

## John Cawley, Ph.D. Awarded John D. Thompson Prize from AUPHA

Sloan faculty member John Cawley was awarded the John D. Thompson Prize for Young Investigators at the annual meeting of the Association of University Programs in Health Administration (AUPHA). The Thompson Prize is given annually to a top young investigator in health services research. John was recognized for his highly regarded work in health economics and particularly the economics of obesity. In this work he is investigating the effect of body weight on labor market outcomes such as wage rates, unemployment, employment disability, and the



John Cawley receiving the Thompson Award from Kyle Grazier, at AUPHA meeting

transition from welfare to work. He also studies the role of body weight in adolescent behavior, such as smoking and sexual activity. His other research

concerns treatments for obesity, such as anti-obesity drugs, bariatric surgery, and the effectiveness of methods of preventing obesity such as physical education in schools. In addition to a strong publication record, John has a strong record of outside funding and has recently been appointed to advisory committees at the Institute of Medicine (IOM) and the Centers for Disease Control & Prevention (CDC).

The award is a great honor both for John and for the Sloan Program. John is one of a group of highly regarded health

*continued on page 6*

## Leading Health Scholars Come to Cornell for Sloan Conference on Consumers, Information and Health

On April 8 and 9, 2005, the Sloan Program hosted a two day conference *Consumers, Information, and the Evolving Healthcare Market Place*. The Cornell campus and beautiful spring weather provided a perfect setting to bring together academics, practitioners and policy makers to consider trends

increasing consumer involvement in the healthcare market place, including “consumer directed” insurance plans, report cards for health plans and providers, disease management and wellness plans seeking greater consumer involvement, and direct-to-consumer advertising of pharmaceuticals.

Over 60 people attended the sessions marked by lively discussions. Conference organizer Will White commented that, “This was an exciting opportunity to bring together top scholars and practitioners to examine trends towards greater consumer involvement in health care and explore

*continued on page 6*

## Commission on Accreditation of Healthcare Management Education (CAHME) Awards Re-accreditation to Sloan

After a year long self-study and an on-campus review by the site-visit team, the Sloan Program recently received official notification of reaccreditation from the Commission on Accreditation of Healthcare Management Education (CAHME). The Sloan Leadership Team is very pleased that CAHME has awarded the Sloan MHA programs reaccreditation for six years. The Commission’s report highlighted a number of strengths of the Program including its faculty, leadership

team and strong alumni group. Its findings are an affirmation of the long-term efforts of the entire Sloan family and friends including the faculty, alumni, students and administration. It is also a reflection of all the support of the current and prior deans of the College, chairs of PAM, and other Cornell colleagues. In response to the Commission’s report, Sloan is initiating a new course on health care marketing this fall and working on better integrating quality issues into the curriculum.

The Sloan Program would like to thank the many alumni, students, and College and University officials who were involved in various meetings and conference calls with the site visitors. We would also like to acknowledge and express our appreciation to the CAHME site visit team whose extensive time with faculty, students and administration was very consultative and provided helpful ideas for continued improvement of the Sloan Program.

# EVP of HMA, Jon Vollmer '81, Speaks at Wagner Dinner

Sloan alumnus and long time supporter of the Program, Jon Vollmer '81, Executive Vice President of Health Management Associates (HMA), delivered the keynote lecture at the Wagner Dinner on May 7. The lecture was the high point of a weekend of



Will White, Maria Papola, President-Elect of the Sloan Alumni Association, and Brooke Hollis at the Wagner Dinner

student and alumni activities that took place May 6-7. Jon made a fascinating presentation in which he discussed challenges facing health care managers in the context of his career as both a hospital CEO and senior executive with a national hospital group. He also described how he and his team at HMA dealt with the 4 hurricanes that swept through Florida last year, devastating a number of communities in which HMA hospitals are located.

One of last year's Sloan graduates who also works for HMA, Kyllan Brown '04, was able to add her perspective from the front lines. She experienced a "trial by fire" moving to a new position at HMA's Punta Gorda facility immediately prior

to the direct hit on their hospital. Among other challenges, the hurricane



Sloan Students and friends enjoying the Wagner Dinner

tore the roof off one of their buildings, forcing a relocation of patients and an extended period of challenges. Kyllan

*continued on page 7*

## Sloan Students Making a Difference Even Before They Graduate

Students from the Sloan Program of Health Administration have once again made significant contributions to local health organizations\* via their Capstone Projects. Examples of projects and brief descriptions are listed below.

- One group of students created a formal business plan for the Highlands at Pittsford's upscale home health program, "Highlands at Home." Students conducted a market and financial feasibility analysis, held focus groups and used their analysis to suggest a formal business plan for "Highlands at Home."
- A second independent Capstone involved development of a marketing strategy for a

home healthcare agency on Long Island. The organization was interested in developing a plan to increase their market share, and requested assistance creating a marketing strategy that included cost effective ways to target new patients/clients.

- Another pair of Sloan students teamed with a for-profit medically-related venture firm owned by a not-for-profit hospital, to focus on investing in biotechnology and the orthopedic device sector. The project focused on reviewing the current business model and comparing it to businesses within similar industry groups.
- Four students teamed up to study disaster preparedness and develop a model for resource allocation in the event of a mass casualty. Their model incorporated the

effects of time, weather, and other reality dimensions that would affect response needs, capacity and effectiveness.

While not formally listed, Sloan wishes to thank the sponsoring organizations and individuals for the opportunities provided for our students. If your organization has a challenge that they would like considered for a future Capstone project, please contact Thom Delara at [td55@cornell.edu](mailto:td55@cornell.edu) or Cathi Calori at [cgg7@cornell.edu](mailto:cgg7@cornell.edu).

*\*Because of confidentiality related to some of the projects, the names of the organizations are not listed.*

## Make-A-Wish Foundation "Wish-Child" Gives Back Via Health Administration—An Interview with Tiffany Rowe—Sloan '97

*Ed Note: Cathi Calori, Associate Director recently interviewed Tiffany who shared her unique background and perspective on her career.*

**CALORI** Tell me about the Make-A-Wish Foundation, how did you become involved?  
**TIFFANY ROWE:** When I was 11, I was diagnosed with Aplastic Anemia – It's exceptionally rare and in 1984 it was treated largely under experimental protocols. After a 4-year battle, I went into a solid remission and I was granted a wish in 1998 by the Make-A-Wish chapter based in Seattle, my hometown.

It was an incredible turning point in my life and I have been a volunteer and spokesperson for the Foundation ever



Tiffany Rowe '97 at a Make A Wish Foundation event

since. In 2000, I was the first Make-a-Wish child to be elected to National Board of Directors and I thrive on the opportunity to give back at such a significant level.

**CALORI** How did you become involved in Sloan and in Health Administration?

**TR:** After all I had been through, I was interested in giving back in some way. I was fortunate enough to be admitted to Cornell as an undergraduate and became interested in health administration as a way of serving others. When I learned

*continued on page 6*

## Doug Brown Joins Executives-in-Residence Mike Weidner (2004-05) and Bonnie Howell (2005-06) Who Are Honored at Ithaca Event

**Mike Weidner '66, Doug Brown Executive-in-Residence (EIR)** for 2004-2005, was honored with a plaque and a round of applause aboard the MV Manhattan on Cayuga Lake on August 24, 2005. As noted in a prior Sloan Update, among Mike's many leadership positions over the years were the Presidency of Highland Hospital and serving as a senior executive with the Strong System. Mike did a wonderful job of coaching, counseling, and directing students during his tenure as Executive-in-Residence and found time to teach a mini-course in long term care as well. His presence, wise counsel, and his sense of humor will be greatly missed. Mike passes the baton to the **new Doug Brown Executive-in-Residence for 2005-2006, Bonnie H. Howell, D.H.A., Sloan '72.**

Bonnie Howell, D.H.A. '72 spent over 20 years as President and CEO of Cayuga Medical Center in Ithaca, New York. Over

the course of her career, she has held many leadership positions and has influenced health policy. Among her activities were serving as President of the Health Care Association of New York State (HANYS) and as a member of the Governor's Hospital Review and Planning Council. Bonnie also



EIRs Mike Weidner and Bonnie Howell reunite with Doug Brown at Ithaca event.

recently completed a Doctorate in Health Administration. Currently she is working for a consulting firm where she provides executive and team coaching for health care organizations. In addition to her service as Executive in Residence, Bonnie will bring her experience as an executive coach to the classroom, where she is offering a course in Leadership.

A special highlight at the event was the attendance of **Doug Brown, Ph.D.**, for whom the EIR was named. Doug was a long-time faculty member, coordinator, and head of the Health Executives Development Program. Doug joined Bonnie, Mike, and the Sloan leadership team to reminisce about Sloan friends and activities. Doug commented on his experiences with Mike and Bonnie over the years, and everyone was pleased he was able to help celebrate their contributions as Executives-in-Residence.

## Faculty News:

Selected notes on Sloan faculty activity:

**Roger Battistella**, Professor of Policy Analysis and Management, recently made a presentation at the International Health Policy & Management Institute on "Unsustainability of Medicare Spending", at their annual meeting in Washington, DC, and was also invited to prepare a paper on training future healthcare leaders for the *Journal of Health Administration Education*.

**John Cawley**, Assistant Professor of Policy Analysis and Management, has been recently appointed to the Centers for Disease Control and Prevention Expert Panel on "The Role of Schools in Addressing Childhood Overweight" and to the Keystone Forum on "Away-From-Home Foods: Opportunities for Preventing Weight Gain and Obesity," sponsored by the U.S. Food and Drug Administration. Cawley was also recently appointed Associate Editor of the *Journal of Economics and Human Biology*.

**Cathi Calori**, Associate Director of the Sloan Program in Health Administration, recently delivered the keynote address at the Ohio State Conference on Employment of People with Disabilities and delivered papers at the Center for Substance Abuse Treatment's Conference in Washington D.C. Topics included: "Ethics in Organizational Culture; The Challenges of Incorporating

Faith Based Initiatives in Public Funding and Public Policies" and "Defining Quality Markers in Community Based Recovery Support Services."

**Brooke Hollis**, Executive Director of the Sloan Program in Health Administration, served as a moderator for a Roundtable Discussion Group on valuations and mergers/acquisitions, at the 14th Annual Staffing Industry Executive Forum held in March in Dallas, Texas. He also delivered a presentation on current trends in mergers & acquisitions at the Healthcare Staffing Summit in June in Atlanta, and was a speaker on valuation of specialty health firms for a seminar sponsored by Business Valuation Resources in December.

**John Kuder**, Associate Professor of Policy Analysis & Management (PAM) along with Co-Principal Investigator Bill Trochim, Professor of PAM and collaborator Maureen Waller, Assistant Professor of PAM have all recently received notification of approval of an \$860,000 grant over approximately 2 years to study an innovative Boston University Medical Center program that was recently profiled on National Public Radio. The project is being supported by the Atlantic Philanthropies.

**Sean Nicholson**, Assistant Professor of Policy Analysis and Management, has received a \$725,000 three-year grant from

the Centers for Disease Control and Prevention for "A New Method of Valuing Investments in Workers' Health." This research is examining the impact of a wellness program at a large employer on worker productivity and absences and medical spending. Professor Nicholson's other current research includes work on innovation in the biotechnology and pharmaceutical industry and on determinants of whether and how quickly physicians adopt new technologies and treatment methods.

**Kosali Simon**, Sloan faculty and Assistant Professor of Policy Analysis and Management, presented her paper, "Effect of Recent Federal Health Insurance Regulations on Uninsurance in Small Firms", at the American Economics Association meetings in Philadelphia during January 2005.

**Will White**, Professor of Policy Analysis and Management and Sloan Program Director, has received a \$231,000 grant from the Robert Wood Johnson Foundation for his research, "Is the Impact of Managed Care on Hospital Prices Decreasing?" This research is examining how increases in the level of concentration in hospital markets and changes in restrictions on consumer choice by managed care plans may interact to affect managed care plans' ability to win price concessions from hospitals.

## Sloan 2005 Mini-Reunion

In conjunction with the Wagner Dinner, an enthusiastic group of alumni was welcomed to campus for a Sloan Mini-Reunion. Repeating an idea endorsed by the Sloan Alumni Association Executive



Professor Kuder and new COO of one of HMA's hospitals Kyllan Brown, '04, catch up at 6 Mile Creek reception

Board last year, Sloan welcomed a group of past graduates, students and faculty to

a series of events around the Wagner weekend. By popular demand a wine tasting, barbeque and reception was held at Sloan faculty member Roger Battistella's Six Mile Creek Winery. An outing to the Robert Trent Jones Golf Course at Cornell also took place.

The Sloan Alumni Association Executive Board held their meeting immediately prior to the weekend, enabling Board members to meet with students, faculty and fellow alumni and to enjoy the weekend activities.

**Please mark your calendars for the weekend of May 5-6, 2006, for next year's get-together.**

We will return to Six Mile Creek with Roger and Nancy Battistella—home of

the famous Doug Brown and Roger Battistella smelt fries and homemade wine. While the wine is more sophisticated, the hospitality is the same as it was 10, 20, 30 or 40 years ago. We look forward to welcoming back Sloan alumni to Roger's place.



Students Dewi Matthies and Matha Morin enjoy the buffet at the 6 Mile Creek reception

## Outstanding Placement Success for the Classes of 2005 and 2006

The Sloan Program has enjoyed excellent success for both jobs and internships for the Classes of 2005 and 2006. Graduates and interns were placed among the following organizations:

The Frankel Group  
Westat, Washington, DC \*  
Health Management Associates (HMA)\*  
Greater New York Hospital Association Ventures  
Ministry of Health; Singapore  
Opera Solutions, NYC  
University of California at Los Angeles  
NY Health Plan Association  
CIGNA  
Methodist Hospital

Retreat HealthCare  
North Shore Long Island Jewish Health System\*  
Cook County Department of Public Health  
Pinnacle Group  
Horizon Blue Cross/Blue Shield  
University of Massachusetts Office of Community Programs  
Strong Memorial Hospital  
Kaiser Permanente

Additional organizations not noted above where graduates or interns have gone in the immediate prior year include:

Pfizer, Stony Brook University Hospital, Oschner Clinic, HSS Ventures, Roswell

Park Cancer Institute, Duke University Medical Center, Agency for Healthcare Research and Quality, DGA Partners, Temple University Medical Center, New Health Management\*, American Association of Homes and Services for the Aging, Boston University Medical Center, Manhattan's Eye, Ear, and Throat Hospital, and Cornell Weill Medical College, Department of Neurosurgery.

Congratulations to the classes and our thanks to the friends and alumni of Sloan who encouraged, mentored or hired our graduates!

*\*Indicates more than one placement and/or internship.*

## Sloan Responds to Hurricane Katrina By Hosting a Tulane Masters Student

The Sloan Program welcomed Meg Moore, a Tulane Masters student to the new class. Meg brings a background with a variety of experiences in health and will be a wonderful addition to Sloan. She joins a number of other students from Tulane who are coming to other units at Cornell while Tulane is closed. We wish all Tulane students well during this difficult period and look forward to working together.

# Alumni Notes

## 1960's

### Bill Gonzalez '66

Bill has been active as a consultant and helping with the development of new fellows for the Commission on Accreditation of Healthcare Management Education (CAHME). Bill recently chaired a session on fellow development at the Association of University Programs in Health Administration (AUPHA) meeting in Boston. Bill is working with Mike Weidener '66, last year's Doug Brown Executive-in-Residence, on organizing a potential 40<sup>th</sup> reunion for their class.

### Reg Ballantyne '67

Reg has been very involved with government relations, acquisitions and development with Vanguard Health, where he is currently a senior corporate officer. Reg is hoping to speak on campus in the Spring, where he plans to share his broad experiences which include past service as Chairman of the American Hospital Association (AHA) along with work with the Federation of American Hospitals, among others.

### Bernard Kershner '64

Bernie and his partners recently had the grand opening for their new 22,000 SF outpatient surgical center and Medical Arts & Research Building on the campus of the University of Connecticut Health Center. Bernie has also been asked to participate on a panel at the Annual Meeting of the National Quality Forum in Washington, DC, in October.

### Sandy Williams '66

Sandy is a shareholder and Vice President at Witt Kieffer, where he previously ran the New York office. Sandy's long career includes senior executive positions with a number of institutions including acute care, the American Hospital Association, and his current work with a variety of domestic and international clients.

## 1970's

### Andy Dahl, Sc.D., '70

Andy has had an incredible array of experiences in entrepreneurial ventures, non-profit organizations, and payer groups. Over his career he had held executive positions in managed care, acute care, consumer directed health benefits, and in-vitro fertilization, among others. He has just decided to take a new position with Alegen Health as a senior executive.

### Graig Holm '78

Health Administration Press recently published his second book, entitled *Allies or Adversaries: Revitalizing the Medical Staff Organization*. His first book, *Next Generation Physician-Health System Partnerships* was nominated as healthcare book of the year in 2001.

### Nancy Schlichting '79

In addition to her many other honors, Nancy was recently recognized by *Modern Healthcare* as one of the "100 Most Powerful People in Healthcare-2005". Nancy, who is the President and CEO of the Henry Ford Health System, was ranked number 40 in the top 100.

### Joe Tasse '79

Joe is currently President of St. Johns Macomb Hospital in Michigan. Among his many speaking engagements, he recently made a presentation on the CEO's perspective on outsourcing issues at the Healthcare Staffing Summit. Joe connected with Brooke Hollis '78, who also spoke at the conference.

### Igor Zakorwortny '77

Igor and wife Cindy are busy raising their children and managing busy professional lives. Igor has been doing real estate development work and Cindy has been a healthcare consultant with Navigant, where she has been helpful in referring job prospects to Sloan students.

## 1980's

### Penny Mills '82

Penny has been working on a number of new projects with the American College of Cardiology, where she is Division Vice President. She has been active on the Sloan Alumni Association (SAA) Executive Board, and will be a local resource for the upcoming Washington, DC policy trip for the students being organized with Henry Allen, '73, a fellow SAA board member and officer.

### Terry Murphy '86

After successfully raising over \$8 million in venture capital to expand NextMed Systems, the health information technology company he founded, Terry has shifted his focus to his Cleveland based consulting firm New Health Management, Inc. His involvements include work with a start-up developing software for autistic children. Terry's company sponsored two Sloan students as interns and has been working with a number of providers on potential international projects. The students he sponsored both had excellent backgrounds in this area; Peter Lee '05 who is now with the Ministry of Health in Singapore, and Shrahan Subramanyan, MD, '05 who is involved in development of an independent laboratory company in India.

## 1990's

### Tom Wagner '94

Tom has retired from the US Air Force after a 21 year career as a Medical Service Corps Officer. He recently began his "2nd career" with the Medical College of Georgia, accepting the position of

Administrator, Transplant Services, where they are soon to add "hearts" to their solid organ program and expand transplant access to underserved, rural Georgia areas. Tom enjoyed meeting up with Sloan alumni and faculty in Chicago at the ACHE meeting this past Spring. Drop him a line at [twagner@mcg.edu](mailto:twagner@mcg.edu).

### Amit Mody, M.D., '94,

Amit recently accepted the position of executive vice president and chief operating officer at the St. Francis Hospital & Medical Center in Connecticut. Their organization recently became one of the only groups in the country to be a Top 100 Hospital, a Top 100 Performance Leader, and a Top 100 Cardiovascular Benchmarks for Success award winner in the same year.

### Maria Papola '95

Maria was recently promoted to Vice President at the St Vincent's Catholic Medical Centers in New York City. Maria co-teaches the short course on facility planning with Brooke Hollis '78, and is the current President-Elect of the Sloan Alumni Association.

### Justin Davis '99

Health Management Associates (HMA) recently named Justin Davis chief executive officer (CEO) at Bartow Regional Medical Center in Bartow, Florida. Justin has been an active alumnus, and has visited campus a number of times to recruit Sloan students for HMA.

## 2000's

### Rebecca Fishman '03

Rebecca recently accepted a new position at the NYU Medical Center in the Department of Strategic Planning and Business Development. She will report directly to the Senior VP responsible for this area and will be involved in mergers, divestitures, acquisitions, and other strategic initiatives, but will still stay active in operations as well.

### Kristen Santaromita '03

Kristen is currently working with the American Association of Homes and Services for the Aging/ Institute for the Future of Aging Services in Washington DC.

### Sean Sondej '03

Sean was recently promoted to Administrative Director of Strategic Operations at the Duke University Medical Center in Durham, North Carolina. Sean is a former president of the Sloan Student Association.

**NOTE:** Please send information on any updates on jobs/addresses please send them to [mjm38@cornell.edu](mailto:mjm38@cornell.edu) or update them online at: [www.sloan.cornell.edu](http://www.sloan.cornell.edu)

## 2006 Wagner Speaker: Spencer Johnson, Sloan '71, Former White House Associate Director for Domestic Policy and current Michigan Health & Hospital Association CEO

**Spencer Johnson, '71**, who has had a long a distinguished career in healthcare, health policy and advocacy work, has agreed to give the Wagner Lecture as part of the alumni weekend **May 5-6, 2006**. In addition to his work experience, Spencer has long been an active supporter of Sloan, and has served in a variety of capacities over the years.

Please mark your calendars now to join us for what is sure to be a great time for everyone.

## John Cawley, Ph.D.

*continued from page 1*

economics and health services scholars recruited to the program in recent years. In his acceptance speech, John graciously acknowledged his many outside collaborators and mentors, and recognized the excellent work of his colleagues and mentors in the Sloan Program, including Don Kenkel and Will White. Sloan is very proud of John and his achievements.

Also during AUPHA, Will White and Brooke Hollis were fortunate enough to be able to reconnect with several distinguished former Sloan faculty members. They included Kyle Grazier, former Sloan director, who presented the Thompson award to John, and Tom Rundall, the Henry Kaiser Professor at Berkeley. Tom was awarded this year's prestigious AUPHA Filerman Award. During his acceptance speech, Tom graciously acknowledged his Cornell colleagues for their support early in his career when he was at Sloan.

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## Leading Health Scholars

*continued from page 1*

where these trends may be taking us." Speakers included faculty from Cornell, Harvard, the Medical University of South Carolina, Northwestern, Penn State, the University of Chicago, the University of Minnesota, the University of Oregon, the University of Pennsylvania, Washington University in St. Louis, American Enterprise Institute and industry practitioners. D. Clay Ackerly from the Centers for Medicare & Medicaid Services (CMS) joined the group by video conference for a luncheon presentation from Washington to discuss recent initiatives by the Medicare program.

In addition to the academic papers presented in the new Appel Commons, participants were able to enjoy two special Cornell venues for receptions and dinner: the historic Andrew Dickson White mansion and the Johnson Museum of Art, which provided opportunities to tour the collections and to enjoy a dinner overlooking Cayuga Lake.

Support for the conference was generously provided by the College of Human Ecology and the Merck Company Foundation.

## "Wish Child" Tiffany Rowe Sloan '97

*continued from page 2*

about the Sloan Program it seemed like an ideal vehicle for my interests. CALORI *Did you ever think about specializing in pediatric hospital administration with all of your experience as a child?*

TR: No because I had an amazing experience at Children's Hospital in Seattle, I think that Children's Hospitals are already doing it right. I felt it was important to go into a community acute care setting to develop programs that help adults be treated as whole people and not just symptoms. Adults don't get a lollipop at the end of visit and perhaps they should.

CALORI *What was the most important skill or information set you got from the Sloan Program?*

TR: No classroom program can prepare you for day to day operation of a hospital – you have to learn that on the job. But, the philosophy of the Sloan professors encouraged us to develop quick and sharp critical thinking skills. Plus, the program gave us confidence from enough exposure through great contact with alumni to walk into our careers confident that we were capable of having intelligent conversations about what we knew and confident that we knew how to find the answers to what we did not know. I am never afraid to ask questions and that makes me a better leader.

CALORI *Where did you do your internship?*

TR: I worked at Butterworth which is now SpectrumHealth in Grand Rapids with Bill Gonzalez '66. At the time they were in the middle of visionary redesign process and it was an amazing project to be a part of and to contribute to. Doreen Swartz '86, another Sloan alum, was my preceptor.

CALORI *What were your first jobs after graduation?*

TR: I did a one year post graduate fellowship at New York Methodist Hospital with Mark Mundy, CEO, and Lauren Yedvab, Sloan '94. Next I went to work for Arthur Anderson Business consulting as a Senior Consultant in May 98. I highly recommend that folks cut their teeth in a fellowship. You gain 5 years worth of operations experience in the course of a year! The breadth of work I did there made me a much better consultant and I still apply my learning from that experience to my work today. It was a sacrifice as the pay was less than what I could have made in another position but I considered it an extension of my graduate degree. I wouldn't trade it.

CALORI *What is your current position?*

TR: I am the Director of Strategic Planning for Washington Hospital Health Care System in the San Francisco Bay Area. About a third of my energies are spent developing new programs and services. I do the business planning for everything from a new piece of equipment to new construction. Another third of my workload consists of

acting as the legislative affairs liaison to our lobbyist in Sacramento and Federal representative Pete Stark.

At any one time I am doing the policy analysis for 50 to 100 bills that will impact how we operate as a hospital and as a large employer. We authored legislation related on limiting development of single specialty hospitals and continue to work with one of my Sloan mentors, Henry Allen '73, at the national level on this effort. The remaining third of my position is more "pure planning" – demographic projections, market share studies, technology trends, etc to help us keep focused on what may be coming our way.

CALORI *What is your fondest memory of your time at Cornell?*

TR: I am a diehard Cornellian - I met my husband at Cornell and we both loved our time there. The environment is so rich with diversity of perspective and experience! It is an incredible gift to be able to learn in an environment like Sloan.

CALORI *Are you still in touch with any of your classmates?*

TR: I am still very close to Tracy (Lee) Van Marck '97 who keeps me posted on other classmates. I have also been active on the Sloan Alumni Association Executive Board and try to keep in touch with colleagues wherever possible, such as the recent reception in San Francisco, which I helped organize.

CALORI *Where would you like to be 10 years from now?*

TR: I drive people crazy with my answer to this question because it's not typical. Perhaps because of my early health challenges, I have always maintained a personal and professional philosophy to take things one day at a time. I am internally governed by three rules. These are:

1. Stay Challenged
2. Add value
3. Stay open to opportunity

So far, these have served me well and I look forward to where the road takes me! CALORI *Is there anything else you would like to share about yourself that was not asked in this interview?*

TR: I have found great joy in my personal life and consider the ability to do work that I love a blessing! What has kept me well balanced as a professional is having interests outside the office and finding employers that understand that. I think it is important to follow your passion in all aspects of your life. I learn so much in my volunteer work that helps me in my professional life and vice versa. I think it is critical to be a good citizen of your community and be involved in what you truly care about. This was really encouraged in The Sloan Program. They valued me as a whole person, appreciating all aspects of my development and encouraging all of my goals.

## Thanks to Our Donors

We sincerely thank each and every donor who contributed to the Sloan Program during the fiscal year of July 1, 2004 to June 30, 2005. Your gifts are invaluable to enriching instruction, supporting students, and funding research and alumni networking activities.

Richard B. Ahlfeld  
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## Sloan Membership for 2004-2005

144 Annual Members  
35 Total Life Members, including 6  
new Life Members in 2004-2005

## Sloan Student and Faculty Outings Take Advantage of Ithaca's Unique Environment

Ithaca is beautiful in every season; however, those who haven't figured out how to enjoy it tend to feel the winter might appear to be a more challenging period. Not so with a large contingent of Sloanies. With the arrival of the first snowfall, Sloan students know how to take advantage of the winter season.

Students hailing from both tropical, temperate and colder regions participated together. Furthermore, residents of very warm climates not only found ways to enjoy the winter wonderland, they actually helped organize outings. Two examples were Dr. Shraavan Subramanian, physician and lab entrepreneur from very warm India, and Singaporean Ministry of Health Official on leave to study at Sloan, Peter Lee. They helped coordinate a number of outings last year.

With a nice downhill area within 30 minutes from campus, Shraavan and his classmates were shussing and enjoying the après-ski scene as a nice diversion from their studies. Other weekends saw Sloan administration members Will White and Brooke Hollis leading cross country expeditions at Cornell Plantations, the Sapsucker Woods Ornithology Lab pond and trails, Beebe Lake trails and the like. Sapsucker Woods is a particularly nice spot, as after a scenic ski around the pond, there is a beautiful 2 story glass atrium area that overlooks the pond with water fowl and other birds who winter over in the area. With a fireplace, rocking chairs and binoculars/loudspeakers to enjoy the scene, it is a wonderful way to end a winter day in Ithaca.

Others enjoyed winter sports vicariously with the #1 ranked Big Red

Hockey Team at Lynah Rink. Some students took to the ice directly at Cass Park ice rink and other locations. Still others had the opportunity to try snowshoeing. When the night falls, there are wonderful restaurants of virtually every stripe, thanks in part to the large international community and Hotel



Sloan students and faculty on a cross country ski outing at the Ornithology Center

School graduates who have given Ithaca one of the highest restaurant-to-resident ratios in the country. Between theatre, cinema, concerts, watering holes, wine tasting tours, and so many other diversions, there are plenty of indoor activities that students and faculty take advantage of as well.

The warmer months saw people taking the beautiful Cascadilla Gorge Trail from campus to downtown, Cornell Outing Club tours, boat rentals on Cayuga Lake, canoeing on Beebe lake right across the street from our home in MVR hall and many other activities.

All in all, our creative and hearty Sloan family enjoys Ithaca's extraordinary opportunities in all seasons.

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## Jon Vollmer '81, Speaks at Wagner Dinner

*continued from page 2*

built on her experiences and has recently been promoted to COO of another HMA facility.

Many HMA facilities had a series of threats to prepare for with varying forecasts, an a number of facilities were actually hit multiple times. With pending hurricanes, at one point they had to airlift one group of hospitals' patients to Alabama, only to be ordered to relocate them yet again when the hurricane was predicted to change course towards their location in Alabama. Jon's

presentation provided a number of useful lessons on dealing with disaster planning and working through difficult situations in health care organizations.

Jon and HMA were also recognized at the dinner for their longstanding support of the Sloan Program. HMA has hired many graduates, helped mentor students, and provided internships and opportunities to interview via on-campus recruiting and has been a good friend of Sloan. Thanks again to Jon and HMA.



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## Alumni Calendar

### SAA Board Meeting

Cornell -Weill Medical New York City  
Date: October 9, 2005

### Alumni-Student-Prospective Student Reception

Cornell -Weill Medical New York City  
Date: October 9, 2005

### Sloan Washington, DC Health Policy Program

Date: January 17-19, 2006

### SAA Alumni-Student Reception

Washington, DC TBD  
Date: January 17, 2006

### ACHE Reception

Chicago TBD  
Date: March 27-30, 2006

### Wagner Mini-Reunion

Ithaca  
Date: May 5-6, 2006

Brooke expects to be traveling to a variety of locations and hopes to connect with alumni either through formal receptions, lunch or coffee. If you would be interested in sponsoring a reception in your area, please contact him at [rbh25@cornell.edu](mailto:rbh25@cornell.edu) or at either 607-254-8711 or 860-985-6223.

### Editorial Board

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