

# THOMAS A. D'AUNNO

## *Curriculum Vitae*

Office Address: Department of Health Policy and Management  
Mailman School of Public Health  
Columbia University  
600 W. 168<sup>th</sup> Street, #617  
New York, NY 10032

Home Address: 2700 Broadway, 8B  
New York, NY  
10025  
email: tdaunno@columbia.edu  
phone: 212.305.3524

### **EDUCATION**

1984 Ph.D., The University of Michigan, Ann Arbor, Michigan  
Organizational Psychology

1978-1980 University of Maryland, Baltimore County, Maryland  
Community-Clinical Psychology

1974-1978 B.A., University of Notre Dame, Notre Dame, Indiana  
Psychology, *Magna Cum Laude*

### **PRESENT POSITION**

Professor of Healthcare Management, Department of Health Policy and Management,  
Mailman School of Public Health, Columbia University, 2008-

### **PAST POSITIONS**

Novartis Chaired Professor of Healthcare Management and Professor of Organizational  
Behavior, INSEAD, September 2002 - 2008

Director, Healthcare Management Initiative, INSEAD, September 2002-2007

Professor, School of Social Service Administration and Pritzker School of Medicine,

University of Chicago, 2001- 2002.

Chair, Graduate Program in Health Administration and Policy, University of Chicago, 2001-2002

Associate Member, Social Psychology Program, University of Chicago, 1999-2002

Associate Professor, School of Social Service Administration, University of Chicago, 1994-2001

Associate Professor, Department of Health Studies, Pritzker School of Medicine, University of Chicago, 1998-2001

Faculty Associate, Center for Health Administration Studies, University of Chicago, 1994-2002

Visiting Scholar, INSEAD, Healthcare Management Initiative, Fontainebleau, France, Fall 2000

Director, National Institute of Mental Health Services Research Training Program, School of Social Service Administration, University of Chicago, 1997-2000

Acting Director, Graduate Program in Health Administration and Policy, University of Chicago, 1996

Associate Professor, Department of Health Services Management and Policy, School of Public Health, and Department of Psychology, The University of Michigan, 1991-1994

Faculty Associate, Survey Research Center, Institute for Social Research, The University of Michigan, 1984-1994

Assistant Professor, Department of Health Services Management and Policy, School of Public Health, The University of Michigan, 1984-1991

Research Associate, Institute for Social Research, University of Michigan, 1981-1984

Teaching Assistant, Department of Psychology, University of Michigan, 1980-1983

Teaching Assistant, Department of Psychology, University of Maryland, Baltimore County, 1978-1980

## **PUBLICATIONS**

Pollack, H.A. & D'Aunno, T. Dosage patterns in methadone treatment: Results from a national survey, 1988-2005, Health Services Research, December: 2143-2163, 2008.

- Battilana, J. & T. D'Aunno. The Paradox of Embedded Agency: Straw-man Argument or Central Epistemological Issue? In *Institutional Work: A New Agenda for Institutional Studies of Organization*, T. Lawrence, R. Suddaby and B. Leca. (eds.) Cambridge, UK: Cambridge University Press, 2009.
- D'Aunno, T. Kimberly, J.R. & de Pouvourville, G. The globalization of managerial innovation: Analyzing the diffusion of patient classification systems. In Kimberly, J.R, de Pouvourville, G. & D'Aunno T (eds.) The Globalization of Managerial Innovation: Patient Classification Systems in Health Care. Cambridge: Cambridge University Press, 2008.
- Gilmartin, M.J. & D'Aunno, T. Leadership research in healthcare: A review and roadmap. Annals of the Academy of Management. Vol 1, (Brief, A & Walsh, J.P (eds.), New Jersey: Lawrence Earlbaum Associates, 2007.
- D'Aunno, T. The role of organization and management in substance abuse treatment: Review and roadmap. Journal of Substance Abuse Treatment, 31: 221-233, 2006.
- D'Aunno, T. Management scholars and public policy: A bridge too far? Academy of Management Journal. 48 (6): 949-951, 2005.
- Pollack, H., D'Aunno, T & Lamar, B. Outpatient substance abuse treatment and HIV prevention: An update. Journal of Substance Abuse Treatment, 30 (1): 39- 47, 2005.
- Ring, P.S., Bigley, G., D'Aunno, T., & Khanna, T. Perspectives on how governments matter. Academy of Management Review, 30 (2), 308-321, 2005.
- Wells, R.B., Lemak, C.H., & D'Aunno, T. Predicting inter-organizational relationships among drug abuse treatment organizations, 1990-2000. Health Services Research, October, 2005.
- Zajac, E.J., D'Aunno, T.& L.R. Burns. Managing strategic alliances. In S.M. Shortell and A.D. Kaluzny (eds.). Health care management: A text in organization behavior and theory. New York: Delmar, 5<sup>th</sup> edition, 2005.
- Fottler, M.,& O'Connor, S.J., Gilmartin, M.J. & D'Aunno, T. Motivating people. In S.M. Shortell and A.D. Kaluzny (eds.) Health care management: A text in organization behavior and theory. New York: Delmar, 5<sup>th</sup> edition, 2005.
- Wells, R.B., Lemak, C.H., & D'Aunno, T. Organizational survival in the outpatient substance abuse treatment sector 1988-2000. Medical Care Research & Review, 2005.
- Burns, L.R., D'Aunno, T.& Kimberly, J.R. Globalization in the health care sector. In The Alliance on Globalization (Gatignon, H. & Kimberly, J.R. (eds.) Cambridge: Cambridge

University Press, 2004.

- Friedmann, P.D., Lemon, S.C., Stein, M.D. & D'Aunno T. Accessibility of addiction treatment: Results from a national survey of outpatient substance abuse treatment organizations. Health Services Research, June 2003, 38(3): 887-903.
- Friedmann, P.D., Lemon, S.C., Stein, M.D. & D'Aunno, T. Community referral sources and entry of treatment-naïve clients into outpatient addiction treatment. The American Journal of Drug and Alcohol Abuse, 2003, 29 (1): 105-115.
- Friedmann, P.D., Lemon, S.C., Durkin, E.M. & D'Aunno, T. Trends in comprehensive service availability in outpatient drug abuse treatment. Journal of Substance Abuse Treatment, 2003.
- D'Aunno, T. & Pollack, H. Changes in methadone treatment practices: Results from a national study, 1988-2000. Journal of the American Medical Association, 2002. 288(7): 850-857.
- Levinson, W., D'Aunno, T., Gorawara-Bhat, R., Stein, T., Reifsteck, S. Egener, B. & Dueck, R. Patient-physician communication as organizational innovation in the managed care setting. The American Journal of Managed Care, 2002, 8(7): 622-630.
- Alexander, J.A. & D'Aunno, T. Alternative perspectives on institutional and market dynamics in the US healthcare sector. In Stephen S. Mick, editor, Advances in Health Care Organizational Theory. San Francisco, CA: Jossey-Bass, 2003.
- Lemak, C.H., Alexander, J.A. & D'Aunno, T. Selective contracting in managed care: The case of substance abuse treatment. Medical Care Research and Review, 2001, 58 (4): 455-481.
- D'Aunno, T. Succi, M.J. & Alexander, J.A. The role of institutional and market forces in divergent organizational change. Administrative Science Quarterly, December 2000, 45, 679-703.
- Friedmann, P.D., Lei, J., Etheridge, R., & D'Aunno, T. Linkage to medical services in the Drug Abuse Treatment Outcome Study. Medical Care, 2001, 39, 284-295.
- Sosin, M. & D'Aunno, T. The organization of substance abuse managed care. In M. Galanter (ed.) Recent Developments in Alcoholism: Services Research in the Managed Care Era, Volume 15, New York: Kluwer: Academic/Plenum Publishers, 2001.
- Marsh, J.C., D'Aunno, T. & Smith, B.D. Increasing access and providing social services to improve drug abuse treatment for women with children. Addiction, 2000, 95 (8): 1237-1247.
- Bazzoli, G., Shortell, S.M., Chan, B. & D'Aunno, T. The financial performance of hospitals belonging to health systems and networks. Inquiry, 2000, 37 (3), 234-252.

- Friedmann, P.D., D'Aunno, T., Jin, L. & Alexander, J.A. Medical and psychosocial services in drug abuse treatment: Do stronger linkages promote client utilization? Health Services Research, 1999, 35(2), 443-466.
- D'Aunno, T., Vaughn, T.E., & McElroy, P. An institutional analysis of HIV prevention efforts by the nation's outpatient substance abuse treatment units. Journal of Health and Social Behavior, 1999, 40: 175-192.
- D'Aunno, T., Fottler, M., & O'Connor, S.J. Motivating people. In S.M. Shortell and A.D. Kaluzny (eds.) Health care management: A text in organization behavior and theory. New York: Delmar, 4<sup>th</sup> edition, 1999.
- Zajac, E.J., D'Aunno, T. & L.R. Burns. Managing strategic alliances. In S.M. Shortell and A.D. Kaluzny (eds.). Health care management: A text in organization behavior and theory. New York: Delmar, 4<sup>th</sup> edition, 1999.
- D'Aunno, T., Foltz-Murphy, N. & Lin, X.. Changes in methadone treatment practices: Results from a panel study, 1988- 1995. American Journal of Drug and Alcohol Abuse, 1999, 25(4):681-699.
- Friedmann, P.D., Alexander, J.A., Jin, L., & D'Aunno, T. On-site primary care and mental health services in outpatient drug abuse treatment units, Journal of Behavioral Health Services & Research, 1999, 26 (1): 80-94.
- Friedmann, P.D., Alexander, J.A. & D'Aunno, T. Organizational correlates of access to primary care and mental health services in drug abuse treatment units, Journal of Substance Abuse Treatment. 1999, 16(1):71-80.
- Alexander, J.A., Lichtenstein, R., D'Aunno, T., McCormick, R., Muramatsu, N. & Ullman, E. Determinants of mental health providers' expectations of patients' improvement. Psychiatric Services, 1997, 48(5), 671-677.
- D'Aunno, T. Linking substance abuse treatment and primary health care. In J.A. Egerton, D.M. Fox & A.I. Leshner (Eds.) Treating drug abusers effectively. London: Basil Blackwell, 1997.
- Alexander, J.A., D'Aunno, T., and Succi, M.J. Determinants of profound organizational change: Choice of conversion or closure among rural hospitals. Journal of Health and Social Behavior, 1996, 37(3), 238-251.
- D'Aunno, T., Alexander, J.A. and McLaughlin, C. Business as usual? Changes in the health care workforce and organization of work. Hospital and Health Services Administration, 1996, 41(1), 3-18.

- Alexander, J.A., D'Aunno, T. and Succi, M.J., Determinants of rural hospital conversion: A model of profound organizational change. Medical Care, 1996, 34(1) 29-43.
- Alexander, J.A., Lichtenstein, R. Jinnett, K., D'Aunno, T. & Ulman, E. The effects of treatment team diversity and size on assessments of team functioning. Hospital and Health Services Administration, 1996, 41(1), 37-54.
- D'Aunno, T. and Vaughn, T. An Organizational Analysis of Service Patterns in Drug Abuse Treatment. Journal of Substance Abuse, 1995, 7, 27-42.
- D'Aunno, T. and Fottler, M.D. Motivating People. In S.M. Shortell and A.D. Kaluzny (Eds.) Health Care Management: A Text in Organization Behavior and Theory. Third Edition: Delmar, 1994.
- Zajac, E. J., and D'Aunno, T. Managing Strategic Alliances. In S.M. Shortell and A.D. Kaluzny (Eds.) Health Care Management: A Text in Organization Behavior and Theory. Third Edition: Delmar, 1994.
- Clement, J., D'Aunno, T. and Poyser, B.L. Hospital Corporate Restructuring and Financial Performance. Medical Care, 1993, 31(11): 975-988.
- Clement, J., D'Aunno, T. and Poyser, B.L. The Financial Performance of Diversified Hospital Subsidiaries. Health Services Research, 1993, 27(6): 741-764.
- D'Aunno, T. and Vaughn, T. Variation in methadone treatment practices: Results from a national study. Journal of the American Medical Association, January 8, 1992, 267(2): 253-258.
- Wheeler, J.R.C., Fadel, H. and D'Aunno T. Ownership and Performance in Outpatient Substance Abuse Treatment Centers. American Journal of Public Health. May 1992, 81:711-718.
- Sutton, R.I. and D'Aunno, T. Building a model of work force reduction that is grounded in pertinent theory and data: Reply to McKinley. Academy of Management Review, 1992, 17(1), 124-127.
- D'Aunno, T. and Sutton, R.I. Responses of drug abuse treatment organizations to financial adversity: A partial test of the threat-rigidity thesis, Journal of Management, 1992, 18(1), 117-131.
- D'Aunno, T. The effectiveness of human service organizations: A comparison of multiple models. In Y. Hasenfeld (ed.) The Organization of Human Services: Structure and Processes. Beverly Hills, CA: Sage, 1992.
- Price, R.H. and D'Aunno, T. The organization and impact of outpatient drug abuse treatment

- services. In R.R. Watson (ed.) Treatment of Drug and Alcohol Abuse: Vol. III Alcohol and Drug Abuse Reviews, Clifton, NJ: The Humana Press, Inc., 1992.
- Edlund, M., Wheeler, J.R.C. and D'Aunno, T. Payment systems and payment incentives in outpatient substance abuse treatment. Public Budgeting and Financial Management, 1992, 4(1), 107-123.
- D'Aunno, T., Sutton, R.I., and Price, R.H. Isomorphism and external support in conflicting institutional environments: A study of drug abuse treatment units. Academy of Management Journal, 1991, 34(3) 636-661.
- D'Aunno, T., Hooijberg, R. & Munson, F.C. Decision making, goal consensus and effectiveness in university hospitals. Hospital and Health Services Administration, 1991, 36(4).
- Price, R.H., Burke, C., D'Aunno, T., and Associates. Outpatient Drug Abuse Treatment Services, 1988: Results of a National Survey. In R.W. Pickens, C.G. Lukefeld and C.R. Schuster (Eds.) Improving Drug Abuse Treatment. Rockville, MD: National Institute on Drug Abuse, 1991.
- Alexander, J.A. and D'Aunno, T. Transformation of Institutional Environments: Perspectives on the Corporatization of U.S. Health Care. In Stephen S. Mick (Ed.) Innovations in the Organization of Health Care: Insights into Organization Theory, Jossey-Bass, 1990.
- Zuckerman, H.S. and D'Aunno, T. Hospital Alliances: Cooperative Strategy in a Competitive Environment, Health Care Management Review, 1990, 15, (2), 21-30.
- Zuckerman, H.S., D'Aunno, T. and Vaughn, T.E. The Strategies and Autonomy of University Hospitals in Competitive Environments, Hospital and Health Service Administration, Spring 1990, 35:103-120.
- Sutton, R.I. and D'Aunno, T. Decreasing Organizational Size: Untangling the Effects of Money and People, Academy of Management Review, 1989, 14(2) 194-212.
- Munson, F.C. and D'Aunno, T. Structural Change in Academic Health Centers, Hospital and Health Service Administration, 1989, 34(3), 413-426.
- D'Aunno, T. and Zuckerman, H.S. The Emergence of Hospital Federations: An Integration of Perspectives from Organizational Theory, Medical Care Review, Fall 1987, 44, (2), 323-343.
- D'Aunno, T. and Zuckerman, H.S. A Life-Cycle Model of Organizational Federations: The Case of Hospitals, Academy of Management Review, 12, (7), 534-545, 1987.
- Georgopoulos, B.S., D'Aunno, T. and Saavedra, R.S. Hospital-Physician Relations Under Hospital Prepayment, Medical Care, August 1987, 25, (8), 781-795.

D'Aunno, T. and Price, R.H. Organizational Adaptation to Changing Environments: Community Mental Health and Drug Abuse Services, American Behavioral Scientist 28, (5), 669-684, 1986.

D'Aunno, T. and Price, R. H. Linked systems: Mental Health and Drug Abuse Services. In W. R. Scott and B. Black (eds.) The Organization of Mental Health Services, Beverly Hills, CA: Sage, 1986.

Klein, K. J. and D'Aunno, T. The Psychological Sense of Community in the Workplace, Journal of Community Psychology, 14 (4), 365-377, 1986.

D'Aunno, T., Klein, D.C., and Susskind, E. Seven Approaches to the Study of Community Phenomena. In E. Susskind and D.C. Klein (eds.) Community Research, New York: Praeger 1985.

Price, R. H. and D'Aunno, T., Managing Workforce Reduction, Human Resources Management, 22, (4), 13-31, 1983.

D'Aunno, T. and Price, R.H. Methodologies in Community Research: Action and Analytic Approaches, in K. Heller (ed.), Psychology and Community Change, Homewood, IL: The Dorsey Press, 1983, second edition.

D'Aunno, T. and Price, R.H. The Context and Objectives of Community Research, in K. Heller (ed.), Psychology and Community Change, Homewood, IL: The Dorsey Press, 1983, second edition.

### **Books**

Kimberly, J.R, de Pouvourville, G. & D'Aunno, T. (eds.) The Globalization of Managerial Innovation: Patient Classification Systems in Health Care. Cambridge: Cambridge University Press, 2008.

### **Book Reviews and Invited Commentaries**

Commentary on Glouberman and Mintzberg and Mintzberg and Glouberman: "Managing the care of health and the cure of disease: Arguments for the importance of integration" Health Care Management Review, Winter, 2001, 87-89.

Overview: The organization of substance abuse treatment services. In M. Galanter (ed), Recent Developments in Alcoholism: Services Research in the Managed Care Era. (Vol. 15) New York: Kluwer Academic/Plenum Publishers, in press, 2001.

Commentary on "A conceptual framework for the analysis of health care organizations' performance" Sicotte, C., Champagne, F., Contrandriopoulos, A.P. et al., Health Services Management Research, 1998 (11)41-43.

Leadership of Public Bureaucracies: The Administrator as Conservator, Larry D. Terry, in Journal of Policy Analysis and Management, 1997, 16 (3), 489-492.

Strategic Choices for America's Hospitals: Managing Change in Turbulent Times (S.M. Shortell, E.M. Morrison, and B. Friedman) in Administration and Social Work, 1993, 17, 148-151.

Health Care Management: A Text in Organization Theory and Behavior (S.M. Shortell and D. Kaluzny, Eds.) in Journal of Health Care Administration Education, Winter, 1990.

Price, R.H. and D'Aunno, T. Handbook of Organizational Behavior (J.W. Lorsch, Ed.) in Contemporary Sociology, 1988, 17 (2) 181-18.

### **WORK IN PROGRESS**

Substance Abuse as a Chronic Health Problem: Progress and Pitfalls in Treatment (with H.Pollack, M.J. Gilmartin)

Relationships between consultants and clients: Promoting organizational change (with K. Maxwell, M.J. Gilmartin)

Organizational responded to market and institutional forces (with J.A. Alexander, X. Xia, M.J. Gilmartin)

HIV testing and counseling in the US outpatient substance abuse treatment system (with H. Pollack)

### **PUBLISHED TEACHING CASES**

Cagna, A-M., D'Aunno, T & Mattia J. Gilmartin. Robert Jones and the Eastbourne NHS Orthotics Clinic: Make or Buy? Copyright: 2006 INSEAD

Battilana, J., Cagna, A-M.,Gilmartin, M.J. & D'Aunno, T. Service Redesign at South Devon NHS Trust (A&B). Copyright: 2006 INSEAD

Battilana, J., Cagna, A-M., Gilmartin, M.J. & D'Aunno, T. Leadership and Change: Martin McShane at the Moss Valley Practice. Copyright: 2006 INSEAD

Battilana, J.,Cagna, A-M., Gilmartin, M.J. & D'Aunno, T. Deborah Jamieson and the University College London Hospitals Copyright: 2006 INSEAD (European Foundation for Management Development prize for best case in the public sector category, 2006).

## **RESEARCH MONOGRAPHS**

Munson, F.C. and D'Aunno, T. The University Hospital in the Academic Health Center: Finding the Right Relationship. Association of Academic Health Centers and Association of American Medical Colleges, Washington, DC, 1987.

D'Aunno, T., Munson, F.C. and Zuckerman, H.S. Vertical Integration and University Hospitals. University Hospital Consortium, Winter, 1985.

Georgopoulos, B.S., D'Aunno, T., and Saavedra, R. The Organizational Effects of Hospital Prepayment. Institute for Social Research, University of Michigan, 1984.

## **CONFERENCE PAPERS (1997-present)**

### **Peer Reviewed**

Explaining Change in Institutionalized Practices: A Review and Roadmap for Research. Paper presented at University of Alberta, Canada, conference: Past, Present and Future of Institutional Theory (1-3 June 2006).

Forms of Organizing in Healthcare Services. Organized and co-directed (with A. Cichetti) Special Interest Track at the 22<sup>nd</sup> EGOS Colloquium (6-8 July 2006: Bergen, Norway)

The role of substance abuse treatment units in HIV prevention: An update. International Health Technology Assessment Conference, Rome, 2005.

Predicting inter-organizational relationships among drug abuse treatment organizations, 1990-2000, Academy of Management Conference, Seattle, Washington, August 2003 (with Wells, R.S., & Lemak, C.H.)

Organizational adaptation to dropping out of managed care. Academy of Management Conference, Toronto, 2000.

The rhetoric and reality of managed care for drug abuse treatment units. Academy of Management Conference, San Diego, CA, 1998

Organizational responses to conflicting ideologies: A simulation study of hospital teams. Academy of Management Conference, Boston, MA, August, 1997 (with R.Saavedra, C. Bartel)

Changes in methadone treatment practices: Results from a panel study. American Public

Health Association Conference, Indianapolis, IN, November, 1997

**Invited (selected)**

Challenges and Opportunities in Health Care in the 21<sup>st</sup> Century: The Role of Aging. Czech Management Center, Prague, Czech Republic, May 2003.

Trends in Health Care Markets and Their Implications for Information Technology, Oracle Health Care Management Conference, Barcelona, Spain, June 2003.

Entrepreneurs and Information Technology. International Council and Circle of Patrons Presentation, INSEAD, April 2003.

Critical Issues in Methadone Treatment in the US, 1988-2000, Washington Circle Policy Group on Performance Measurement for Care of Substance Abuse Disorders, Washington, D.C., August 2003

Toward Convergence in the Training of Hospital Directors, IIIèmes Journées Hospitalières Internationales, Paris, France, October, 2003.

Using Information Technologies to Promote Medical Research and Practice: Rhetoric and Reality of e-Health, World Organization for Specialized Studies on Diseases of the Esophagus, 7<sup>th</sup> Congress, UNESCO Headquarters, Paris, September, 2003

Networks and alliances: The promise and pitfalls of managing without hierarchy. Association for Health Services Research Annual Meeting. Los Angeles, CA, June 2000.

From conformity to resistance: How organizations manage managed care. Association for Health Services Research Annual Meeting. Los Angeles, CA, June 2000.

The role of behavioral managed health care firms in drug abuse treatment. American Public Health Association Annual Conference. Chicago, IL, November 1999.

Bridging the gap between research and practice: The case of methadone treatment. Association for Health Services Research Annual Conference, Chicago, IL, June, 1999.

The rhetoric and reality of managed care for substance abuse treatment. National Association of Drug and Alcohol Abuse Treatment Counselors, Philadelphia, PA, May 1999.

The role of markets and institutional environments in divergent organizational change. Duke University, Fuqua School of Business, November, 1998.

Changes and challenges in the nation's outpatient drug abuse treatment system, 1988-1995.

National Institute on Drug Abuse, Research Seminar Series, Rockville, MD, October, 1998.

An agenda for research on the organization and management of drug abuse treatment and prevention services, Association for Health Services Research, Washington, D.C., June, 1998

An institutional analysis of radical organizational change in rural hospitals, University of Chicago, Health Economics Workshop, February 26, 1998; University of Chicago, Graduate School of Business, Markets and Organizations Workshop, April, 1998

Changes in America's health care system: Implications for Romanian health care reform? Joint Committee on Health Care of the Romanian Parliament, Bucharest, Romania, 1998.

Managed care in the nation's outpatient substance abuse treatment system, American Public Health Association, Indianapolis, IN, November, 1997

## **RESEARCH GRANTS AND CONTRACTS**

### Completed

Consultants and organizational change (Principal Investigator), 2006-2007. Funded by Celerant, 75,000 euros

National Institute on Drug Abuse, Drug Abuse Treatment System Survey (Consultant), 2003-2008) (NB: I wrote this successful \$4 million proposal, but turned over the principal investigator role to J.A. Alexander when I moved to INSEAD in 2002; we now co-direct the project).

INSEAD Research and Development Fund, Global trends in patient classification and payment systems (with J.R. Kimberly), \$30,000, 2005-2007

National Institute on Drug Abuse, Buprenorphine treatment in France: Lessons for the US (Principal investigator, subcontract from Brandeis University), 2004-2006, \$75,000

Center for Substance Abuse Treatment and Sinai Family Health Systems, Linkages for Substance Abuse Treatment in Primary Health Care Clinics (Principal Investigator), 1999-2002, \$750,000.

National Institute on Drug Abuse, Drug Abuse Treatment System Survey (Principal Investigator), August, 1998-2002), \$2.7 million

National Institute on Drug Abuse, The Role of Managed Care Organizations in Drug Abuse Treatment, (Principal Investigator), July 1997- 2001, \$1.01 million.

National Institute on Drug Abuse, Drug Abuse Treatment System Survey, (Principal Investigator), October, 1993-July, 1998, \$1.95 million.

National Institute on Drug Abuse, Organization and Financing of Drug Abuse Treatment Services, (Principal Investigator), October, 1993-1997, \$1 million.

Agency for Health Care Policy and Research, The role of organizational factors in rural hospital conversion; (Co-Principal Investigator) (with J.A. Alexander), 1992-1996; \$300,000.

National Institute on Drug Abuse, Drug Abuse Treatment Services Outcomes Study, (Co-Principal Investigator) (with D. Gerstein, National Opinion Research Center and R. Hubbard, Research Triangle Institute), 1991-1995; \$100,000.

National Institute on Mental Health, Preventive Innovations and Caregiver Stress in Group Homes (Principal Investigator) 1989-1990; \$15,000.

Midwest Bio-Behavioral AIDS Research Consortium, The Role of Drug Abuse Treatment Organizations in AIDS Prevention, (Principal Investigator), 1989; \$35,000.

National Institute on Drug Abuse, National Survey of the Drug Abuse Treatment System, (Co-Principal Investigator) (with R. H Price and C. Burke), 1986-1992; \$2 million.

Pew Memorial Trust/Association of Academic Health Centers, Pros and Cons of Separating University Hospitals from their Universities, (Co-Principal Investigator) (with F.C. Munson); 1984-1987, \$300,000.

National Institute on Drug Abuse, A National Survey of the Organization of Outpatient Drug Abuse Treatment Programs, (Co-Principal Investigator) (with R.H. Price and R.L. Kahn);1983-1986, \$1.4 Million.

Catherine McAuley Health Center, Ann Arbor, Michigan, Assessing Community/Hospital Relations, (Co-Principal Investigator) (with R.H. Price);1981-1982, \$10,000.

## **TEACHING EXPERIENCE**

Executive education sessions in various organizational behavior topics (leading organizational change; performance management; high performance teams; leadership; organization design)  
--Recently directed and taught in several company-specific programs, including programs for the English National Health Service; Sanofi-Aventis; Fresenius; SC Johnson; Initiative Media; Lafarge; General Mills; West Pharmaceutical Services; Microsoft

Program Director INSEAD's Advanced Management Program (March 2005, 2006, 2007)

Leading Organizations: Required core course in organizational design for MBA students

Leading People and Groups: Required core course for MBA students

Mental Health Services Research Seminar (for NIMH pre-doctoral trainees)

Social Intervention: Policies and Programs; required course for masters students in social service administration

Organizational Theory and Health Care Organizations; required course for doctoral students

Organizational Theory and Health Policy; required course for Doctor of Public Health in Health Policy

Interdepartmental Seminar in Organizational Theory

Interpersonal Relations and Group Dynamics for Health Care Managers; elective course for masters students in Graduate Program in Health Administration and Policy and students in Social Service Administration

Organizational Systems; elective course for University of Michigan Psychology Department undergraduates

Organization Design and Strategy; elective course for masters students in Graduate Program in Health Administration and Policy and students in social service administration

Individual Behavior in Organizations; Introductory Psychology (undergraduate courses, University of Michigan)

Experimental Psychology; Developmental Psychology (undergraduate courses, University of Maryland, Baltimore County)

Dissertation Committees: Member of 55 completed dissertation committees, chairman of 24 of these

Primary mentor for mentored career development award (for P. D. Friedmann), National Institute on Drug Abuse, 1998-2002

Primary mentor for minority faculty development award (for D. Howard), National Institute on Drug Abuse, 1999-2002

### **FELLOWSHIPS AND HONORS**

Career Distinguished Service Award (The Myron Fottler Award), The Academy of Management,

Health Care Management Division, 2004

Selected as “National Expert” by the Association for Health Services Research for research on the organization of drug abuse treatment services, June, 1997.

National Institute of Mental Health Fellowship, 1980-1981, 1982-1983.

Dailey Memorial Scholarship, University of Notre Dame, 1974-1978.

University of Notre Dame Alumni Scholarship, 1976-1977.

### **SERVICE IN UNIVERSITIES AND UNIVERSITY DEPARTMENTS**

University Committee on Socially Responsible Investment of Columbia Endowment, 2008-

Admissions Committee, Mailman School of Public Health, Columbia University, 2008-

Faculty Evaluation Committee (Promotion and Tenure Committee) (INSEAD) (elected), 2004-2006; 2007-2008 (appointed by Dean)

Executive Education Faculty Advisory Committee (INSEAD), 2002-2004; 2006-2007

MBA Faculty Advisory Committee (INSEAD), 2002-

Co-Chair, Promotion, Retention and Tenure Committee, School of Social Service Administration, 2001-2002

Member, Curriculum Policy Committee, School of Social Service Administration, 2001

Member, Committee to develop a social intervention research institute, School of Social Service Administration, 2001

Chair, Faculty Search Committee, School of Social Service Administration, 1999-2000

Member, Biological Sciences Division and Law School Committee on Joint Programs, 1999

Member, National Opinion Research Center task force on health services research, 1999-2000

Search Committee Member, Department of Health Studies, Pritzker School of Medicine, University of Chicago, 1998-1999

Chair, 1997-1999, University of Chicago, Faculty Advisory Board of Computing Activities and

Services, board member, 1996-1997

Member, School of Social Service Administration Doctoral Program Committee, 1994-1999

Chair, 1997-1998, School of Social Service Administration Promotion, Review and Tenure Committee; committee member 1995-1996

Member, 1995-1996, Faculty Advisory Committee to the Regenstein Library Reorganization, University of Chicago

Chair, 1995-1996, School of Social Service Administration Strategic Planning Committee

School of Social Service Administration, Admissions Committee, 1994

Executive Committee Member, 1991-1993, University of Michigan, School of Public Health.

Executive Committee Member, Department of Health Services Management and Policy, 1991-1993.

Search Committee Member, Richard C. Jelinek Chair in Health Care Management, 1991-1992.

Search Committee Member, Department of Public Health Policy and Administration, 1991-1993.

Governing Board Member, Interdepartmental Organizational Studies Program of the Rackham Graduate School, 1990-1994.

Executive Committee Member, Organizational Psychology, University of Michigan, 1990-92.

Member, Search Committee in Organizational Psychology, University of Michigan, Winter 1991.

Chairman, Organizational Studies Track, Doctoral Program in Health Services Organization and Policy, University of Michigan, 1985-1994.

Member, Department of Health Services Management and Policy Organizational Behavior/Sociology Committee, 1984-1994. (Chair: 1991-1993)

Member, Program Committee for Institute of Labor and Industrial Relations, University of Michigan, 1987-1990.

Reviewer, Presidential Initiatives Fund, Office of Research Development, University of Michigan, 1986-1994.

Member, Masters in Health Services Administration Program Committee, 1986-1988,

1991-1992.

Program Committee Member for Pew Doctoral Program in Health Policy, 1987-1988.

Coordinator, Summer Internships for Masters students in Hospital Administration, 1986.

Member, Graduate Committee and Curriculum Committee; Co-Chairman of Admissions Committee, Department of Psychology, The University of Michigan, 1981-1983.

Graduate Psychology Curriculum Committee, University of Maryland, 1978-1980

## **PROFESSIONAL ACTIVITIES**

**Editorial Board Member:** Strategic Organization, 2003-  
Academy of Management Review, 1999-  
Advances in Health Care Management, 1999-  
Medical Care Review and Research, 1991-  
Journal of Engineering and Technology Management, 2003-2005  
Social Service Review, 1995-2002  
Administrative Science Quarterly, 1995-1997  
Journal of Health and Social Behavior, 1994-1998  
Health Administration Press, 1995-1999  
Health Care Management Review, 1993-1995

Guest Co-Editor (Peter Ring, lead editor), Special Issue of Academy of Management Review "How Governments Matter" 2003-2004

Guest Co- Editor (with J.A. Alexander), Special Issue (Spring, 1996) of Hospital and Health Services Administration

### **Ad-Hoc Peer Reviewer:**

Journal of the American Medical Association  
Health Services Research  
Academy of Management Journal  
Organization Science  
Strategic Management Journal  
Medical Care  
Health Affairs  
Addiction  
University of Chicago Press  
University of Michigan Press

Oxford University Press

National Health Authority of Qatar, Board Member, May 2005- August 2008

Search Committee Member, National Institutes of Health, National Institute on Drug Abuse, 1999-2000 (search for position of Director of the Division of Epidemiology, Services and Prevention Research)

Member, Center for Substance Abuse Treatment, Panel on Developing a National Treatment Plan, Committee on Connecting Services and Research June, 1999-June 2000.

Scientific Advisory board member, Drug Evaluation Network System, Treatment Research Institute, 1998- (Principal investigators: Thomas McLellan and Herbert Kleber)

Ad-Hoc Grant Reviewer, Agency for Health Care Policy and Research, 1998-1999

Advisory board member, Center for Public Mental Health Services Research, Department of Psychiatry, University of Chicago, June, 1998-

Advisory board member, Project New Start/New Home, Mid-America Institute on Poverty, 1999

Reviewer, Small Grants Program, Agency for Health Care Policy and Research, 1991-present

Consultation to the Director, Office of National Drug Control Policy, June, 1997

Member, National Institute on Alcohol Abuse and Alcoholism, Committee on Health Services Research, 1995-1996

Member, National Institute on Drug Abuse, Strategic Planning Committee for Health Services Research, 1994; 1997-98, Chair, Subcommittee on Organization and Management

Faculty Member and Consultant, Henry Ford Health System, Managed Care College, Detroit, 1993-1994

Consultant, Invitational Conference on Strategic Alliances, University of North Carolina, Chapel Hill, November, 1993. (Funded by Agency for Health Care Policy and Research, Principal Investigators A. Kaluzny and H. Zuckerman).

Scientific Advisory Board Member, National Treatment Evaluation Study (H. Kleber, Principal Investigator) 1994-present

Scientific Advisory Committee Member, Drug Abuse Treatment Outcome Study (R. Hubbard, Principal Investigator), 1990-1994.

Scientific Advisory Committee Member, National Treatment Study, funded by National Institute on Alcoholism and Alcohol Abuse, 1992-1995.

Chair, Health Care Administration Division; Academy of Management, 1994-1995.

Chair-Elect, Health Care Administration Division, Academy of Management, 1993-1994.

Program Chair, Health Care Administration Division, Academy of Management, 1992-1993.

Coordinator, Health Care Administration Division, Academy of Management Consortium for Doctoral Students and Junior Faculty, 1991-1992.

Faculty Member, Academy of Management Health Care Administration Division's Consortium for Junior Faculty and Doctoral Students, 1989-2000

Member, Academy of Management, 1984-present.

Participant, Academy of Management Doctoral Consortium, 1983.

Coordinator, Southwest Baltimore Human Services Network, 1979-1980.

Counselor, Regional Institute for Children and Adolescents, Baltimore, MD, 1978-1979.

## **RESEARCH INTERESTS**

Institutional theory

Organization-environment relationships; interorganizational relationships

Organization structure and performance

Organization and management of substance abuse treatment services

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