: Another Look. Research evaluation monograph prepared for the Detroit Area Agency on Aging. April 2004. (24 Pages)

Improving Health of Infants on Medicaid by Collocating WIC Clinics with Managed Care Provider Sites. American Journal of Public Health. Vol.92, No. 3, 399-403, March 2002. (Acknowledged by first author, A. Kendal, for key contributions to the research and analyses.)

Medicaid Health Plan Rate Setting Recommendations: An Enhanced Public/Private Relationship. December 1999. White paper prepared for Health Care Financing Administration (now Center for Medicare/Medicaid Services) of the U.S. Government. One of several authors.

HEDIS 3.0. National Committee on Quality Assurance (NCQA) January 1997 (428 pages). One of several contributors to the document.

How Well Will HEDIS 3.0 Address the Medicaid Population? Medical Interface (since August 1997 name changed to Managed Care Interface). Vol. 9, No. 7, 78-85. July 1996.

Medicaid HEDIS: An Adaptation of the Health Plan Employer Data and Information Set 2.0/2.5. February 1996 (374 pages). With NCQA National Medicaid HEDIS work group, et. al. (approx. 25 members.)

Development and Demonstration of a Successful Obstetrics Clinic Model: Reduction of Perinatal and Infant Morbidity and Mortality. Program evaluation monograph prepared for the Michigan Department of Social Services/Medical Services Administration. October 1995 (66 pages). With V. Ryan.

The SHAR day treatment program: A comparative analysis of three program evaluations for the period 1990 - 1992. Longitudinal program evaluation monograph prepared for the Detroit Department of Health/Bureau of Substance Abuse. February 1993 (25 pages).

The SHAR day treatment program: A third annual program evaluation for the period October 1, 1991 - July 31, 1992. Program evaluation monograph prepared for the Detroit Department of Health/Bureau of Substance Abuse. November 1992 (62 pages).

The SHAR day treatment program: A second annual program evaluation for the period October 1, 1990 - September 30, 1991. Program evaluation monograph prepared for the Detroit Department of Health/Bureau of Substance Abuse. January 1992 (73 pages).

Orthodromic Vs. Antidromic Latencies. Archives of Physical Medicine and Rehabilitation. Vol. 72, 431-432, May 1991. With M. Ellenberg, S. Hyman and G. Chodoroff.

Managed Care Under Medicaid: The Need For Change. Monograph prepared for Group Health Association of America, 1991 Policy Book. Washington, D.C. February 1991 (46 pages). With R. B. Low and J. J. Hercenberg.

The SHAR day treatment program: An evaluation for the period June 12, 1989 - September 30, 1990. Program evaluation monograph prepared for the Detroit Department of Health/Bureau of Substance Abuse. January 1991 (71 pages).

Managed Care in Medicaid Systems: A National Perspective. Monograph prepared for the Health Care Financing Administration, Washington, D.C. May 1990 (104 pages).

Defining System Requirements for Quality Assurance in Health Care. Medical Interface. Vol. 2, No. 9, 44-56. September 1989.

Electronic Fetal Monitoring and Cesarean Section. The New England Journal of Medicine. Vol. 316, No. 8. February 19, 1987.

Increased Cesarean Rate in Fee-for-Service Practice. Perinatal Press. 124, January 1985. With C.H. Wright and C.L. Wright.

Obstetrical Care in a Health Maintenance Organization and a Private Fee-For-Service Practice: A Comparative Analysis. American Journal of Obstetrics and Gynecology. Vol. 149, No.8, 848-856. August 1984. With C. H. Wright and C. L. Wright.

National Council on Alcoholism - Greater Detroit Area Fetal Alcohol Syndrome Prevention Project: Evaluation Component - Final Report. National Institute on Alcohol Abuse and Alcoholism. Grant #1 H84 AAO4729-01. June 1984 (236 pages). With B. G. Reed.

The Impact of Rehabilitative Treatment for Alcoholism On Members' Subsequent Use of Inpatient Hospitalization. Proceedings of the 32nd Group Health Institute: Group Practice HMO Technical Management Skills in A Competitive Environment. 127-137. October 1982. With J.B. Gorczycki and J. Alff.

The Closing of United Drug Abuse in Flint, Michigan: An Impact Evaluation. Michigan Department of Public Health, Office of Substance Abuse Services. September 1982 (100 pages). With B.G. Reed.

Heroin Abuse Indicators: A Modest Reinterpretation. International Journal of the Addictions. Vol. 17, No. 5, 925-927. May 1982.

The Use of Drugs in Metropolitan Detroit. Drug Abuse Trends and Epidemiological Issues. III 1-20. National Institute on Drug Abuse. December 1981.

Substance Abuse in Wayne County, Michigan. Assessment of Drug Abuse in North America and Europe. III 4-24. National Institute on Drug Abuse. June 1981.

Substance Abuse in Wayne County, Michigan. Monograph prepared for the National Institute on Drug Abuse. June 1981.

The MMPI As A Predictor of Retention in a Therapeutic Community for Heroin Addicts. International Journal of the Addictions. Vol. 16, No. 5, 893-903. 1981. With W. Foureman and R. Parks.

Handicaps in the Provision of Services. Presentations at National Council on Alcoholism, Greater Detroit Area, Fifth Annual Conference. May 1981.

Fetal Alcohol Syndrome: Six month evaluation report. National Institute on Alcohol Abuse and Alcoholism. No. 1 H84 AA04729-01. March 1981. (44 pages.)

Drug Taking Epidemiology in Metropolitan Detroit. Local Drug Abuse: Trends, Patterns, and Issues. V. 2, 138-153. National Institute on Drug Abuse. December 1980.

Assessment of the Heroin Problem: A Measurement Model for Other Drug Use? Proceedings of the CCG Meeting Eight. III 164-177. National Institute on Drug Abuse. June 1980.

Annual Action Planning, A Systematic Approach. Monograph prepared for Detroit Department of Health-Bureau of Substance Abuse Services. June 1980. (43 pages.)

Audit Guidelines: ISC Program Compliance Audit. Monograph prepared for the Act 258 Detroit/Wayne County Community Mental Board. 1980. (83 pages.)

Heroin Abuse Indicators: A Test of Recent Assumptions. International Journal of the Addictions. Vol. 15, No. 1, 115-124, 1980. With E. Leibson.

Drug Use in Wayne County/Detroit, Update, 1975 - Third Quarter, 1979. Drug Abuse Indicator Trends, Vol. I., 1-21, National Institute on Drug Abuse. December 1979.

Analysis of the Community Services Data Systems (CSDS) for Use as A Monitoring Tool. Monograph Prepared for the Detroit-Wayne County Community Mental Health Board. December 1979 (69 pages). With V. Ryan.

Long Range Target Strategy (Five Year Comprehensive Plan) for Wayne County, Michigan. Wayne County Department of Substance Abuse Services, 1979. With V. Ryan.

Drug Use in Wayne County/Detroit, 1975 - 1978. Current Trends and Issues in Drug Abuse, VI., 92-109, National Institute on Drug Abuse. June 1979.

Alcohol Use in Wayne County: A Preliminary Report. Proceedings: Community Correspondents Group, V., 104-124, National Institute on Drug Abuse. December 1978.

Heroin Abuse in Wayne County: Three Indicators Observed. Proceedings: Community Correspondents Group, IV., 115-127, National Institute on Drug Abuse. June 1978

Comprehensive Treatment Plan for Wayne County, Michigan: Fiscal Year 1978 - 1979. Wayne County Department of Substance Abuse Services, 1978. With T. Taft, J. Kovach, J. Andrews and V. Ryan.

Proxemic Effects on Cooperation, Attitude and Approach-Avoidance In A Prisoner's Dilemma Game. Journal of Personality and Social Psychology. Vol. 27, No. 1, 13-18, 1973. With K. Kaplan, I. Firestone and G. Cowan.

INVITED ADDRESSES AND ORAL PRESENTATIONS:

"Reconciling Cross-Culturally Different Approaches to Post-Secondary Education Accreditation: The needs of U.S. students studying abroad." **Invited Address.** Presented at the International Conference: Intercultural Ties in Higher Education and Academic Teaching. Ariel University. Ariel Israel. September 2011.

"Understanding Grant Applications, Evaluations and Process." **Invited Address.** Presented at 7th Annual Friendship Circle International Conference. West Bloomfield, MI. June 2011.

"Operational Trends and Issues Relating to State Initiatives." **Invited Address.** Presented at American Association of Health Plans (now, America's Health Insurance Plans) Annual Policy Conference. Washington, D.C. February 1997.

"Medicaid HEDIS - Where Does It Fit?" **Invited Address.** Presented at Medicaid Managed Care Conference. San Diego, CA. January 1996.

"NCQA/HEDIS and State Data Reporting." **Invited Address.** Presented at National Association of Urban Based HMOs MIS Conference. Detroit, MI. October 1995.

"Medicaid HEDIS." **Invited Address.** Presented at National Association of Urban Based HMOs Annual Conference. Baltimore, MD. September 1995.

"Implementing Quality in Your Organization" **Invited Address.** Presented at the U.S. Army Tank-Automotive and Armaments Command (TACOM) Quality Month Conferences on Quality 2000: The Next Decade of Progress. Warren, MI. October 1994.

"Managed Care Innovations in Health Care Delivery to Underserved Populations." **Invited Address.** Presented at the Group Health Association of America's Conferences on Delivering Managed Care to the Underserved in Rural and Urban America. Orlando, FL. April 1994, Chicago, IL. May 1994 and Phoenix, AZ. (With Isadore King and presented by him.)

"Medicaid HMOs: Successes and Pitfalls." **Invited Address.** Presented at the Society for Healthcare Planning and Marketing. Lake Buena Vista, FL. February 1993. (With E. Bonner and presented by him.)

"Major Medicaid Initiatives: Case Studies." **Invited Address.** Presented at the National Managed Health Care Congress. Washington, D.C. March 1992. (With E. Bonner.)

"Quality Assurance in the Ambulatory Setting: Defining MIS Needs." **Invited Address.** Presented at the Group Health Association of America's Annual Medical Directors' Conference. Vancouver, British Columbia, Canada. July 1990.

"Quality Assurance in Health Care." **Invited Address.** Presented at the Association of Information Management - Health Industries Annual Meeting. Denver, Colorado. March 1988.

The Medicare Risk Contract: A Primer for HMO's. Presented at the American Public Health Association Annual Meeting. New Orleans, Louisiana. October 1987. (With S. Cook.)

"The Prevention of Childhood Lead Poisoning in a HMO Pediatric Population." Presented at the American Public Health Association Annual Meeting. Washington, D.C. November 1985. (With G. Gordon.)

"Needs Assessment and Services Evaluation of a Medium Size Health Maintenance Organization." Presented at the World Federation of Public Health Associations, IV International Triennial Congress. Tel Aviv, Israel. February 1984.

"Turnaround Time in an Outpatient HMO Laboratory" Presented at the American Public Health Association Annual Meeting. Dallas, Texas. November 1983. (With G. Gordon.)

"Alcoholism Rehabilitation Impact on Subsequent Use of HMO Medical Services." Presented at the American Public Health Association Annual Meeting. Montreal, Canada. November 1982.

"An Evaluation of Alcoholism Rehabilitation Impact on Subsequent Use of HMO Medical Services." Presented at the Group Health Institute - Annual Conference of the Group Health Association of America. Detroit, Michigan. June 1982.

"Substance Abuse: A Jewish Problem?" **Invited Address.** Presented at Touro College/Allan Campus - Jewish Ideas Study Group Midwinter Meeting. Oak Park, Michigan. February 1982.

"Fetal Alcohol Syndrome Prevention: A Progress Report." **Invited Address.** Presented at a Conference on Medical Problems of the Female Alcoholic In Her Childbearing Years. Under the sponsorship of the Wayne State University School of Medicine, the National Conference on Alcoholism and the Metropolitan Detroit Family Practice Residency Programs. (Conference certified for 7 C.M.E. hours in category I.) Detroit, Michigan. September 1981.

"Handicaps In The Provision of Services." Presented at the National Council on Alcoholism, Fifth Annual Conference. Detroit, Michigan. May 1981.

"The Heroin Epidemic: New Use or the Emergence of a Hidden Population?" Presented at the National Institute on Drug Abuse. Miami Beach, Florida. December 1980.

"The Heroin Epidemic: New Use or the Emergence of a Hidden Population?" Panel Chair and Discussant at the National Institute on Drug Abuse. Washington, D.C. June 1980.

"The Impact of Inflation on the Street Price of Illegal Drugs: A Consumer Price Index Correction Formula." Presented at the National Institute on Drug Abuse. New York City, New York. December 1979.

"Standard Reporting Formats." Presentation and Moderation of Discussion at the National Institute on Drug Abuse. Phoenix, Arizona. December 1978.

"Heroin Use Estimates in Detroit." Presented at the National Institute on Drug Abuse. Washington, D.C. June 1978.

"Heroin Use Estimates in Detroit SMSA." Presented at the National Institute on Drug Abuse. Washington, D.C. January 1978.

"I. Wayne County Treatment Population. June, 1977.

II. Heroin Prevalence Indicators 1975 - 1976." Presented at The National Institute on Drug Abuse. Washington, D.C. December 1977.

"Distance matching and distance equilibrium in the interview dyad." Presented at American Psychological Association meetings, New Orleans, Louisiana, September 1974. (With Sodikoff, C., Firestone, I.J., & presented by Kaplan, K.J - provided statistical analyses of data presented).

"Seating Position, Eye Contact, and Cooperative-Competitive Tendencies In A Prisoner's Dilemma Game." Presented at The Midwestern Psychological Association Annual Meeting. Detroit, Michigan. May 1971.

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