

**Curriculum Vitae**

**H. DAVID SHERMAN** M.B.A., D.B.A., C.P.A.

422 Hayden Hall  
College of Business Administration  
Northeastern University  
Boston, Mass. 02115  
Telephone: (617) 373-4640  
E-Mail: h.sherman@neu.edu  
Fax - (617) 373-8814

Home Address: 38 Homewood Rd  
Newton, Massachusetts 02168  
Telephone: (617) 965-3883  
Cell phone (617)-851-8345

**Faculty Appointment:**

**1985 - NORTHEASTERN UNIVERSITY BOSTON, MASS.**

Present Full Professor - (Tenure - 1991) Teach accounting and control courses in Executive MBA, High Technology MBA, graduate and undergraduate business programs.

Courses taught include: financial accounting, management accounting, financial statement analysis, global financial statement analysis, management of health care organizations, and management of non profit organizations, contemporary accounting issues.

Research areas:

- Entrepreneurship and Governance in Publicly Traded Chinese Businesses
- International Financial Reporting Standards (IFRS)
- Fair Value Measurement Accounting
- Financial Literacy, shareholder reporting, and corporate governance.
- Management and financial accounting in high technology, multinationals, financial service and health care organizations.
- Financing and managing new ventures.
- Service business productivity and Data Envelopment Analysis (DEA)
- Mergers and Acquisition performance measurement

**Professorship and grant awards:**

2014 University of Auckland, New Zealand – Visiting Scholar (February/March)  
2013 Federal University of Minas Gerais, Brazil – Visiting Scholar (October)  
2009 CCH – IFRS development grant  
2008 CCH – Fair Value Accounting Research  
2008 Provost – NU grant – (IFRS) International Financial Reporting Standards Research  
2007 Osaka University – Visiting Scholar (February)  
2006: Financial Accounting Standards Board – finalist (one of three) for board position  
2004 – SEC Academic Fellow – Division of Corporate Finance Chief Accountant Office  
2003 – KPMG foundation – hospital quality reporting study  
2002 – National Institute of Health/Institute on Aging – Nursing home productivity – DEA study  
1999 – 2001 Cowan Research Chair Professor  
1985 - Walsh Professorship

1997 - TUFTS UNIVERSITY SCHOOL OF MEDICINE BOSTON, MA  
2006 Adjunct Professor – Department of Public Health

1980 - SLOAN SCHOOL OF MANAGEMENT  
1985 MASSACHUSETTS INSTITUTE OF TECHNOLOGY CAMBRIDGE, MA  
Assistant Professor of Management Science  
Member of the Accounting and Control Group

**Academic Background:**

1978 - HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION BOSTON, MA  
1981 D.B.A., 1981 Field - Planning, Accounting, and Accountability Systems.

Dissertation Topic - "Measurement of Hospital Technical Efficiency -- A Comparative Evaluation of Data Envelopment Analysis and Other Efficiency Measurement Techniques".  
Thesis Chairman - Professor W. W. Cooper

Honors - Bowne Prize for outstanding thesis proposal - 1980 at Harvard Business School  
- Deloitte, Haskins & Sells Fellowship

1969 - HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION BOSTON, MA  
1971 MBA, 1971 - Concentrated in Control and Finance

1965 - BRANDEIS UNIVERSITY WALTHAM, MA  
1969 A.B., 1969 - Concentrated in Economics Honors: Cum Laude with Honors in Economics

**Other Teaching Experience:**

2012 Technion – Israel Institute of Technology – visiting professor HAIFA, ISRAEL  
2011 Fair Value Accounting Webcast – Commerce Clearing House  
2009 Microsoft – Webcasts (2) on development in Accounting Industry  
2008 Fair Value Accounting Webcast – Commerce Clearing House  
2007-  
2013 Distance learning course development and lead faculty – MBA financial and managerial  
accounting course – Northeastern University  
2007 Naval Postgraduate School - Monterey, CA  
Kudos recognition for student rating above 4.7 out of 5.  
2001 – BAE Corp. CBA executive program – Balanced Scorecard in Practice ASHLAND, MA  
2005  
2000- EMC Northeastern MBA Program – Strategic Cost Accounting HOPKINGTON, MA  
Present  
2000- Johnson & Johnson European Leaders in Health Program FONTAINEBLEAU, FRANCE  
2002  
1999 - INSEAD BUSINESS SCHOOL FONTAINEBLEAU, FRANCE  
2002 Visiting Adjunct Professor  
Financial Statement Analysis elective – International advanced financial statement analysis  
course focused on advanced topics, cross country corporate performance evaluations using  
accounting, economic value added and non-financial measures.  
Financial accounting core MBA course  
1995 NETWORK NORTHEASTERN - NTU SATELLITE PROGRAM - Three days of classes on  
financial and management accounting on the satellite network broadcast  
from NU. Produced two times by popular demand. Purchased by  
WGBH for broadcast on cable education network.  
1995 - TUFTS UNIVERSITY - MEDICAL SCHOOL BOSTON, MA  
1998 MD-MBA Program - Financial Accounting for Health Care Organizations.  
(Program started in 1995).  
1978 & HELLER SCHOOL, BRANDEIS UNIVERSITY WALTHAM, MA  
1985 – Master Degree Program - Financial Management of Health and Welfare Organizations  
1994  
1989 NU - RUSSIAN MANAGEMENT PROGRAM (AVIAEXPORT) - Center for  
Management Development - Lecturer on managerial accounting  
1985 NORTHEASTERN UNIVERSITY BOSTON, MA  
Lecturer in Accounting  
1984 MAINE MARITIME ACADEMY CASTINE, MAINE  
Instructor in program on management in the shipping industry.  
1981 EXECUTIVE PROGRAM - M.I.T. - Planning and Control In Non-Profit Organizations - Course  
originator and principal instructor.

- 1979 SLOAN SCHOOL OF MANAGEMENT  
 MASSACHUSETTS INSTITUTE OF TECHNOLOGY CAMBRIDGE, MA  
 Lecturer - Financial and Managerial Accounting in Spring 1979 and Fall 1979.
- 1974 - HARVARD COLLEGE CAMBRIDGE, MA  
 1976 Lecturer in Economics - Instructor in two courses on Management and Financial Accounting in coordination with Professor Robert Anthony.

**Publications:**

- **Books and Monographs:**
- Operations Research in the Public Sector and Nonprofit Organizations – with Z. Sinuary- Annals of Operations Research, Springer 2014 (vol. 221, pp. 491).
- International Financial Reporting Standards – Accounting Research Manager – CCH – subscription publication - : Commerce Clearing House (CCH) March 2012. Includes updates and explanation of all IFRS accounting principles corresponding to the Codification classifications in U.S. GAAP.
- Fair Value Measurement Answer Book Chicago, IL: Commerce Clearing House (CCH) January 2011 substantial expansion of 2010 edition(Approx. 500 pages)
- Fair Value FAS 157 Answer Book Chicago, IL: Commerce Clearing House (CCH) February 2009
- Guide to Fair Value Measurement and Reporting under SFAS 157 - SFAS Manager, CCH, Chicago 2008 –This is a Web based subscription publication . It will continue to be updated monthly. (Equivalent to 150+ pages)
- Service Productivity Management: Improving Service Performance using Data Envelopment Analysis – with Joe Zhu. Springer, Boston 2006 – 354 pages. (August, 2006)
- Profits You Can Trust: Spotting and Surviving Accounting Landmines – with S. David Young and Harris Collingwood. Prentice Hall – Financial Times 2003 – 168 pages.  
**Chinese edition** – 2004
- Service Organization Productivity Management -- Society of Management Accountants of Canada, Hamilton, Ontario, 1989.
- Highlights Edition - Service Organization Productivity Management, Hamilton, Ontario. The Society of Management Accountants of Canada, 1988. (Also published in French).
- Accountability--A Key Obligation of Management-- Society of Management Accountants of Canada, Hamilton, Ontario, 1988.
- Conceptual Frameworks in Accounting - Harvard Business School Press, Boston, Mass., 1984, Editor of Volume. Complimentary review appears in Accounting Review July 1986.

**Academic Refereed Journal Articles:**

- "Operations Research in the Public Sector and Nonprofit Organizations," with Z. Sinuary-Stern, Annals of Operations Research, 221, 8 (2014).
- "Seeking Greater Practitioner and Managerial Use of DEA for Benchmarking" with J. Paradi, International DEA Journal, 1(Vol 1, 30), (2014)

- "Evaluating and Managing Tramp Shipping Lines Performances: A New Methodology Combining Balanced Scorecard and Network DEA" with Y. Hsu, C. Chung, and H. Lee, INFOR: Information Systems and Operational Research, 51(3), 130 – 141(2014).

Shipping article = INFORS

- "DEA Model with Shared Resources and Efficiency Decomposition", with Y. Chen, Juan Du, and J. Zhu, European Journal of Operations Research, Vol. 207, No. 1 (November 2010) pp. 339 - 349
- "Benchmarking with Quality-adjusted DEA (Q-DEA) to Seek Lower-Cost High-Quality Service: Evidence from a U.S. bank application," with J. Zhu, Annals of Operations Research special issue on DEA applications Vol. 145 (2006) 301-319.
- "Do Bank Mergers Have Hidden or Foregone Value? Realized and Unrealized Operating Synergies in One Bank Merger," with Tim Rupert, European Journal of Operations Research, Vol. 6, No. 1 (January 2006) pp. 253-268.
- "The benefits of nonradial versus radial super-efficiency DEA: An application to burden-sharing amongst NATO member nations," with Yao Chen, Socio Economic Planning Sciences Vol. 38, No. 4, (December 2004) pp. 307-320.
- "Generate Increased Service Profits with Multidimensional Balanced Benchmarking" Management Accounting (January, 1998) pp. 34 – 44.
- "DEA and Primary Care Physician Report Cards: Deriving Preferred Practice Cones from Managed Care Service Concepts and Operating Strategies," (with J. Chilingerian) Annals of Operations Research- DEA Issue (1997) Vol. 73, pp. 35 – 66.
- "Benchmarking Physician Practice Patterns with DEA: New Directions for Cost Containment," (with J. Chilingerian) Annals of Operations Research - Health Care Issue (1996) pp. 83 - 116.
- "Managing Bank Productivity Using Data Envelopment Analysis (DEA)" (with George Ladino) TIMS- Interfaces, Vol. 25, No. 2, March-April, 1995, pp. 60 - 73.
- "Data Envelopment Analysis: Identifying New Opportunities Improve Productivity - Introduction, Case Study, and Potential for Manufacturing" Journal of Economics and Management, Leuven, Belgium, Vol. 37, No. 2, (June, 1992) pp. 153 - 180
- "Managing Physician Efficiency and Effectiveness in Providing Hospital Services" (with Jon Chilingerian) Health Services Management Research, Vol. 3, No. 1 (March, 1990) pp. 3 - 15. (Lead article in this issue)
- "For Profit versus Not-for-Profit Hospitals: The Effect of the Profit Motive on the Management of Operations" (with Jon Chilingerian), Financial Accountability and Management , Vol. 3, No. 3, 1987, pp. 283-306.
- "Interpreting Hospital Performance with Financial Statement Analysis," Accounting Review, - July 1986, pp. 526-550.
- "Managing Productivity of Health Care Organizations," Measuring Efficiency: Assessment of DEA - New Directions for Program Evaluation, Winter, 1986, pp. 31-46.
- "Bank Branch Operating Efficiency - Evaluation with Data Envelopment Analysis" (with F. Gold), Journal of Banking and Finance , Vol. 9 June, 1985 pp. 297-315.
- "Measurement of Hospital Performance and Implications for Accounting," Research in Government and Non-Profit Accounting, Vol. 2, 1986 pp. 135-150
- "Hospital Efficiency Measurement and Evaluation - Empirical Test of a New Technique", Medical Care , Vol. 22, No. 10, October, 1984.

- "Improving the Productivity of Service Businesses", Sloan Management Review, Spring 1984.
- "Data Envelopment Analysis as a New Managerial Audit Methodology - Test and Evaluation," Auditing: A Journal of Practice and Theory, Vol. 4, No. 1, Fall, 1984.
- "A Comparative Study of Data Envelopment Analysis and Other Approaches of Efficiency Estimation" (with A. Charnes, W. W. Cooper and W. F. Bowlin), Annals of Operations Research, Vol. 2, 1985 pp. 113-138.
- "Improving the Productivity of Service Businesses", Sloan Management Review, Spring 1984.
- "Data Envelopment Analysis as a New Managerial Audit Methodology - Test and Evaluation," Auditing: A Journal of Practice and Theory, Vol. 4, No. 1, Fall, 1984.
- "A Comparative Study of Data Envelopment Analysis and Other Approaches of Efficiency Estimation" (with A. Charnes, W. W. Cooper and W. F. Bowlin), Annals of Operations Research, Vol. 2, 1985 pp. 113-138.

#### **Editor Refereed Journal Articles:**

- "Global issues in Shareholder Reporting through 2020 – Four emerging challenges for the accounting profession" (vol. 11, pp. 16-27). *Revision & Regnskabsvæsen*. (November 2014)
- "Analizar el desempeño en organizaciones de servicio" – With Joe Zhu - *Harvard Deusto Business Review*, Selected to be translated from Sloan article printed in the Spanish language edition of Harvard Business Review – (2014) pp. 6-15
- "Analyzing Performance of Service Organizations - Balanced Benchmarking Can Identify Best Practices That Are Often Hidden – With Joe Zhu. *Sloan Management Review* (Summer 2013).
- "The Audit Committee's New Agenda". With R. Brust, D. Carey. *Harvard Business Review* (June 2009).
- "Case Study: Improving Branch Profitability and Service with Data Envelopment Analysis" With J. Zhu. *Bank Accounting & Finance* (April-May 2009)
- "What Financial Experts Don't Know about Accounting," *D&O Advisor* (Spring 2005) pp 35,36.
- "Boosting Bank Merger Returns: Management Initiatives to Capture Hidden Value," Bank Accounting and Finance (Feb-Mar 2005) Vol. 18, No. 2, pp. 17-28.
- "It's Time to Bury EBITDA, Pro Forma Earnings, and Stupid Cash Tricks," Corporate Board Member Magazine (September/October 2004) vol. 7, No. 4, pp. 60-70.
- "Adding It Up: Making the Right Accounting Choices in a Merger," D & O (directors and officers) Advisor (Summer 2004) pp.29,30.
- "Tread Lightly Through These Accounting Minefields" with S. David Young (INSEAD, France), Harvard Business Review (July-August 2001) pp. 129 – 135.
- "Delays in Consolidating Can be Costly" with Timothy Rupert, American Banker March 16, 1999
- "Improving Retail Branch Profits with Multidimensional Balanced Benchmarking (MBB)" Journal of Bank Cost and Management Accounting (July, 1998) pp. 19 – 35.
- "Gaps in GAAP" (with R. Herzlinger) - One page sidebar in article by R. Herzlinger, "Can Public Trust in Nonprofits and Government be Restored," Harvard Business Review, March April, 1996.

- "Evaluating and Marketing Efficient Physicians Toward Competitive Advantage," (with Jon Chilingerian), Health Care Strategic Management, Vol. 12, No. 5, May 1994, pp. 16-19.
- "Managing Physician Practice Patterns to Contain Health Care Costs," (with Christine Chevoor) The Business Report CBA - Northeastern Univ., Fall 1992
- "Branch Productivity Gains Can Boost Profits Without Lowering Quality" Banker & Tradesman, Dec. 16, 1991, p.39.
- "Branch Productivity: An Untapped Source of New Profits" High Performance Banking, Vol.3, No.11 (November, 1991) pp. 9 &12
- "Moving Toward the Branch of the Future: Improving Productivity and Profitability" (with Thomas Davenport). Bank Operations Management Service, New York. Warren, Gorham and Lamont, 1989.
- "Accountability - A Key Obligation of Management," CMA - The Management Accounting Magazine, (Canada), Vol. 62, No. 2 (March, 1988), pp. 17-24 (French pp. 25-35).
- "Measuring Branch Productivity--Moving to the Branch of the Future," Banker's Magazine (with Thomas O. Davenport), Sept.-Oct. 1987, pp. 34-38.
- "Advantages of Fund Accounting in Non-Profits" (with Professor R. Herzlinger), Harvard Business Review, March-April 1980. (Reply in "Letter to the Editor", Harvard Business Review, May-June 1980, related to above article).
- "Tradeoffs in the New Bankruptcy Law" (with Richard L. Levine, U.S. Department of Justice), Harvard Business Review, March-April, 1980.

**Book Chapters (academic referee), Full Papers in Proceedings and Research Study:**

- "Shared Resources and Efficiency Decomposition in Two-Stage Networks" with Y. Chen, J. Du, and J. Zhu – Chapter 9 in Date Envelopment Analysis – A Handbook on the Modeling of Internal Structures and Networks – Ed. W. Cook and J. Zhu – Springer 2014 pp. 189-208.
- "Health Care Applications - From hospitals to physicians, from productive efficiency to quality frontiers" with Prof. Jon Chilingerian – chapter 16 in Handbook of Data Envelopment Analysis (DEA)- 2<sup>nd</sup> Edition, Ed. W.W. Cooper, L. Seiford, J. Zhu – Springer 2011 pp. 445-493
- Preface - Health Care Benchmarking and Performance Evaluation – An assessment using DEA, Yasar Ozcan, Springer, 2008
- "Health Care Applications - From hospitals to physicians, from productive efficiency to quality frontiers" with Prof. Jon Chilingerian - chapter in Handbook of Data Envelopment Analysis (DEA), Ed. W.W. Cooper, L. Seiford, J. Zhu – Kluwer 2004 pp. 481 - 538
- "Accounting as a Means to Innovative Ends: The role of financial accounting in a business as it develops from an early stage venture to a public company" with Prof. Cieran O hOgartaigh in International New Enterprise Development, Ed. K Theile, and C O hOgartaigh, ESB-IPBS Series, Shaker Verlag, 2002. pp. 165-186.
- "The Boston Public School System in Comparison with Similar School Systems: Cost of Education, Population Served, and Quality of Education." In the Northeastern University Audit of the Boston public school system submitted to the City of Boston. July 1991.
- "Improving Government Service Productivity with New Management Techniques" Proceeding of Symposium '87 - Government Financial Management Research for the 1990s, Washington, D.C., George Washington University, 1989.

**Teaching Materials - Cases and Teaching Notes:**

- Harriman Center for Communications and teaching note.
- Pepys College and teaching note.  
(Above HBS cases in Financial Accounting and Managerial Control in Nonprofit Organizations, R. Herzlinger and D. Nitterhouse, Cincinnati, Southwestern Publishing, 1993.)
- Note on "Accounting for Colleges and Universities" (with R. Herzlinger), Harvard Business School, ICCH #4-177-247, 1977. (59 pages).
- Barker Steel case (with N. Churchill)
- COAN Heating Oil case (with N. Churchill)
- Note on "Management Considerations in Selecting Data Processing Hardware and Software for Small Business Applications" (35 pages), 1978.

### **Oral Presentations:**

- "Audit Committee Developments - US vs Europe - 2015 and beyond", Audit Committee Roundtable - Copenhagen Chamber of Commerce, Copenhagen, Denmark - November 6, 2014.
- "**KEYNOTE Address:** "Opportunities for Accounting Professionals to Add Value to Small and Medium Sized Enterprises (SMEs)", Auditor 2020 Business' Requirements and Demand Conference - Confederation of Danish Industry, Karnov Group, Danish Business Authority, Copenhagen Business School, & Danish Chamber of Commerce, Copenhagen, Denmark – Nov. 6, 2014.
- International Financial Reporting Standards (IFRS) and U.S. Generally Accepted Accounting Standards (GAAP) – Evolution to Chaos or Harmonious Symmetry. What questions need to be answered? – Accounting and finance faculty seminar - U. of Auckland Business School – New Zealand – March 2014
- An introduction to Data Envelopment Analysis with examples of its application and usefulness - Examples from financial, health & government services – Operations research/Management Accounting faculty and student seminar - U. of Auckland Business School – New Zealand – March 2014
- Chinese operating corporations listed on US stock exchanges: The role of the director, CFO, auditor, attorney and investor relations professionals in enhancing value and corporate governance – **Dean's Distinguished Speaker Series** – U. of Auckland Business School – New Zealand – March 2014
- Analyzing Performance of Service Organizations – International DEA Workshop – Jerusalem, Israel – December 2013
- Audit Committee Hot Topics – Panelist and presenter – National Directors Institute: Executive Exchange - Chicago – November 2013
- Improving Service Productivity and Quality Using DEA: Examples from financial, health and government services – Federal University of Minas Gerais, Brazil – October 2013
- China Direct Foreign Direct Investment into U.S. – Panelist – 2012 M&A Advisor Summit – New York - December 2012
- Audit Committee Hot Topics – Panelist and presenter – National Directors Institute: Executive Exchange - Chicago – November 2012
- Learning from health care outliers & best practices frontiers: tutorial on health care applications of data envelopment analysis, with Jon Chilingerian, 10<sup>th</sup> International DEA Conference – Natal,

Brazil – August 2012.

- International discussion group on international efficiency-quality studies to achieve clinical excellence in health care organizations – chair and panelist - with Jon Chilingirian, 10<sup>th</sup> International DEA Conference – Natal, Brazil – August 2012
- New directions for health care applications: QDEA and quality-outcome frontiers, with Jon Chilingirian, 10<sup>th</sup> International DEA Conference – Natal, Brazil – August 2012
- US-listed Chinese firms: The role of directors, CFOs, auditors and others in enhancing value and governance – Center for Emerging Markets – Northeastern University - February 2012
- Current shareholder reporting issues and the role of the board in public Chinese companies - SEC Hot Buttons CPE INC program - Beijing – December 2011
- Hitting the Business Bulls-Eye in China: Opportunities and Challenges – Harvard Business School - September 2011 – Panel presentation and discussion.
- 2011 China Wall Street Forum – New York – May 2011
- Valuation issues in M&A – CFO Board Academy – Wharton School – Philadelphia – February 2011.
- Incorporating Quality in DEA (Q-DEA): Evidence from a U.S. Bank Application, European Accounting Association – Istanbul, Turkey – May 2010
- Accounting Industry: Surviving the Financial Crisis, Microsoft International Sales Organization – New York – February 2010.
- International Financial Reporting Standards - Converting from US GAAP, Enterprise Forum - Assoc. of international CPA firms - Philadelphia - November 2009.
- Distance Learning Courses - Integrity and Quality, American Accounting Association, AAA Northeast Regional Meeting - Cambridge, MA - November 2009. Panelist discussing experiences in delivering distance learning accounting courses.
- Managing Bank Productivity with DEA, Univ. of Connecticut - Economics Seminar – Storrs, Conn. - October 2009
- International DEA Society Meeting, Temple University, Philadelphia, PA - July 2009. Participated on two panels - DEA developments in Banking and Health Care
- Audit Committees - the New Agenda, Peking University Finance Group Seminar - Peking University - Bei Da, Beijing, China –June 2009
- Effects of the Economic Crisis - Ask the Experts, Hedge Fund Accounting & Administration Forum, Financial Research Associates - New York City - May 2009. Discussed the fair value issues over the past 6 months and implications for financial institutions.
- International Financial Reporting Standards (IFRS) – Implications for US managers – CFO Rising Conference – panel presentation and discussion – Orlando, Fl. – March 2009.
- Hedge Fund Fair Value Accounting Issues, and member of “Ask the Expert Panel” session, 7th Hedge Fund Auditing, Accounting, & Administration Forum, Financial Research Associates, New York City – December 2008. (Listed as the first among the featured speakers at this conference.)
- Why you joined or should want to be on the Audit Committee – The most influential Board committee, 20th Asia-Pacific Accounting Conference on International Accounting Issues, Paris, France - November 2008.



- ***Invited keynote address*** - 30 Years of DEA - Past, present and future directions, OR 50 - 50 Years of Operations Research, OR Society of UK, York, England – September 2008.
- Managing Service Quality and Productivity with DEA – Eastern Economic Association Meeting, Boston, Massachusetts – March, 2008
- ***Invited keynote address*** – Developments in DEA and Introduction to Quality Adjusted DEA, (also in published abstracts) - **DEA Symposium 2007**, Operations Research Society of Japan, Osaka, Japan - February 19-20, 2007
- Service Productivity Management with DEA, Mitsubishi-UFJ Bank, Tokyo, Japan – Feb. 2007
- Can You Trust the Profits Now? Shareholder Reporting Developments the US and Global Issues – Osaka University Accounting Faculty Seminar, Osaka, Japan – Feb. 2007.
- Shareholder Reporting Developments the US versus Europe and Asia - Nanzen University Accounting and Finance faculty seminar, Nagoya, Japan – Feb. 2007.
- Can You Trust the Profits Now? Naval Postgraduate School Faculty Seminar, Monterey, California, Feb. 27, 2007.
- Fannie Mae and the Shareholder Reporting Environment: Complexity, Politics and Financial Literacy, Executive MBA Program, Northeastern University – Feb. 9, 2007.
- Panelist on Future Developments and Applications in DEA (with two DEA academic researchers: Prof. Paradi - Canada and Prof. Fare - Norway), 5<sup>th</sup> International Conference on DEA, India School of Business, Hyderabad, India, January 5, 2007
- Seeking the DEA Tipping Point and Introduction to Q-DEA, 5<sup>th</sup> International Conference on DEA, India School of Business, Hyderabad, India, January 6, 2007

**Also – Organizer of this DEA – India School of Business Conference**

- Benchmarking to Seek Lower-Cost High-Quality Service with Data Envelopment Analysis: Evidence from a U.S. bank application, CBA Faculty Research Seminar – Nov. 17, 2006
- Panel on Audit Committee and CFO relationships (with 3 NYSE CFOs and audit committee chair of two NYSE companies), CFO in the C-suite panel invitation only national CFO conference, CFO Magazine, New York, Oct. 17, 2006
- Benchmarking to Seek Lower-Cost High-Quality Service with Data Envelopment Analysis: Evidence from a U.S. bank application, American Accounting Association – Management Accounting Research Session - Washington, D.C. – August 2006
- Directors, Beware of the Post SOX False Sense of Accounting Security - Board Leaders – Boston, MA – June, 2006
- Can You Trust the Profits Now – When can the CFO Refocus on Value? – CFO Rising Conference – featured speaker – invited for 3<sup>rd</sup> time by popular demand – Orlando, FL – Mar. 21, 2006.
- Accounting Firms in the Regulatory Age - Microsoft Industrial Solutions University – Dallas, Texas - November 3, 2005
- Shareholder reporting after Sarbanes-Oxley – Can we trust the profits now? – Presentation to Board of Visitors, College of Business, Northeastern University, Boston – October 19, 2005. (Similar presentations to several finance and accounting classes.)

- SEC Division of Corporate Finance Overview and Update - Four hour SEC Update CPE session with Scot Taub, Andrew Bailey, and Susan Markel – American Accounting Association National Meeting, San Francisco, CA – August 7, 2005.
- Shareholder Reporting in the Current Regulatory Environment: Perspectives from SEC Academic Fellows (Panel) – American Accounting Association – San Francisco, CA – August 10, 2005
- ***Invited keynote address*** - Can You Trust the Profits Now – Implications of US accounting scandals and SOX legislation on international shareholder reporting and investor confidence. - International Conference on Contemporary Management Accounting – Center for Accounting Studies, Xiamen University, Xiamen, China – July 2005.
- Can You Trust the Profits Now – influence of Sarbanes-Oxley on Global Governance Practices, Corporate Governance Seminar – Sponsors: Institute of Chartered Accountants of Ireland and Dublin City University, Dublin, Ireland – May 27, 2005.
- Can You Trust The Profits Now? Post Sarbanes-Oxley – the role of the CFO and the unsolved problems of shareholder reporting” CFO Rising Conference, Orlando, FL – March 2005.
- Outlook for the Accounting Industry – Microsoft Industry Solutions University Conference – Orlando, FL – November 2004.
- Profits You Can Trust – Securities and Exchange Commission (SEC) meeting of accountants education program (180 accountants from corporate finance, enforcement and office of the chief accountant attended) – Washington D.C. – September 2004.
- ***Invited keynote opening address*** – Profits You Can Trust – North American Productivity Workshop – University of Toronto – Canada (International conference) – June 2004.
- Benchmarking with Quality Adjusted DEA – Evidence from one bank application, North American Productivity Workshop – University of Toronto – Canada – June 2004
- Are Health Care Decisions Made in the Boardroom? - Organizer and moderator on panel, NU-EMBA 25<sup>th</sup> anniversary academic program – May 2004.
- Corporate Accountability: The Enron Investigation - Moderator and commentator On panel with Andrew Weissmann – Director of Enron Investigation and Dean Hanly – Foley Hoag, Northeastern Law Forum – NU School of Law – March 2004
- Profits You Can Trust - Invited featured speaker - CFO Rising Conference (CFO Magazine sponsor) , Atlanta, GA - March 2004
- The Case For and Against Hospital Quality Reporting, Tufts University - School of Medicine, Boston, MA - February 2004
- Profits You Can Trust: From Earnings Management to Manipulation to Fraud, Northeastern University (course on fraud), Boston, MA – February, 2004
- Blueprint for Hospital Quality Reporting, with Tim Bell (KPMG) at CEO meeting of Planetree Affiliated Hospitals, Seattle, WA – October, 2003.
- Does IT Still Matter? – Panelist and speaker – Horn Group Industry Dinner – Boston, MA - Sept. 2003. Meeting of business press and information technology businesses.
- Accounting landmines – avoiding detonation – Harvard School of Public Health – Master degree program for physicians – Boston, MA, - May 2003.
- Future directions of DEA research in applications to Health Care – INFORMS – November 2002 – San Jose, California

- Benchmarking Physicians to Reduce Health Care Costs: Empirical Evaluation of Q-DEA to Identify and Adopt High Quality-Low Cost Physician Practice Patterns - Euro Working Group Conference on Operational Research Applied to Health Services – Rio de Janeiro, Brazil – August 2002.
- Benchmarking with Quality-adjusted DEA (Q-DEA) to Seek Lower Cost-High Quality Service: Evidence from a U.S. bank application - IFORS – Edinburgh – July 2002
- International Accounting – One US Perspective - IPBS meeting (International business school partners) Sitges, Spain – July 2002
- Accounting Minefields – Association of British Accountants - Annual meeting keynote speaker – Paris, France – December 2001.
- Benchmarking Physician Practice Patterns with Quality Adjusted Data Envelopment Analysis, INFORMS, Miami, Florida - November 2001
- Physician Profiling: Measurement and Management of Practice Patterns in Managed Care – Workshop for Health Care Professionals, Harvard School of Public Health - August 2001
- Evolution of DEA in Health Care, Physician Profiling, and methods of incorporating quality in DEA analysis (Q-DEA). Doctoral seminar, Health Administration Program, Virginia Commonwealth University, Richmond, Virginia – June 2001
- Landmines on the Path to Financial Literacy (co-author Prof. S. David Young, INSEAD, France) NU-CBA International Management Research Workshop - October 2000  
Also at Asian-Pacific International Accounting Conference - Beijing, China - October 2000.  
**Best paper prize at this conference.**
- Physician Profiling: Measurement and Management of Practice Patterns in Managed Care INSEAD (France) Healthcare 2020 seminar series, January 2000
- Physician Profiling: Past, Present, and Future\_Measurement => Management, Harvard Medical School – Medicine and Management program April 2000
- Do Bank Mergers Have Hidden or Foregone Value? Realized and Unrealized Operating Synergies in One Bank Merger - American Accounting Association, Boston, MA, April, 2000 and INFORMS, Seoul, Korea - June, 2000
- Benchmarking Physicians to Reduce Health Care Costs: Empirical Evaluation of Multi-stage DEA to Identify High Quality-Low Cost Physician Practice Patterns INFORMS, Seoul, Korea - June, 2000
- Physician Profiling: Measurement and Management of Practice Patterns in Managed Care Harvard Institute for International Development (HIID) Program for Physicians and Health Manager from Argentina and Chile May, 1999.
- “Physician Profiling: Past, Present, and Future -\_Measurement => Management,” New England Eye Center, Tufts University School of Medicine, February 1999.
- “Improving Profitability of Bank Branch Networks - Benchmarking Productivity, Quality, Marketing and Profitability using Multi-stage DEA,” London School of Economics, December, 1998.
- “Quality Adjusted DEA: Seeking Best Physician Practice Patterns” INFORMS, October, 98, Seattle, Washington
- “Productivity Impact of Bank Mergers: Potential versus Actual Productivity Gains in Branch Networks,” INFORMS, July 1998, Tel Aviv, Israel.

- "How to Apply Data Envelopment Analysis," INFORMS, July 1998, Tel Aviv, Israel.
- "Physician profiling to measure and manage quality and cost of health care in managed care organizations," Harvard Medical School - Medicine and Management Program, March, 1998, Boston.
- "Managing Service Branch Profit Drivers with Multidimensional Balanced Benchmarking," Asian-Pacific Conference on International Accounting Issues, November 1997, Bangkok, Thailand.
- "Physician Profiling: Past, Present, and Future" INFORMS, October 1997, Dallas, Texas.
- "Applications of Data Envelopment Analysis," panel member, INFORMS, October 1997, Dallas Texas.
- "Using Quality Adjusted Multi-Stage DEA to Enhance Bank Branch Profitability and Provide New Quality-Productivity Management," INFORM International meeting, July 1997. Barcelona, Spain.
- "Exploring Most Optimal Panel Sizes of Primary Care Physicians - with Prof. Jon Chilingirian (Brandeis Univ.), INFORM International meeting, July, 1997. Barcelona, Spain.
- "Internet Business Development - Educational Software Case"  
On New Ventures Radio Program, Worcester, MA, December, 1997  
Guest on program discussing new ventures development, the role of the entrepreneur and Financial management and the role of the business plan in high technology businesses. (With Ranjan Das - Oracle Corp.)  
  
Worcester Polytechnic Univ. New Venture Forum - Worcester, MA, January, 1997 - formal presentation of material covered on radio program.
- "Identifying New Health Care Cost Containment Strategies for HMOs by Benchmarking Physician Practice Patterns with DEA" - Cambridge Health Economics, Cambridge, MA., September 1996
- "Managing Physician Practice Patterns with DEA" Doctoral Seminar presentation at University of Massachusetts, Amherst, October 1994.
- "DEA, Service Quality, and Engineering Standards Combine to Improve Retail Bank Productivity," - EURO XIII/ OR 36 conference, Glasgow, Scotland, July 1994.
- "Identifying New Health Care Cost Containment Strategies for HMOs by Benchmarking Physician Practice Patterns with DEA." TIMS XXXII - Anchorage, Alaska, June 1994.  
  
Also presented at the Boston Area Research Colloquium (BARC), Bentley College, Waltham, MA, May, 1994
- "Health Care Cost Measurement: Current Issues & Research Directions" Panelist - Boston Area Research Colloquium (BARC), Bentley College, Waltham, MA, May, 1994
- "Role of Board Members in Non Profit Organizations" discussant for paper by Prof. R. Herzlinger and presentation. Harvard Business School Nonprofit Interest Group, Boston, MA, Nov., 1993.
- "Managing Physician Practice Patterns to Contain Health Care Costs." American Hospital Association Trustees Forum - Chicago, June 1992,  
Also presented at the: Northeastern University CBA Health Care Seminar, April 1992
- "Evaluating the Practice Style of Primary Care Physicians: In Search of Best Practices". Jon Chilingirian (co-presenters) TIMS - San Francisco, November 1992

- "Data Envelopment Analysis: Identifying New Opportunities to Improve Productivity - Introduction, Case Study, and Potential for Manufacturing" Belgian Production and Inventory Control Society - Antwerp, Belgium, August, 1991
- "Public Sector Management Versus Management Science: Are Better Management Techniques Needed or Wanted?" TIMS XXX, Rio de Janeiro, Brazil, July 1991
- "Managing Productivity of Bank Branch Operations." TIMS XXX, Rio de Janeiro, Brazil, July 1991
- "Managing Bank Branch Productivity" American Bankers Association - National Retail Banking Conference, Los Angeles, California, April 30, 1991
- "Managing Productivity of Government Service Organizations" Department of Public Works-Canada, Cornwall, Ontario, June 1989.
- "Financial Service Productivity Management through Comparative Efficiency Analysis" TIMS-Osaka -89, Osaka, Japan - July 1989.
- "Evaluating and Managing Physician Efficiency and Effectiveness in the Provision of Hospital Services." Symposium '89 - Performance Auditing in the Public Sector. George Washington Univ., Washington, D.C., October 1989.
- "Review of DEA applications to Banking and Government Services" IC2 Institute Conference on New Uses of DEA, Austin, Texas, September 1989.
- "Containing Health Care Costs by Managing Physician Practice Patterns," Accounting Workshop, Northeastern University, November 1988.
- "Accountability - A Key Obligation of Management," Society of Management Accountants of Canada National Conference - New Horizons, Montreal, Quebec, July 9, 1988.
- "Budgeting Without Control - A Job Half Done", New England Business Conference, Boston, MA, May 17, 1988.
- "Managing Physician Clinical Productivity" Hospital Financial Managers Association, Framingham, Mass., April 1987.
- "Managing Overhead Costs of Government Contractors" Defense Logistics Agency Cost Monitor/Pricing Conference, Framingham, Mass., December 1987.
- "Improving Government Service Productivity with New Management Techniques," presented at Symposium '87, Financial Management Research for Government, George Washington University, and November 1987.
- "Government Service Productivity--Evaluation and Management," presented at the Symposium on Management Accounting: Change and Creativity, The Society of Management Accountants of Canada, Hamilton, Ontario, June 1987.
- "Service Organization Productivity - Measurement and Management" presented at TIMS - National Meeting, Miami, Fla. - October 1986.
- "Improving the Productivity of Service Business: Illustration of a New Approach to Banks and Government", Scholars Days Program, Northeastern University, May 1986.
- "Government Productivity Management", seminar on Analysis for Decision Making, Kennedy School of Government, April 1986.
- "Managing Services Business Productivity " seminar on operations Management, Sloan School of Management, MIT, November 1985.

- "Commercialization of Health Care: Issues and Prospects" Center for Cost Effective Care Conference - Harvard Medical School, Brigham & Women's Hospital, Boston, October 1985.
- "Improving Productivity of Government Service Organizations Through use of Data Envelopment Analysis and Related Technique", Department of Supply and Service - Government of Canada, Ottawa, Ontario, September 1985.
- "Misinterpreting Hospital Performance with Financial Statement Analysis," American Accounting Association, Annual Meeting, Nevada, August 1985.
- "Accounting Illusions and Operating Differences Between For-Profit and Non-Profit Hospitals," Kennedy School of Government, April 1985.
- "For Profit vs. Non-Profit Hospitals: The Impact of the Profit Motive on Performance," Government and Non-Profit Accounting Research Symposium, University of Illinois at Chicago, November 1984.
- "Service Business Productivity Management," Presentation to Course in Operations Management in Service Businesses, Sloan School of Management, November 1984.
- "Hospital Efficiency Measurement and Evaluation," American Accounting Association, Annual Meeting, Toronto, August 1984.
- "Venture Capitalists' Role as Investor in Biotechnology Companies," Biotechnology Forum, M.I.T., June 1984.
- "Management Control Systems in Non-Profit Organizations and the Role of the C.P.A.-Auditor," New England Graduate Accounting Study Conference, Lewiston, Maine, June 1984.
- "For Profit vs. Non-Profit Hospital Performance: A Multidimensional Comparison", Laboratory for Health Care Studies Seminar, M.I.T., November 1983.
- "Evaluating Operating Efficiency of Service Businesses with Data Envelopment Analysis," Suffolk University School of Management, October 1983.
- "New Approaches to Measuring and Improving Productivity for Service Businesses," 1983 Convocation of the Sloan Fellows Program, October 1983.
- "A Comparative Study of Data Envelopment Analysis and Other Approaches to Efficiency Evaluation and Estimation" (with A. Charnes and W.W. Cooper): Fourth Annual Conference on Current Issues in Productivity, Cornell University, December 1982.
- "A New Approach to Evaluate and Measure Hospital Efficiency"; American Accounting Association Northeast Regional Meeting, April 1983.
- "Current Developments in Governmental Accounting and Auditing" (Panel discussion); American Accounting Association Northeast Regional Meeting, April 1983.
- "The Role of Management Control Systems in Project Management"; presentation to management of the Spanish National Railway System, Madrid, Spain, June 1982.
- "Hospital Reimbursement Systems: As They Exist and As They Should Relate to Case Mix Measures and Cost Accounting" - Presentation in seminar on Comparative Health Systems, Sloan School of Management, October 1982.
- "Identifying Inefficiencies in Multiple Output-Input Organizations"; Workshop in Operations Management and Operations Research, Sloan School of Management, November 1982.
- "Data Envelopment Analysis as a New Managerial Audit Tool" - Sloan School of Management Workshop in Accounting, December 1982.
- "Measurement of Hospital Efficiency Using Data Envelopment Analysis" - presented at TIMS - Detroit, April 1982.

- "Accounting Games and Implications for Security Analysts" - presented to the Boston Society of Security Analysts, December 1981.
- "Use of Data Envelopment Analysis in Measuring Relative Technical Efficiency of Decision Making Units"; presented to management for Kogyo Bank and Mitsui Bank, Tokyo, Japan, August 1981.
- "Recent Advances in Measuring the Performance of Health Institutions"; presented at the American Institute for Decision Sciences conference in Boston, Mass., April 1981.
- "Measurement of Relative Efficiency of Health Service Organizations with Data Envelopment Analysis" - presented at CORS-TIMS-ORSA Joint National Meeting in Toronto, Ontario, May 1981.
- "Applications of Data Envelopment Analysis in Measuring Hospital Efficiency" - presented at seminar at the School for Public Health, Harvard University, April 1981.
- "Design of Management Control Systems for Synagogues"; presented at Rabbinical Leadership Institute, Philip W. Lown School, Brandeis University, in inaugural program to train Rabbis in management techniques, June 1980.

**Professional Credentials:**

Certified Public Accountant (CPA), Massachusetts (1973 - #5766)

## **Press coverage of research and comments included in press articles – partial list through 2014.**

- American Banker (numerous)
- Analyst Journal
- Bank Investment Consultant
- Bank Systems
- Bank Technology Report
- Bloomberg Monthly Magazine
- Branch Automation News
- CFO .com (numerous)
- CFO Magazine (numerous)
- Chronicle of Higher Education
- Compliance Week (numerous)
- Continuing Care
- CPA Letter Daily
- Euronext – (European Stock Market journal)
- Financial
- Financial Planning
- Harvard Business Review
- Ignites
- Investor Advisor Week
- Le Figaro
- Le Monde
- Mass High Tech (numerous)
- On Wall Street
- OR-MS Today
- Red Orbit and other investment pubs
- Structured Finance News
- Wall Street Journal

## **Academic/Professional Activities and Associations:**

- **The Data Envelopment Analysis Journal** – Associate Editor – 2012 - present
- **Journal of Service Science** – Editorial Board member – 2007 – present.
- **Securities and Exchange Commission (SEC)**– Academic fellowship - August 2004 – July 2005. Division of Corporate Finance. Participated in reviews of IPOs, acquisitions, annual reports, significant issues (cash flow reclassifications, lease restatements, materiality, FannieMae investigation, International Financial Reporting Standards adoption, internal control section 404 implementation, Office of Risk Management and completed study of Critical Accounting Policies/Estimates.) Participated on business combination topic team and International Practice Task Force.
- **University of Science & Technology of China – Research Center on Operations & Productivity Management** – Advisory Board member - (2006 appointment)
- **5<sup>th</sup> International Conference on DEA - Indian School of Business** – Organizing committee member - Hyderabad , India – January 2007.
- **INFORMS** –(formerly The Institute for Management Science (TIMS))
  - Health Care Applications Section –
    - o President - 2002
    - o Vice President – 2001
    - o Treasurer - 1998
    - o Chair and reviewer for Pierscalla best paper prize committee - 2002
    - o Reviewer for Bonner Scholarship 2002
- **Health Care Management Science (INFORMS)** – Editorial Board - 2001 - present



- **Financial Accounting Standards Board (FASB)**- Task force on Accounting issue in Not-for-Profit Financial Reporting - Norwalk, Conn. (1989 to 1994).
- **American Accounting Association (AAA)**
  - Chairman of AAA Public Sector Task Force on Evaluating Not-for-Profit Organization Activities in the AAA. (1985)
  - AAA Public Sector Research Committee - Member. (1985)

American Institute of Certified Public Accountants (AICPA)

Massachusetts Society of Certified Public Accountants

Boston Accounting Research Colloquium - BARC –

- ❖ Organizing committee – 1985 - 1994

**Ad hoc reviewer:** *Omega, European Journal of Operations Research, Health Care Management Science, Management Science, Computers and Operation Research, Socio-Economic Planning Sciences, International Journal of Public Administration, Journal of Productivity Analysis, Journal of Management Accounting Research, Annals of Operations Research, American Accounting Association (regional and national meetings) and Research in Government and Nonprofit Accounting.*

**Northeastern University and College of Business Administration Service:**

- Full Professor Tenure and Promotion Committee – 2014 - present
- Artists in Residence Program – Advisory Board – Humanities Center – 2009 - present
- Faculty Senate – 2009 - 2013
- Committee to evaluate Dean Zoloth – 2008 - 2009
- Provost Search Committee - 2008
- Tenure & Promotion Committee – Co-chair - 2007
- Tenure & Promotion Committee – 2005 – 2006 – Internal Secretary
- Mentor committee – through 2007
- Director - MD-MBA program (Tufts Medical School) – 1995 – 2006
- Accounting Area Concentration Coordinator – 1995-1999, Jan – June 2002.
- Accounting Area Review – prepared as concentration coordinator– 1996 – Study of accounting area summarized in 30-page report to the Undergraduate Policies Committee – revision process through 1998.
- Faculty Senate –1994- 1998
- Academic Policies Committee - 1995
- Faculty Police Committee – co-chair – 2003-2004
- 150 Hour Committee – member of group developing MSA program – 1997-1999
- Research and Teaching Committee – chair – 1994-1995
- Tenure and Promotion Committee (4 yrs – 1992-1994, 2000-2002) –
  - o External secretary (2 yrs, 2000-2002),
  - o Internal secretary (1 yr - 1994).
- Search committee – trustee professorship – 1997-2000
- Business of Health Care Program – 1994 – planning committee
- Graduate Programs Committee – 1992 and 1998-1999.
- Physician Executive Education Program development – 1998 – 2002
- Accounting Group Mentor – 2002 – present
- Boston School System study – member of group developing report for mayor of Boston on paths to improve the public schools of Boston.

**Doctoral Dissertation Committee Member – (DEA Theses):**

- Northeastern – Dept. of Engineering – DEA - **2010**
- Northeastern – Dept. of Engineering – DEA - **2008**
- Univ. of Toronto – banking - 2008
- Heller School – Brandeis University – health care - 2006

## Management and Consulting Experience:

- 2014 – Kogeto Corporation (KGTO) – Board member – Video technology – New York, NY
- 2012 – 2014 - **AgFeed Industries Inc.** (FEED – OTC) – Board member, chair audit committee, chair compensation committee – Joined February 2012 as part of reorganization of management – Hog production in US and China focused on transferring US methods to China hog production..
- 2011 – **Kingold Jewelry Inc** -(NASDAQ – KGJI) – Board member and chair of audit committee, Wuhan, China – Manufacturer of gold jewelry
- 2010 – 2012 - **China HGS Real Estate Corp** – (NASDAQ –HGSH) – Board member and Chair of Audit Committee – Develops and sell condominiums in Hanzhong & other Tier 2 and Tier 3 cities.
- 2010 – present – **D-Tree International** – Board member and Treasurer– Non-profit develops and supports electronic clinical protocols that enable health care workers worldwide to deliver high quality care – current activities concentrated in Tanzania, India, and Zanzibar.
- 2008 – 2009 - **CHINA GROWTH ALLIANCE** (Cayman Islands)– Board member and Chair of Audit Committee - Special Purpose Acquisition Company (SPAC) focused on investments in China.
- 2003 - KPMG ASSURANCE RESEARCH & ADVISORY SERVICES CENTER (N.J.)  
GRIFFIN HOSPITAL (Conn.) – PLANTREE HOSPITALS (70 affiliated hospitals throughout US).  
Grant from KPMG Foundation to Sherman and Zhu.  
Study of the benefits of hospital quality reporting and development of a blueprint to improve effectiveness of new standards and guidelines for hospital quality reporting.
- 2003 – ROHM & HAAS – BOARD OF DIRECTORS PROGRAM Philadelphia, PA  
Accounting Landmines – program shareholder reporting comparing R&H reports with competitors, in regard to the seven key accounting landmines in *Profits You Can Trust*.
- 2002 - CRYSTAL DECISION SYSTEMS Brookline, MA
- 2006 Nursing home performance measurement and management using DEA. Grant from National Institute on Aging (division of National Institute of Health – NIH).
- 1997 - A.T. KEARNEY - BANK OF AMERICA SAN FRANCISCO, CA  
Branch network evaluation of performance and balance between marketing, productivity and service quality across multi-state 1500 branch network.
- 1996 - GALILEO MULTIMEDIA TECHNOLOGIES Brookline, MA  
Financial advisor to new venture developing multi-media educational software for Internet and Retail distribution for middle and high school students.
- 1996 - KLA INSTRUMENTS SAN JOSE, CA  
Developed and presented customized program to train middle managers and technical specialists the key financial and accounting management concepts manage and understand competitor's financial strategies.
- 1995 - DEPARTMENT OF DEFENSE - Office of the Assistant Secretary General for Health Affairs -  
1996 Naval Postgraduate School  
  
Developed executive education program for health care managers in Army, Navy, and Air Force focused on understanding and managing in the new military managed care system (Tricare).
- 1990 - PRODUCTIVE SERVICE MANAGEMENT CORPORATION NEWTON, MASS.  
1999 President and founder of consulting and information service firm focusing on management of financial industry productivity.
- 1991 U.S. BANCORP PORTLAND, OREGON

- Bank Branch productivity study.
- 1991 LANDA & ALTSHER - CPA's RANDOLPH, MASS.  
Revise Review and Audit procedures to meet AICPA standards.
- 1990 CRESAP - TOWERS PERRIN COMPANY ATLANTA, GEORGIA  
Bank branch productivity study - Citizen & Southern National Bank
- 1989 MINISTRY OF GOVERNMENT SERVICES - TORONTO, CANADA  
AUDIT BRANCH  
Performance audit of government services
- 1989 TEMPLE BARKER & SLOANE LEXINGTON, MASS.  
Performance evaluation of hospitals and health care marketing
- 1988 HEALTH DATA INSTITUTE LEXINGTON, MASS.  
Professional service and software products-management information system design.
- 1988 FIDELITY MANAGEMENT & RESEARCH (FMR) BOSTON, MASS.  
Investment center branch productivity and planning project.
- 1987-1996 SCHOOL OF NUTRITION - TUFTS UNIVERSITY MEDFORD, MASS.  
Design and coordination of program on management of nutrition, health and welfare programs.
- 1986 CRESAP, McCORMICK AND PAGET SAN FRANCISCO, CALIF.  
Bank branch productivity project- CitiFed  
Brokerage firm productivity project-E. F. Hutton
- 1985-1986 SOFTROBOTICS CORPORATION CAMBRIDGE, MASS.  
Adviser to new venture established to develop and market Artificial Intelligence products for diagnosing and retraining higher level mental functions.
- 1985 GOVERNMENT OF CANADA OTTAWA, ONTARIO  
Consultant on service productivity management.
- 1985 INFORMATION DATA SEARCH, INC. CAMBRIDGE, MASS.  
Consultant on service business management.
- 1983 - WRIGHT LABORATORIES, INC. BOHEMIA, N.Y.  
1985 Director and Member of the Board of Scientific Advisers for Public Company (OTC), which develops and markets medical laboratory products. Participated in IPO process and represented company through two takeover offers from two public companies.
- 1982- INDEX SYSTEMS, INC. CAMBRIDGE, MASS.  
1984 Member of Academic Advisory Board of company which develops software and information system design for a variety of businesses.
- 1984 FIRST BOSTON CORPORATION NEW YORK, N.Y.  
Executive Training Program on Municipal and Hospital Finance.
- 1983 APPLIED MANAGEMENT SYSTEMS BURLINGTON, MASS.  
Consultant on developing methods to improve hospital productivity.
- 1982 SPANISH NATIONAL RAILWAY SYSTEM MADRID, SPAIN  
Management member of M.I.T. team of civil engineers developing project management control system program specifications for major capital investment plan.
- 1981 COMMONWEALTH OF MASSACHUSETTS, BOSTON, MASS.  
DEPARTMENT OF FINANCE

Developed and taught Financial Management course for Budget Department in coordination with other Sloan faculty.

- 1981 U. S. DEPARTMENT OF JUSTICE WASHINGTON, D.C.  
Consultant to Executive Office for United States Trustees on development of management systems to implement and evaluate progress in administration of new bankruptcy law trustee provision. (See HBR article - distributed by bankruptcy judges as primer on new law.)
- 1979 - ARTHUR D. LITTLE SYSTEMS, INC. BURLINGTON, MASS.  
1980 Consultant on development of generalized data information systems for a consortium of colleges and universities.
- 1977 - PICNIQUE CORPORATION BOSTON, MASS.  
1978 Treasurer - in charge of financial management, manufacturing operations, product distribution and quality control. Developed and implemented reporting, financial production and distribution systems for startup of new venture in wholesale food and retail food service business.
- 1976 - MUSEUM OF FINE ARTS BOSTON, MASS.  
1977 Controller and Officer of Museum of Fine Arts and its four year College of Art - in charge of financial policy, budget process, cash flow management, short term investments and financial accounting systems. Implemented expanded information systems, program budgeting procedures and improved grant management procedures. Participant in financial planning for Museum renovation. Staff member of Collections Committee of Board of Directors.
- 1971 - COOPERS & LYBRAND BOSTON, MASS.  
1976 Certified Public Accountant responsible for the management of financial audits and consulting projects for corporate clients and non-profit organizations. Clients included Harvard University, Millipore Corporation, Rogers Corporation and First National Bank of Boston. Consulting projects included: development of information systems and cost accounting systems; review of tax posture for multinational corporation; foreign exchange risk management; new venture business plans; evaluation of endowment management models; and evaluation of educational institution service divisions.

**Other Activities – Community Service:**

- Partners Health Care (IRB) Investigative Review Board - Newton Wellesley Hospital – review and quality control over testing of new drugs and medical procedures, adequacy of research design and patient consent form. 2002 – present.
- Banchetto Musicale - Vice-President and Trustee, January 1981 - 1985.
- Boston Chamber Soloists - Trustee, 1979 - 1984. (Treasurer through July 1983.)

Interests include: piano, classical and jazz music, performing in jazz groups, opera, theater, skiing, travel, humor, and photography.