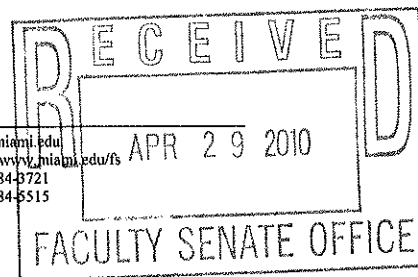




Faculty Senate Office  
Ashe Administration Building, #325  
1252 Memorial Drive  
Coral Gables, FL 33146

faceson@miami.edu  
web site: www.miami.edu/fs  
P: 305-284-8721  
F: 305-284-5515



MEMORANDUM

IN/OUT SEC AA F C

**To:** Donna E. Shalala, President

**From:** Richard L. Williamson  
Chair, Faculty Senate

**Date:** April 22, 2010

**Subject:** Faculty Senate Legislation #2009-23(B) –Establishment of the School of Business Administration Center for Health Sector Management and Policy

\*\*\*\*\*

At its April 21, 2010 meeting, the Faculty Senate unanimously approved the establishment of the School of Business Administration Center for Health Sector Management and Policy.<sup>1</sup>

The proposal is enclosed for your reference.

This legislation is now forwarded to you for your action.

RW/rh

Enclosure

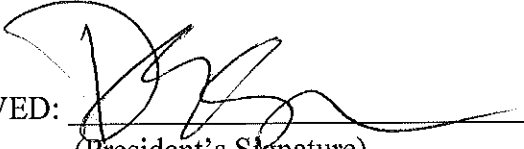
cc: Thomas LeBlanc, Executive Vice President and Provost  
Barbara Kahn, Dean, School of Business Administration  
Steven Ullmann, Professor, School of Business Administration

<sup>1</sup> C18.2.2 Other NAMED or TITLED ACADEMIC UNITS established under Bylaw 6.6 may be approved by the Faculty Senate and the President. For each such approved unit, the Executive Vice-President and Provost shall consult with the dean of the host school at five year intervals to determine whether the unit remains active and shall report to the Faculty Senate the names of those that should be disestablished.

C18.2.3 Periodic five year reviews may be conducted on all programs, centers, institutes and similar academic units as deemed appropriate by the Faculty Senate or the Executive Vice-President and Provost.

CAPSULE: Faculty Senate Legislation #2009-23(B) –Establishment of the School of Business Administration Center for Health Sector Management and Policy

**PRESIDENT'S RESPONSE**

APPROVED:  DATE: 4/28/2010  
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: DEAN BARBARA KAHN

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY  
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: \_\_\_\_\_

REMARKS (IF NOT APPROVED): \_\_\_\_\_

**Establishment of the School of Business Administration  
Center for Health Sector Management and Policy  
University of Miami**

**Summary**

The health care sector currently makes up more than 16 percent of all economic activity in the United States and is expected to grow to over 20 percent of the economy in the next eight years. Issues associated with the high cost of health care and consequent quality and access issues are well understood. Research institutions with the ability to make an impact and provide leadership in these areas should focus their energies on finding solutions to address these critical issues.

The University of Miami, School of Business Administration is committed to providing insight on these issues through the establishment of a Center for Health Sector Management and Policy; a Center which will provide local, regional, and hemispheric leadership in the field of health care management and policy. The Center will be based in the School of Business Administration and will employ an interdisciplinary approach, seeking collaboration and support from various entities around the University and beyond.

**Mission**

It is the mission of the Center to conduct publication quality research, act as a resource for technical assistance and consults on health care management practices, and provide interactive conferences and forums to educate industry professionals, policymakers, citizens, and the University community.

**Background**

Dean Barbara E. Kahn, PhD, upon arriving at the University of Miami from the Wharton Business School of the University of Pennsylvania identified Health Sector Management and Policy as a primary area of strategic focus. The School of Business Administration at UM is dedicated to developing state of the art research, cross educational academic programs, and global partnerships in the area of health care management and economics. New faculty members with health care research background have been hired; and it is expected that additional faculty will be recruited as resources become available.

Steven G. Ullmann, PhD, Professor and Director of Programs in Health Sector Management and Policy is currently leading the efforts to create the Center. Professor Ullmann, a highly regarded faculty member and specialist in health economics and health care management brings over 30 years of experience in education, research, and academic management to the position. During his tenure, Ullmann has built strong relationships with the health care sector

regionally as well as nationally and internationally; he has nurtured relationships with various University entities, and is able to draw on professional resources from the various schools and colleges at the University, including the Miller School of Medicine, the School of Nursing and Health Studies, the College of Engineering, the School of Law, the College of Arts and Sciences, and the School of Architecture among others. It is anticipated that these various schools and colleges will play key roles in the development of programming and research projects.

Additionally, the Center benefits from the leadership and guidance of President Donna Shalala. Her background and experience in health care policy, as well as her strong standing among health care leaders in Washington, D.C. and around the world, provides an opportunity for the Center to capitalize on these relationships as it looks to develop pertinent programs and research opportunities.

### **Opportunity**

There are currently no academic Centers focused on Health Sector Management and Policy in the State of Florida; yet there is strong interest among health care providers, policy makers and community health care leaders in finding solutions to critical issues affecting the industry. This presents an ideal opportunity for the establishment of such a Center at the School of Business Administration. A Health Sector Management and Policy Center will allow the School of Business Administration to formally engage in interdisciplinary health care research and serve as a focal point to gather University wide resources and expertise, ultimately bringing prestige to the School, the University, and its faculty.

### **Activities/Focus Areas**

Input regarding activities, areas of research focus, and priorities have been solicited from the health care community, including Advisory Board Members of the Programs in Health Sector Management and Policy. It is anticipated that initially the Center will focus on research projects, lectures and forums related to cost effectiveness, performance improvement, and the provision, management, and economics of health care in the United States, Latin America and the Caribbean (See Appendix 1 for list of current projects). Faculty members at the School of Business Administration currently have the expertise to undertake these projects, and it is anticipated that these research projects will expand and lead to peer-reviewed publications in highly regarded academic journals. Moreover, the University's proximity to Latin America and its relations with national organizations with Latin American headquarters in South Florida, as well as the growth in the region, make it a very compelling opportunity.

### **Governance**

The Director of Programs in Health Sector Management and Policy will serve as Director of the Center (See Appendix 2 for leadership biographies), and report to the Dean of the School of Business. The Dean will review the activities of the Center Director annually. The Advisory Board to the Programs in Health Sector Management and Policy, and the Center Committee of the Advisory Board, comprised of community healthcare leaders have assisted in the focused development of the proposed Center, and will assist with long term planning, and development of strategic initiatives. (See Appendix 3 for list of Advisory Board members and Center Committee members)

An Internal Board of Advisors will be created to provide guidance and review quarterly progress reports for the projects of the Center. The Board will be comprised of faculty members that work in the area of health care. The Center Director will collaborate with the Dean to identify the appropriate membership. Board members will meet twice per year.

### **Space**

Office space is provided by the School of Business. It is anticipated that the Center will be re-located to the new School of Business building, expected to break ground in fall 2010.

### **Budget and Finance**

Funding is and will be actively sought through state and federal grants, foundations, health-related organizations, and private donations.

## APPENDIX 1. CURRENT PROJECTS

### Hill Rom:

Develop a model to demonstrate the economic impact of smart bed technology and nursing resource process improvement on reduction of "never events."

### Confidential:

Project examining aspects associated with medical tourism.

### MD/VIP:

Project examines the cost quality, care and ethical considerations associated with growth in concierge medicine.

### Co-Branded Programs:

#### Florida Medical Association:

Physician practice certificate program aims to assist physicians in mastering business skills and industry knowledge to effectively and efficiently manage and operate their organizations. The program is being offered during the Florida Medical Association's Annual Meeting, August 2010. Additional programs are in development, including leadership training, and board governance.

#### Healthcare Financial Management Association

This certificate program offers clinical managers an opportunity to learn the economic and financial factors affecting the health care sector, and to analyze and interpret financial statements, improving their ability to manage and lead.

#### Johnson & Johnson

Johnson & Johnson is interested in partnering with the SBA and the Center of Health Care Policy and Management to develop a 5-day HealthCare Compliance Program for their key personnel in Latin America. The non-credit program will be first offered as a pilot to Johnson & Johnson compliance officers in Latin America and Miami. After the pilot, the program will then be offered industry-wide, and in an open enrollment environment to specialists throughout the Latin American and Caribbean regions. J&J will act as company sponsor. The goal of the long-term partnership between J&J and the Center is to make the UM School of Business the go-to University for Healthcare compliance issues in Latin America. Similar program for the US and European regions already exist with other partner universities.

### **Internal Collaborations**

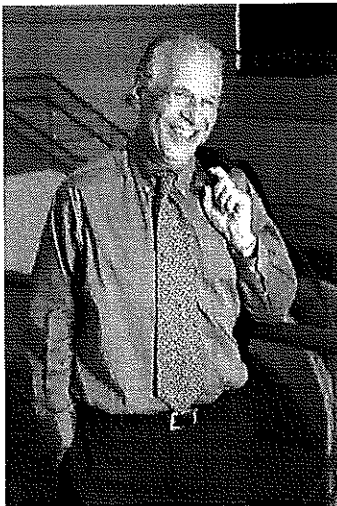
University of Miami Hospitals

Ryder Trauma Center

School of Nursing and Health Sciences

## APPENDIX 2. LEADERSHIP

### Proposed Center Director:



**Steven G. Ullmann, PhD**, is Director of Programs in Health Sector Management and Policy at the University of Miami, School of Business. He is a Professor in the Departments of Management and Economics in the School of Business Administration, and a Professor in the Departments of Epidemiology & Public Health and Family Medicine & Community Health, in the Miller School of Medicine, specializing in the areas of health care management and health care economics. Dr. Ullmann served from 1992-2007 as Vice Provost for Faculty Affairs and University Administration and also held the position of Dean of the Graduate School from 1999-2007. Dr. Ullmann served as Director of Academic Programs in Health Administration

from 1986 to 1995. Dr. Ullmann has been on the faculty at the University of Miami since 1979. Prior to the University of Miami, Dr. Ullmann served as a research associate with two consulting firms, Health Manpower Policy Studies Group and Policy Analysis, Incorporated. Born and raised in San Francisco, Dr. Ullmann holds a Bachelor's Degree in Economics with Distinction from the University of California, Berkeley, and his Masters and Ph.D. degrees in Economics from the University of Michigan, Ann Arbor. He has received training and certification in Bioethics and Advanced Bioethics from the Kennedy Institute of Ethics at Georgetown University. He is the author of over thirty-five monographs, book chapters, refereed journal articles, commentaries, invited articles and abstracts in such journals as *Inquiry*, *Applied Economics*, *The Gerontologist*, *Health Services Research*, *The Quarterly Review of Economics and Business*, *Non Profit and Voluntary Sector Quarterly*, *Medical Care Research and Review*, and the *New England Journal of Medicine*. He has presented numerous papers at universities and professional conferences around the world, and has been principal investigator and consultant on a large number of funded research grants. Dr. Ullmann has been the recipient of over twenty-five awards for excellence in teaching since coming to the University of Miami. Dr. Ullmann is a frequent contributor to executive education programs and an expert source for the media, both print and radio/TV. With the recent issues of healthcare reform, Dr. Ullmann's expertise has been sought after for interview, commentaries and panel discussions by various local and national media sources including: *The Miami Herald*, CBS Channel 4, Nightly Business Report, Fox Business News, and CNN. He has served on governing boards and ethics boards of a number of health care providers and has served as a consultant to the health care industry.

**Additional Key Center Players:**

**Michael T. French, PhD** is a professor of health economics in the Department of Sociology at the University of Miami, with secondary appointments in the Department of Economics and Department of Epidemiology and Public Health. He is also director of the Health Economics Research Group ([www.miami.edu/herg](http://www.miami.edu/herg)) in the Department of Sociology and research director of the Health Sector Management and Policy Program in the School of Business Administration. His experience includes policy and program evaluation, substance abuse research, health economics, cost and benefit analysis, human resource economics, and the economics of crime. He has been principal investigator or project leader on numerous research grants with the National Institutes of Health, the Robert Wood Johnson Foundation, and several state agencies. Dr. French is currently leading studies to estimate the economic costs and benefits of drug abuse services for adolescents (R01 DA018645), develop economic analysis methods for alcohol services and interventions (R01 AA13167), estimate the economic consequences of alcohol use disorders (R01 AA015695), and conduct economic evaluations of prison-based interventions for substance abusers in the criminal justice system (R01 DA14370). Recently, he was principal investigator for a multisite evaluation of enhanced workplace services for women and ethnic minority employees with substance abuse problems (R01 AA10318). He also directed a project on the impact of managed care and health care reforms on the drug abuse treatment system (P50 DA06990). Dr. French served on the Health Services Research Initial Review Groups (IRG) for NIDA (1995-2004) and NIAAA (1998-2001), as well as various Extramural Contract Review Committees for the Public Health Service. He was a technical consultant for the National Science Foundation and a technical advisor on evaluation studies of health care programs for the Robert Wood Johnson Foundation. In addition, he has provided expert testimony on the labor market effects of drug use and is a frequent referee for numerous peer-reviewed professional journals. Dr. French has published over 100 peer-reviewed articles in a variety of multidisciplinary professional journals including *Journal of Health Economics*, *American Journal of Public Health*, *Medical Care*, *Medical Care Research and Review*, *American Journal of Health Promotion*, *Health Services Research*, *Labour Economics*, *Social Science and Medicine*, *Journal of Substance Abuse Treatment*, *Evaluation and Program Planning*, *Health Economics*, *Journal of Quantitative Criminology*, *Journal of Studies on Alcohol, Law and Policy*, *Journal of Public Health Policy*, *Social Science Research*, *Drug and Alcohol Dependence*, *Applied Economics*, *Justice Quarterly*, *Public Health Reports*, *Evaluation and the Health Professions*, *Economics of Education Review*, *Journal of Internal Medicine*, *Social Science Quarterly*, and *Southern Economic Journal*.



**Haresh Gurnani, PhD** is Department Chair and Professor of Management at the University of Miami, Coral Gables. He also holds the Leslie O. Barnes Professorship in Logistics at the University of Miami. Prior to joining the University of Miami, he was Assistant Professor of Information and Systems Management in the School of Business and Management at the Hong Kong University of Science and Technology. He received the bachelor's degree in Mechanical Engineering from the Indian Institute of Technology, New Delhi, the M.S. in Operations Research and the Ph.D. in Operations Management from Carnegie Mellon University, Pittsburgh, USA.

His primary research interests are in supply chain inventory management, bargaining and game theory applications in supply chains, and interface issues with marketing, economics, and information systems. He has received several awards, including The William W. Cooper Award for the Best Doctoral Dissertation in the area of Business and Economics, The William Larimer Fellowship, Richard Cyert Fellowship nomination, the University of Miami Excellence in Teaching nomination, the Michael G. Dale Prize nomination for Teaching, and the Franklin Prize for Teaching Excellence.

He is currently serving as Senior Editor at Production and Operations Management Journal. He has also served as Senior Editor for the Journal of Flexible Services and Manufacturing, and Area/Associate Editor for IIE Transactions (Supply Chain Management Department). His articles have been accepted in journals such as Management Science, Journal of International Business Studies, Marketing Science, Naval Research Logistics, Production and Operations Management, IIE Transactions, Journal of Retailing, IEEE Transactions on Semiconductor Manufacturing, European Journal of Operational Research, and other technical journals. He has interacted extensively with industries, including those corporations such as IBM, AT&T, General Motors, and Texas Instruments, along with various Asian companies.

Dr. Gurnani is a member of INFORMS, Production and Operations Management Society, and the Manufacturing & Service Operations Management Society.

**Howard S. Gitlow, PhD** is Executive Director of the Institute for the Study of Quality, Director of the Master of Science degree in Management Science, and a Professor of Management Science, School of Business Administration, University of Miami, Coral Gables, Florida. He was a Visiting Professor at the Stern School of Business at New York University in 2007, and a Visiting Professor at the Science University of Tokyo in 1990 where he studied with Dr. Noriaki Kano. He received his PhD in Statistics (1974), MBA (1972), and BS in Statistics (1969) from New York University. His areas of specialization are Six Sigma Management, Dr. Deming's theory of management, Japanese Total Quality Control, and statistical quality control.

Dr. Gitlow is a Six Sigma Master Black Belt, a Fellow of the American Society for Quality, and a member of the American Statistical Association. He has consulted on quality, productivity, and related matters with many organizations, including several Fortune 500 companies.

Dr. Gitlow has authored or co-authored a dozen books. These include: Design for Six Sigma for Green Belts and Champions, Prentice-Hall, (2006); Six Sigma for Green Belts and Champions, Prentice-Hall, (2004); Quality Management: Tools and Methods for Improvement, 3<sup>rd</sup> edition, Richard D. Irwin (2004); Quality Management Systems, CRC Press (2000), Total Quality Management in Action, Prentice-Hall, (1994); The Deming Guide to Quality and Competitive Position, Prentice-Hall (1987); Planning for Quality, Productivity, and Competitive Position, Dow Jones-Irwin (1990); and Stat City: Understanding Statistics Through Realistic Applications, 2<sup>nd</sup> edition, Richard D. Irwin (1987). He has published 54 academic articles in the areas of quality, statistics, management, and marketing.

While at the University of Miami, Dr. Gitlow has received awards for Outstanding Teaching, Outstanding Writing, and Outstanding Published Research Articles.

**Appendix 3. Health Sector Management and Policy**

**ADVISORY BOARD MEMBERS**

<p><b>Carlos Alonso</b>          Corporate VP, President – Latin America          Baxter</p>	<p><b>John C. Johnson</b>          President &amp; CEO          Mercy Hospital and Holy Cross</p>
<p><b>Mayda Antun, MD, MBA '93</b>          Chief Executive Officer          CAC Florida Medical Centers</p>	<p><b>Michael G. Joseph, BBA '85, MBA '87</b>          President          Hospital Corporation of America          East Florida Division</p>
<p><b>Robert L. Broadway</b>          VP Corporate Strategy          Bethesda Healthcare System</p>	<p><b>Brian Keeley</b>          President &amp; CEO          Baptist Health</p>
<p><b>Robert W. Carr, MD '81, BA '77, BS '77</b>          VP/Corporate Medical Director          Glaxo Smithkline</p>	<p><b>M. Narendra Kini, MD</b>          President &amp; CEO          Miami Children's Hospital</p>
<p><b>Richard L. Clarke, DHA, MBA '72</b>          President &amp; CEO          Healthcare Financial Management          Association</p>	<p><b>Tim W. Love</b>          Market President          Humana Inc.          South Florida Commercial Operations</p>
<p><b>Anthony M. Degina</b>          Chief Executive Officer          University of Miami Hospital</p>	<p><b>Rudolph Moise, MD, JD '97, MBA '94</b>          President &amp; CEO          Comprehensive Health Center, Inc.</p>
<p><b>Jeffrey Freimark</b>          Chief Executive Officer          Miami Jewish Home &amp; Hospital</p>	<p><b>Timothy S. O'Toole</b>          Chief Executive Officer          VITAS</p>
<p><b>Bruce Merlin Fried</b>          Attorney          Sonnenschein Nath &amp; Rosenthal LLP</p>	<p><b>Marsha Powers</b>          Sr. Vice President of Operations          Tenet- Florida</p>
<p><b>Edward E. Goldman, MD '68</b>          Chief Executive Officer          MD/VIP</p>	<p><b>Linda S. Quick</b>          President          South Florida Hospital &amp; Healthcare Association</p>
<p><b>Dan Greenleaf, MBA '97</b>          President          CORAM</p>	<p><b>Daniel I. Rosenthal</b>          Chief Executive Officer          United Healthcare of Florida</p>

**Appendix 3. Health Sector Management and Policy**

**ADVISORY BOARD MEMBERS**

<b>Frank V. Sacco, BA '70</b> President & CEO Memorial Healthcare System	
<b>Penny Shaffer, PhD</b> Market President – South Florida BlueCross BlueShield of Florida	
<b>Tim Stapleton</b> Executive Vice President Florida Medical Association	
<b>E. Joseph Steier, III, MBA '06</b> President & CEO Signature HealthCARE LLC	
<b>Harvey A. Wagner, BBA '63</b> President & CEO Caregiver Services, Inc.	

**Appendix 3. Health Sector Management and Policy Advisory Board**  
**CENTER COMMITTEE MEMBERS**

<b>Committee Chair:</b> <b>Penny Shaffer, PhD</b> Market President – South Florida BlueCross BlueShield of Florida	<b>Bruce Merlin Fried</b> Attorney Sonnenschein Nath & Rosenthal LLP
<b>Robert L. Broadway</b> VP Corporate Strategy Bethesda Healthcare System	<b>Edward E. Goldman, MD '68</b> Chief Executive Officer MD/VIP
<b>Robert W. Carr, MD '81, BA '77, BS '77</b> VP/Corporate Medical Director GlaxoSmithKline	<b>Dan Greenleaf, MBA '97</b> President CORAM
<b>Jeffrey Freimark</b> Chief Executive Officer Miami Jewish Home & Hospital	<b>Brian Keeley</b> President & CEO Baptist Health
<b>Timothy S. O'Toole</b> Chief Executive Officer VITAS	<b>Tim Stapleton</b> Executive Vice President Florida Medical Association
<b>Linda S. Quick</b> President South Florida Hospital & Healthcare Association	<b>Harvey A. Wagner, BBA '63</b> President & CEO Caregiver Services, Inc.
<b>Frank V. Sacco, BA '70</b> President & CEO Memorial Healthcare System	



UNIVERSITY OF MIAMI  
MILLER SCHOOL  
of MEDICINE

Pascal J. Goldschmidt, M.D.  
*Senior Vice President for Medical Affairs and Dean*  
*Chief Executive Officer, University of Miami Health System*

April 1, 2010

Ms. Robyn Hardeman  
Secretary of the Faculty Senate  
University of Miami  
Faculty Senate Office  
325 Ashe Building  
Coral Gables, Florida 33146

Dear Ms. Hardeman:

This letter is to document my support for the creation of the Center for Health Sector Management and Policy at the University of Miami, located in the School of Business Administration, and to request Faculty Senate approval of the Center.

The establishment of the Center for Health Sector Management and Policy will enable the School and the University community to engage in research, generate knowledge and address critical financial, managerial, and economic issues affecting the health care sector. Given the economic importance of the health care sector, it is critical that we have the opportunity to formally address relevant issues and positively impact outcomes.

I enthusiastically support the establishment of the Center and look forward to collaborating with the School of Business on future projects.

With best regards,

Pascal J. Goldschmidt, M.D.  
Senior Vice President for Medical Affairs and Dean  
Chief Executive Officer, University of Miami Health System

UNIVERSITY OF MIAMI  
SCHOOL of NURSING  
& HEALTH STUDIES



Office of the Dean  
5030 Brunson Drive  
Coral Gables, Florida 33146

P.O. Box 248153  
Coral Gables, Florida 33124-3850

Ph: 305-284-2107  
Fax: 305-667-3787

April 1, 2010

Ms. Robyn Hardeman  
Secretary of the Faculty Senate  
University of Miami  
Faculty Senate Office  
325 Ashe Building  
Coral Gables, Florida 33146

Dear Ms. Hardeman,

This letter is to express my full support for the creation of the Center for Health Sector Management and Policy at the University of Miami, located in the School of Business Administration, and to request Faculty Senate approval of the Center.

The School of Nursing and Health Studies looks forward to collaborating with the School of Business and the University community through the work of this Center. This is an opportunity for the University to formally address concepts and issues affecting the healthcare sector and to build a strong foundation of knowledge for faculty, students and the community.

I look forward to working with Professor Steven Ullmann and others throughout the University.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nilda Peragallo', written over a diagonal line.

Nilda (Nena) P. Peragallo, DrPH, RN, FAAN  
Dean and Professor  
School of Nursing and Health Studies

UNIVERSITY OF MIAMI  
COLLEGE of  
ARTS & SCIENCES



Office of the Dean    1252 Memorial Drive    Ph: 305-284-4117  
Ashe Building, Suite 227    Fax: 305-284-5637  
Coral Gables, Florida 33146    as.miami.edu

March 30, 2010

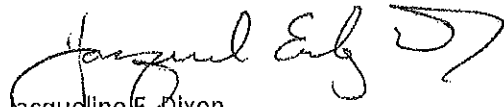
To Whom It May Concern:

This letter is to document my support for the formation of the Center for Health Sector Management and Policy at the University of Miami, located in the School of Business Administration, and to request Faculty Senate approval of the Center.

The establishment of the Center for Health Sector Management and Policy is in keeping with the strategic vision of the School of Business; to become a leader in healthcare management education and research. The Center will enable the School and the University community to engage in research, generate knowledge and address critical financial, managerial, and economic issues affecting the health care sector. Given the economic importance of the health care sector, it is critical that we have the opportunity to formally address relevant issues and positively impact outcomes.

I enthusiastically support the establishment of the Center and look forward to our faculty collaborating with the School of Business on projects of mutual interest.

Sincerely,

  
Jacqueline E. Dixon  
Interim Dean



UNIVERSITY OF MIAMI  
SCHOOL of LAW



Office of the Dean

P.O. Box 248087  
Coral Gables, Florida 33124

Ph: 305-284-2394  
Fax: 305-284-3210  
pwhite@law.miami.edu

Patricia D. White  
Dean and Professor of Law

March 31, 2010

Robyn Hardeman  
Secretary of the Faculty Senate  
University of Miami  
325 Ashe Building  
Coral Gables, Florida 33146

Dear Ms. Hardeman:

This letter is intended to express my strong support for the formation of the Center for Health Sector Management and Policy at the University of Miami to be located in the School of Business Administration, and to request Faculty Senate approval of the Center.

Health care policy is clearly one of the critical challenges of our times and it is both important and appropriate that this University play a leadership role in thinking about solutions to these exceptionally difficult, complex and important issues.

The Law School looks forward to working with the Business School and others in this interdisciplinary Center. Professor Steven Ullman is the perfect person to lead this initiative.

Sincerely Yours,

Patricia D. White  
Dean and Professor of Law

UNIVERSITY OF MIAMI  
COLLEGE of ENGINEERING



James M. Tien, Ph.D., DEng (h.c.), NAE  
Distinguished Professor and Dean

1251 Memorial Drive  
MEB Room 225  
Coral Gables, Fl 33146

Ph: 305-284-6035  
Fax: 305-284-2885  
jmtien@miami.edu

April 5, 2010

Faculty Senate  
University of Miami

Re: Center for Health Sector Management and Policy

To Whom It May Concern:

Please accept this letter in support of the School of Business Administration's application to establish the Center for Health Sector Management and Policy at the University of Miami.

The Center seeks to engage the University community as well as local, national and international experts in discussions on the most pressing issues affecting the health care sector. Indeed, the College of Engineering is likewise committed to finding innovative technobiology solutions to the nation's problems in regard to the quality and delivery of health care. Thus, we look forward to collaborating with our colleagues in the School of Business Administration.

I look forward to the establishment of the Center.

Sincerely,

James M. Tien

Cc: B. E. Kahn, S. G. Ullman, M. Bradley