

JASON S. TURNER

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EDUCATION

Ph.D. Health Services Organization and Policy, Finance Cognate

University of Michigan - Ann Arbor

Dissertation Title: "Business Risk and the Tradeoff Theory of Capital Structure: Predicting the Use of Long-Term Debt in the Healthcare Sector"

M.A. Applied Economics

University of Michigan - Ann Arbor

B.A. Human Biology/Health Administration and Policy

Stanford University

RESEARCH INTERESTS

Healthcare firms operate in a conflicted business environment. They must satisfy investors (or compete against investor-owned firms) while providing a public good (health) through the provision of healthcare goods or services. Within that environment my research largely falls into three categories:

- 1) The financial performance of hospitals and health systems. Specifically, the interplay among a firm's business risk profile, asset effectiveness, capital structure, and how financing mechanisms and reimbursements influence infrastructure and profitability.
- 2) The regulation, measurement, and exploration of factors that are related to the provision of community benefit and total population health. In a competitive business environment what are hospitals doing to warrant exemption for state, local, and federal taxation? Are they providing community benefits equivalent to their potential tax liability? Do hospital characteristics or demographics influence the types of community benefit activities undertaken? How are they integrating population health activities into operations?
- 3) Health management education and academic program administration with a particular focus on fellowships, competencies, competency assessments, and the financial knowledge, skills, and abilities required by graduates.

Other research interests include outcomes research, insurance markets, payment systems, business strategy, and optimal investment and financing decisions.

ACADEMIC APPOINTMENTS

2024-Present **Interim Dean** and chief academic officer for the Rush University College of Health Sciences (CHS). Responsible for strategy development, program accreditations, budget, faculty oversight & appointments, hires (faculty & staff), faculty effort reporting, faculty and chair incentive programs, and the research enterprise.

2021-Present **Vice Dean** for the Rush University College of Health Sciences (CHS). The Vice Dean participates in and promotes teaching, professional and community service, research, and scholarship within the college. Duties include representation of the college on the University Leadership Council (as needed), RUMC System Leadership Council (as needed), and numerous university standing committees as well as to the University Board of Governors (as needed). Specifics include:

- Executing and co-developing financial, program, and college strategic direction (as set by the Dean),
- Leading business plan development processes for the College as well as all new strategic directions such as new program development,
- Providing leadership and supervision of associate dean roles, assistant dean, financial/operational roles,
- Leading and ensuring strong program outcomes and quality,
- Overseeing specialty and regional accreditation for CHS programs,
- Overseeing all operational aspects required for the success of the College (research, operational budgeting, capital expenditures, and student scholarship),
- Assisting in implementation of strategic direction for research as set by the Dean,
- Overseeing all research operations,
- Reviewing, mitigating, and resolving student issues both through formal and informal processes in collaboration with other offices/departments as needed (CHS Ombudsman),
- Engaging with faculty in their development including to scholarship, research, and teaching,
- Leading faculty review process.

2018-2021 **Associate Dean** for the Rush University College of Health Sciences (CHS). Primarily responsible for the operational activities of the college which include (but were not limited to):

- supporting the quality of academic programs,
- facilitation and achievement of CHS goals,
- implementation/development of the CHS and university strategic plans,
- development of new CHS academic programs and university spanning initiatives,
- oversight of student and faculty grievance procedures,
- and research support and oversight activities.

2020-Present **Full Professor (tenured), Rush University Department of Health Services Management**. Developed corporate finance offering while also lecturing in and developing content for the HSM capstone, health economics/payment methodology course, the physician assistant program, the clinical nutrition program, and the undergraduate program in health services.

2019 (May-August) To accommodate FMLA/HR needs, served as **Acting Dean & Chief Academic Officer** for the College of Health Sciences (CHS). Responsible for faculty oversight, appointments, hires (faculty & staff), retooling of faculty effort reporting, faculty and chair incentive programs, and work with the CHS Faculty Council to realign college committees, their membership, and their reporting relationships to be better aligned with shared governance.

2018-2020 **Associate Professor (tenured), Rush University Department of Health Services Management**.

2017-2018 **Associate Professor & Health Services Management Concentration Director, University of Cincinnati College of Medicine** in the Department of Environmental Health. Developed and taught classes in healthcare finance, healthcare economics, strategy, leadership, population health management, and the traditional health services management survey class.

2008-2017 **Assistant Professor, Saint Louis University** (Department of Health Management and Policy) teaching healthcare finance and accounting with a particular focus on managed care, reimbursement methods, financial planning, insurance, and the interplay between financial goals and firm strategy. As a function of my role as a faculty member, and in conjunction with students, consulting services rendered to **Casa de Salud, SLUCare Physicians, SSM Health, and Tenet Healthcare**.

2011-2017 **Assistant Professor, Saint Louis University School of Law** (secondary appointment).

2011-2017 **Assistant Professor, Saint Louis University Center for Outcomes Research** (secondary appointment).

INSTITUTIONAL ADMINISTRATION & SERVICE

2022-Present Responsible for the oversight of **multidisciplinary labs, nursing training labs, and Rush University General Education Resources**.

2022-Present Responsible for oversight of **Rush University Quick Copy** (duplication services, binding, sorting, collating, color copies, laminating, posters, signs, and banners).

2020-Present Member of the **BMO Harris & Rush Institute for Health Equity Steering Committee**.

2018-Present **University IS Committee**.

2020-2022 **University Space Committee**.

2021-2022 **Acting Chair Physician Assistant Program**.

2020-2022 Member of the **University Command Council**.

2021 **Chair**, Health Services Management faculty search (2 hires).

2020-2021 Member of **Vice Provost of Research Search Committee**.

2020-2021 Member of the **Institute for Innovation Steering Committee**.

2020-2021 Member of **College of Transformational Health Steering and Advisory Committee**.

2019-Present Member of **CHS PhD Admissions Team**.

2019-2021 Member of Rush University Health System **Wellness Committee**.

2018-Present **Career advisor** to Rush University Health Services Management students.

2018-Present National Association of Health Services Executives **Case Co-Advisor** at Rush University.

2019-2022 Worked, in conjunction with the Rush University Provost and President, to explore the **development and implementation of a new Institute for Population Health and Social Equity**.

2020 Member of Rush University **Office of Research Affairs (ORA) redesign**.

2019-2020 Member of Rush University **Principal Business Officer Search Committee**.

2019 Member of Rush University **Dean/Rush University Medical Group SVP Search Committee**.

2017-2018 As **University of Cincinnati (UC) Director of Health Services Management** training, significant time was devoted to the development (Delphi Process & community engagement) of a new competency model that removes redundancies with the 2016 Council on Education for Public Health (CEPH) competency standards, competency and course mapping, curriculum development, environmental/market assessment, faculty recruiting, student advising, student recruitment, admissions, and strategic planning.

2017-2018 **Chair** of the **Curriculum Committee** which oversaw the ongoing development, modification, and review of the University of Cincinnati Master of Public Health (MPH) curriculum. The committee evaluates the need for new courses and facilitates the development of learning outcomes and syllabi. This committee is responsible for developing, reviewing, and supporting the scope and mission of the MPH Program, degree requirements, concentration competencies, course offerings and scheduling, and course syllabi.

2017-2018 Member of the **Evaluation Committee** which conducted, monitors, analyzes, and disseminates the findings of all University of Cincinnati MPH program evaluation activities including but not limited to teaching evaluations, alumni surveys, and the need for faculty mentoring.

2017-2018 University of Cincinnati **Chair** of the **MPH Admissions Committee** which set expectations for admissions every year, establishing minimum admissions requirements and setting procedures for applicant review.

2017-2018 Member of **School of Public Health Transition Committee** that was tasked with exploring and setting in motion the transition from an accredited program in public health to a school of public health.

2017-2018 Member of **University of Cincinnati MPH faculty search committee** in health services management.

2013-2016 Saint Louis University Master of Health Administration (MHA) **Program Director** (Master of Health Administration Program) of one of the largest CAHME accredited programs in the country. At any given time the program matriculates 80-100 students and required oversight of curriculum, teaching faculty, recruitment, placement of graduates, oversight and development of website and print media, management of daily operations, alumni outreach, professional skills development, and substantial compliance-related administration. Highlights include:

- Improvement of MHA program's **U.S. News and World Report** ranking to **#7**
- Development and approval of two areas of concentration (Operations & Finance)
- Greatly improved matriculation rates (>25% improvement) and restructured admissions process
- Increased reliance on technology to streamline administrative functions (fellowship applications, student profile development, department & program calendars)
- Reduced burden on faculty to support functions of the program
- Update of program print materials, advertisements, and MHA website content.

2013-2017 Member of the **Pedagogy Committee** that assisted in the development of the Saint Louis University College of Public Health for Social Justice Strategic Plan and advised on pedagogy issues.

2011-2017 Member of the **Curriculum Committee** for the Saint Louis University Department of Health Management and Policy. The committee works to keep curriculum and competencies current, appropriately measured, and coordinated across all classes in the department.

2013-2016 Member of the **Academic Affairs Committee** providing academic oversight to all programs in the Saint Louis University College of Public Health for Social Justice.

2013-2016 Member of the **Masters Coordinating Committee** which coordinates activities and classes across the masters-level classes at the Saint Louis University College of Public Health for Social Justice.

2013 **Associate Program Director**, Saint Louis University Master of Health Administration Program.

2013 **Chair, Admissions Committee** for the Saint Louis University Department of Health Management and Policy, which implemented a new admissions process that increased the speed and responsiveness to applicants and also drove a substantial increase in the matriculation yield (# of students who accept offer of admission).

2010-2013 Member of the **Doctoral Committee** at Saint Louis University School of Public Health, serving as the department's representative to the doctoral program and providing administrative input and oversight.

2012 **Chair, Disciplinary Committee Investigation** for Saint Louis University.

2012 **Faculty Search Committee** for Chair of the Saint Louis University Department of Health Management and Policy.

2012 **Doctoral Committee Task Force** that investigated the potential integration of the School of Public Health and School of Social Work doctoral programs.

2012 **Faculty Affairs Committee Task Force** that investigated the integration and impact on faculty of the Saint Louis University School of Social Work and School of Public Health merger.

2011-2012 Member of the Saint Louis University School of Public Health **Teaching/Education Committee**.

2011 **Co-Organizer** of the Saint Louis University **Flannagan Lecture**.

2011 Saint Louis University **Faculty Activity Report (FAR) Committee** that began revision of the annual faculty assessment process.

2011 Guest faculty - Saint Louis University Undergraduate Panel on Global Health.

2010-2011 **Chair, Department of Health Management and Policy Strategy Development** at Saint Louis University.

2010 **Judge, Graduate Research Symposium** at Saint Louis University.

2008 **Admissions Committee** for the Saint Louis University Department of Health Management and Policy.

2006-2007 **Health Services Organization and Policy Representative**. Served as the doctoral representative to the University of Michigan Department of Health Management and Policy faculty and member of the doctoral student admissions committee.

EXTERNAL ADMINISTRATION & SERVICE

2022-2024 **Immediate Past Chair (x2), Leadership Development Committee, Executive Committee, Association of University Programs in Health Administration (AUPHA)**.

2021-2022 **Chair of the Board of Directors, Association of University Programs in Health Administration (AUPHA)**.

2020-2021 **Secretary, Association of University Programs in Health Administration (AUPHA)**.

2019-Present **Association of University Programs in Health Administration (AUPHA) Board Member**. Nationally elected by faculty peers to represent the interests of the health administration field. The association is a global network of colleges, universities, faculty, and industry partners dedicated to the improvement of health management and policy education.

2019-Present **Fellow of Commission on Accreditation of Health Management Education (CAHME)**. Multiple university visits annually.

2019-Present Member of **University of Cincinnati Master of Public Health Steering Committee**.

2013-2019 Member of **AUPHA Finance Committee & AUPHA Investment Sub-Committee** providing financial oversight & auditing experience to AUPHA.

2019 Association of Schools Advancing Health Professions (ASAHP) poster judge.

2014-2018 **Chair & Chair-Elect, AUPHA Finance, Economics, and Insurance Forum**, facilitated solutions and addressed the needs of faculty throughout the country seeking to teach finance, economics, and insurance at both the graduate and undergraduate levels.

2015-2016 Faculty representative to the **Saint Louis University Board of Trustees (Finance Committee)**, the body primarily responsible for the financial oversight of more than 3,300 non-faculty employees, 1,270 faculty members, \$2.1B in assets, 13,287 students, and a physician group with over 300K clinical encounters. In addition to fiduciary duties to the university, responsibility

also included serving as a liaison between the faculty/university's faculty senate and the board of trustees.

2014-2017 Charter member of the **National Council on Administrative Fellowships**, a venture among National Center for Healthcare Leadership (NCHL), Association of University Programs in Health Programs (AUPHA), and the Commission on the Accreditation of Healthcare Management Education (CAHME) to pursue a more collaborative approach to the provision of healthcare administrative fellowships. Duties were focused on the **Code Implementation & Conduct Subcommittee**.

2011-2016 **Invited panelist** for the **Saint Louis University Legal Scholars Program** which gathered scholars from around the country to workshop legal papers.

2013 **Regional Advisory Committee (RAC), Missouri Health Executives Group**. The regional arm of the American College of Healthcare Executives (ACHE), MoHEG provides members with educational programs focused on topics relevant to healthcare professionals and those preparing to enter the healthcare workforce.

2012 **Delphi Process participant** for the **Bander Center for Medical Business Ethics** at Saint Louis University as they developed a curriculum and set of competencies required for the field.

2011 **Organizer of the full-day Academy Health ARM – Community Benefit Pre-Conference** which brought together academic researchers, and representatives from NACCHO, CDC, and health administration practitioners to present research and exchange ideas.

2011 **Invited consultant** for the evaluation of Missouri health insurance exchanges at the **Missouri Budget Conference**.

2010-2011 **Board Member, Missouri Health Executives Board (MoHEG)**.

2009 **Planning Committee, AUPHA Annual Meeting**.

TEACHING EXPERIENCE

Recipient of the Rush University College of Health Sciences Teaching Award (2023).

Recipient of the Health Services Management Outstanding Teacher Award (2020, 2022, 2023).

Recipient of the Health Services Management Outstanding Teacher Award Executive Track (2023).

Recipient of the Saint Louis University School of Public Health Terry Leet Teaching Award (2010-2011).

2018-Present Primarily teaching Rush University graduate students entering health services management or those interested in the field. **Instructor and course developer** for **Healthcare Corporate Finance** (HSM 614) and **Managerial Finance** (HSM 644). Instructor in **Health Economics** (HSM 628) and guest lecturer for the graduate **health services management capstone** class (HSM 596), the **physician assistant professionalism and practice** class (PHA 513), and the **issues and trends in health care** (HSC 467) for undergraduate students.

2021-Present **Faculty** in the **American College of Healthcare Executives** co-teaching a six-week course on **Population, Community, and Public Health**.

2022 **Instructor** for Tulane University **Healthcare Finance** (HPAM 7580) within the School of Public Health and Tropical Medicine. Unanticipated coverage for Dr. Hugh Long.

2017-2018 **Instructor and course developer** for University of Cincinnati **Leadership & Strategy** (PH 8051), **Healthcare Finance** (PH 7031), **Healthcare Economics** (PH 7032), **Community Assessment & Planning** (PH 7060), and **Health Services & Policy** (PH 8060). Guest lectures have also been provided to the **University of Cincinnati College of Medicine** on insurance, drug pricing and policy, and health ethics.

2015-2017 **Instructor** for the **capstone experience** (HMP 5930) in the Saint Louis University **MHA's Healthcare Finance Area of Concentration**. The class addressed competency gaps not met by the existing finance courses and includes either the development of a publishable paper or the completion of a practitioner-based project. Students generally sat for and passed the Certified Healthcare Finance Professional (CHFP) exam of the Healthcare Financial Management Association as the final exam.

2008-2017 **Instructor** of the **Financial Aspects of Healthcare** classes (HMP 5710) at Saint Louis University. The third of three required healthcare finance and accounting classes, HMP 5710 addresses many of the unique financial aspects of healthcare including actuarial and risk premium determination for health insurers, facility and provider reimbursement, risk and incentive pool arrangements, and contract negotiation.

2008-2017 Numerous **guest lectures** for the **Saint Louis University School of Medicine** (via the **Bander Center for Medical Business Ethics**), **Marketing** (HMP 5340), **Health Economics** (HMP 5200), **Science, Theory & Practice** (PHS 6050 – Saint Louis University Doctoral Program), **Foundations of Global Public Health Practice** (PUBH 5010), **SLU Department of Anesthesiology** (Resident Training Program), and **Healthcare Financing and Business Planning** (Saint Louis University School of Law). Many of the lectures focused on long term financial planning and financial feasibility models, pricing, strategy, global health, health insurance, and reimbursement methodologies.

2012-2014 **Co-Instructor** in the **Mercy Executive Training Program** which identifies high potential candidates within the company and provides them additional administrative training. Faculty from the Department of Health Management and Policy at Saint Louis University are paired with senior Mercy Health System executives to develop additional functional area capacity.

2008-2013 **Instructor** of the **corporate finance** (HMP 570) classes at Saint Louis University. The corporate finance class specifically addressed many of the typical corporate finance subjects like, but not limited to, financial model building, development of appropriate financial decision making tools, and integration of decisions into the long-range plan of the organization.

2009-2017 **Co-writer** of the Saint Louis University Department of Health Management and Policy's competency-specific **comprehensive exam** questions. Efforts also included selection of the cases and the examination of students.

2013 **Doctoral exam writer and reviewer** for the Saint Louis University School of Public Health Doctoral Program. Duties included provision of background reading, development of questions and answer keys, and examination of candidates.

2009-2011 **Faculty advisor** to the Saint Louis University teams for the **University of Alabama – Birmingham** and **National Association of Health Services Executives Case Competitions**.

2012 **Contributing advisor** to the Saint Louis University School of Law representatives for the **Transactional Health Law Competition**.

2009 Member of team, in conjunction with **USAID**, that provided training to healthcare executives from the Republic of Georgia. Work was also done to develop a healthcare finance course in healthcare finance at the **University of Georgia (Tbilisi)**.

2007 Instructor of the capstone **corporate finance** class (HMP 607) for the MHSA/MPH programs at the **University of Michigan**. The class focused on capital expenditure decisions, capital

financing decisions, financial feasibility, financial planning, cash management, and the financial aspects of prepayment programs.

2006-2008 Guest lecturer for the **healthcare organizations** case class (HMP 690) at the University of Michigan.

2006 **Graduate student instructor** for the **corporate finance** (HMP 607) and **financial accounting classes** (HMP 608) in the University of Michigan Department of Health Management and Policy.

PAPERS, CHAPTERS, BOOKS, & CONTRACT REPORTS

Peer-Reviewed Articles (*ORCID: 0000-0002-5511-027X*)

1. Cronin, Singh, Turner, Evashwick (2022). "Hospitals' Contributions to their Communities: Should They be Regulated?" Frontiers in Public Health – Public Health Policy, November 2022 DOI: 10.3389/fpubh.2022.1064210.
2. Bhavsar, G., Yap, G., Esparza, S., Tomblor, Y., Turner, J., Howell, J. (2021). "Surviving a Part-Virtual CAHME Site Visit through COVID-19: Key Insights to Success." Journal of Health Administration Education, Volume 38, Number 1, Spring 2021.
3. Turner, Broom, Howard, Johnston, Freeman, Englund (2020). "Volatility and Persistence of Value-Based Purchasing Adjustments: A Challenge to Integrating Population Health and Community Benefit Activities into Business Operations." Frontiers in Public Health, May 2020 DOI: 10.3389/fpubh.2020.00165.
4. Gaynor, Omer, Turner (2020). "Using Simulation to Teach Security and Encryption," Virtual and Mobile Healthcare: Breakthroughs in Research and Practice, 1044-1064.
5. Zi, Mao, Ma, Hao, Zhengmin Qian, Elder, Turner, and Fang (2018). "A Longitudinal Analysis of the Association Between Living Arrangements and Health Among Older Adults in China." Research on Aging, December 2016 DOI: 10.1177/0164027516680854.
6. Gaynor, Omer, Turner (2017). "Using Simulation to Teach Security and Encryption to Non-Technical Healthcare Professionals," International Journal of Privacy and Health Information Management, v. 5, Issue 2.
7. Broom, Turner, Brichto (2016), "How Well Do Programs Fulfill Their Role in Management Development: An Analysis of Competency Assessments Using CAHME Accreditation Outcomes." Journal of Health Administration Education, November 2016.
8. Broom, Turner (2016). "The Relationship Between Listing Requirements and Market Quality: An Examination Using NASDAQ's Tiered Market Structure." International Journal of Financial Research, vol. 7, No. 5 DOI: 10.5430/ijfr.v7n5p.
9. Chen, Hauptman, Turner, Buchanan, Boakye, Burroughs (2016). "Is Exenatide Really Linked to Acute Pancreatitis: A Novel Analytic Examination," Value in Health, 19(3):A89 DOI: 10.1016/j.jval.2016.03.1309 DOI: 10.1016/j.jval.2016.03.1815.
10. Chen, Hauptman, Turner, Buchanan, Boakye, Burroughs (2016). "Novel Analytic Examination of the Association Between Antidiabetic Agents and Cardiovascular Diseases," Value in Health, 19(3):A197 DOI: 10.1016/j.jval.2016.03.1309.
11. Turner, Broom, Goldner, Lee (2016). "What Should We Expect? A Comparison of Community Benefit and Projected Government Support of Maryland Hospitals," Medical Care Research & Review (2016): v. 73, No 2. DOI: 1077558715604565.

12. Gaynor, Omer, Turner (2016). "Teaching Security with Simulation for Non-Technical Healthcare Professionals," Journal of Healthcare Protection Management, 2016; 32 1:84.
13. Broom, Counte, Turner (2016). "Research on Physician Management Education: A Focused Review and an Agenda for the Future," International Journal of Health Research & Innovation, Vol.4. no. 1 1-16.
14. Turner, Broom, Counte (2015). "Is There a Relationship Between Value-Based Purchasing and Hospital Profitability? A Study of Missouri Hospitals," Health Services Research and Managerial Epidemiology, 2 (2015): 2333392815606096.
15. Broom, Turner, Schwab, Pesely (2015). "Does Quality Matter? A Study of Stock Price Reactions and the Implications for Healthcare Organizations" Journal of Health Care Finance, 2015; Vol. 42, No 2.
16. Broom, Turner, Schwab, Pesely (2015). "Is Quality Priced? Evidence from the Stock Markets and the Implications for Healthcare Organizations in Market-Based Settings." Proceedings of the European Academy of Management (EURAM) 15th Annual Meeting. ISBN 978-8386437-60-0.
17. Turner, Broom, Elliott, & Lee, (2015). "A Decomposition of Hospital Profitability: An Application of DuPont Analysis to the US Market," Health Services Research and Managerial Epidemiology, 2015; 2, 2333392815590397. DOI 10.1177/2333392815590397.
18. Broom, Turner (2015). "A Competency-Based Approach to Functional Area Expertise: Extending Competency-Based Education to a Healthcare Finance Area of Concentration." Journal of Health Administration Education, 2015; 32(1), p. 25-46.
19. Turner, Broom, Elliott, Lee (2015). "A Comparison of Capital Structure: The Use of Debt in Investor Owned and Not-For-Profit Hospitals" Journal of Health Care Finance – 2015; Vol. 41, No 4.
20. Lomperis, Howard, Turner (2014). "The Future of Healthcare Management Fellowships: Opportunities, Needs, and Recommendations," Journal of Health Care Administration Education, 2014; 31:1 pp 385-403.
21. Turner, Evashwick, (2014). "Population, Community, and Public Health: Measuring the Benefits," Advances in Health Care Management, 2014; v. 16, 151-169.
22. Lomperis, Gillespie, Evashwick, Turner (2012) "A New Approach for Assessing Student Competency Achievement: The SLU MHA Competency-Based Oral Comprehensive Examination," The Journal of Health Administration Education, 2012; 29:4 pp 277-301.
23. Turenne, Hirth, Messana, Turner, Sleeman, Wheeler. (2010) "When Payment Systems Collide: The Effect of Hospitalization on Anemia in Renal Dialysis Patients." Medical Care 2010; 48 (4): 296-305.
24. Messana, Chuang, Turenne, Wheeler, Turner, Sleeman, Tedeschi, Hirth (2009). "Association of Quarterly Average Achieved Hematocrit With Mortality in Dialysis Patients: A Time-Dependent Comorbidity-Adjusted Model." American Journal of Kidney Diseases: The Official Journal of the National Kidney Foundation; Vol. 53, No 3 (March) pp 503-512.

Peer-Reviewed Book Chapters

25. Turner, J. (2023). "Managing Risk for Population Health" *Population, Community and Public Health Management: Cases and Concepts*, Chicago, Health Administration Press (forthcoming).

26. Turner, J. (2023). "Population Health Primer" *Population, Community and Public Health Management: Cases and Concepts*, Chicago, Health Administration Press (forthcoming).
27. Evashwick, Singh, Turner (2023). "Community Benefit Overview"
28. Turner, J. (2020). "Financial Analysis: Evaluating an Anchor Mission for Chicago's Near West Side" *Case Studies in Population and Community Health Management*. Health Administration Press. Chicago, IL.
29. Turner, Broom, Masri, Yepes, Cortes (2018). "Healthcare Systems, Financing, and Payments." *Advances in Global Health Management: Strengthening the Development, Organization, and Delivery of Health Services*. Health Administration Press. Chicago, IL.
30. Broom, Turner, Wyant, Yepes, Cortes (2018). "Financial Management of Health Care Organizations." *Advances in Global Health Management: Strengthening the Development, Organization, and Delivery of Health Services*. Health Administration Press. Chicago, IL.
31. Turner, Singh, Evashwick, Eastaugh (2013). "The Financing of Public Health" In Rodriguez-Morales (ED.), *Current Topics in Public Health* (pp 225-237) Rijeka, Croatia: InTech Publishing. DOI: 10.5772/545

Books & Government/Contract Reports

32. Evashwick C., Turner, J., Singh, S. (2023). *Population, Community and Public Health Management: Cases and Concepts*, Chicago, Health Administration Press (forthcoming).
33. Evashwick C., Turner, J. (2020). *Case Studies in Population and Community Health Management*, Chicago, Health Administration Press. ISBN 978-1-64055-125-1.
34. Turner (2014). *Predicting Long-Term Debt in the Healthcare Sector*. Saarbrücken, Germany: Scholars Press, 2014. ISBN-13: 978-3639708707.
35. Richard Hirth, Jack Wheeler, Joseph Messana, Marc Turenne, Phil Tedeschi, Kathryn Sleeman, Jeffrey Pearson, Qing Pan, Chien-Chia Chuang, Jason Turner, Susan Reimann. End Stage Renal Disease Payment System: Results of Research on Case-Mix Adjustment for an Expanded Bundle. University of Michigan, (2008). Available at http://www.sph.umich.edu/kecc/assets/documents/UM-KECCExpanded_ESRD_Bundle.pdf. Accessed July 1, 2008. Research under contract (HHSM-500-2006-00048C).
36. John R.C. Wheeler, Jason S. Turner (2007). "The Economic Impact of the University of Michigan Health System." Research under contract with the University of Michigan Health System.

Papers Under Review or Forthcoming

- Turner, J., Buker, M., Royeen, C. (202X). "Innovative Application of the Strategic Position and Action Evaluation (SPACE) Matrix to a College of Health Sciences." *Journal of Allied Health*.
- Grant, E., Kuhlenbeck, M., Turner, J. (202X). "Using Donabedian Theory to Predict Hospital Mergers, Acquisitions, and Organizational Cost-Quality Outcomes." *Medical Care* – (revise & resubmit)

Working Papers

- Morris, M., Turner, J. "The Face of Finance: A Survey of Healthcare Finance Faculty at AUPHA Member Schools."

Turner, J., Tao, D., Evashwick, C., "Evidence-Based Policy and Practice on Community Benefit: Information Support for Developing a Bibliography."

Broom, K., Turner, J., Kamra, S., "Short-selling in the Health Industry: Implications for Capital Access."

Turner, J., Broom, K., Kuhlenbeck, M., "Hospital Earnings Volatility."

Kuhlenbeck, M., Turner, J., "Characteristics of Missouri Hospitals Receiving Penalties under the Hospital Readmissions Reduction Program."

Broom, K., Turner, J., "Risk Aversion in Public Health Care Organizations: An Examination of the Veterans Health Administration."

PRESENTATIONS

Peer-Reviewed Presentations (National & International)

1. Turner, J., Cassidy, N. (2022). "Deployment of faculty resources and the development of accountability and tracking tools." Speaker, Association of Schools Advancing Health Professions (Long Beach, CA 10/2022).
2. Turner, J. (2020). "The Relationship of Population Health Management to Value-Based Payments." Speaker, Becker's Hospital Conference (Chicago, IL 10/2020).
3. Turner, J. (2018). "Managed Care Contracting: Risk Transfer and the Volatility of Value-Based Payments." Speaker, Becker's Hospital Conference (Chicago, IL 11/2018).
4. Estrada, D., Turner, J. (2016). "Are We Competent with Our Competencies? Measuring Competency Development in Our Programs." Speaker, AUPHA, (Kansas City, MO 06/2016).
5. Turner, J., Broom, K., Brichto, E. (2016). "From Transaction Cost to Agency Theory: The Changing Health Industry-Higher Education Partnership. How Well Do Academic Institutions Assess Competency Attainment in Fulfilling Their Role in Management Development? An Analysis Using Accreditation Data" Speaker, European Academy of Management (EURAM) 16th Annual Meeting. (Paris, France 06/2016).
6. Evashwick, C., Turner, J. (2015). "Population Health: Measuring Success." Speaker, American College of Health Executives – Webinar Series (Chicago, IL 9/2015).
7. Howard, S., Schumacher, E., Spokus, D., Turner, J. (2014). "Virtual Panel of Healthcare Executives." Panelist, AUPHA General Session, (San Antonio, TX 6/2014).
8. Turner, J. (2012). "Competition and Profitability: An Investigation of Hospital Concentration." Speaker, American College of Health Executives (Chicago, IL 3/2012).
9. Turner, J., Goldner, J. (2012). "The Impact of State Regulation on the Provision of Community Benefit." Speaker, National Health Law Symposium (Tempe, AZ 01/2012).
10. Turner, J., Goldner, J. (2012). "The Impact of State Regulation on the Provision of Community Benefit." Speaker, Robert Wood Johnson Public Health Law Symposium (New Orleans, LA 01/2012).
11. Turner, J., Goldner J., (2011). "The Current State of Community Benefit: What are we getting and what are the factors affecting it?" 139th APHA Annual Meeting and Exposition 2011; Conference Paper/Round Table Presenter, ASPH (Washington D.C.).
12. Turner, J. (2011). "Community Benefit and Local Health Department Accreditation." Speaker, American College of Health Executives (Chicago, IL).

13. Turner, J. (2011). "Community Benefit and Public Health: Opportunities for Synergy." Speaker, Community Benefit Pre-Conference to the Academy Health Pre-Conference (Seattle, WA).
14. Turner, J., Goldner, J. (2011). "Do IRS 990 Regulations Help or Hinder?" Speaker, Robert Wood Johnson Public Health Law Symposium (Phoenix, AZ 01/2011).
15. Evashwick C, Turner J. (2009). "Community-Benefit: A New National Database on Hospital-related Community Activities" Oral Presentation, American Public Health Association (Philadelphia, PA).

Invited Presentations (National & International)

16. Muller, T., Turner, J., Bander, S., Miller, S. (2023). "How to Make A Killing in Healthcare Panel." Washington University in St. Louis School of Medicine & Bander Center for Medical Business Ethics (St. Louis, MO 11/23).
17. Muller, T., Turner, J., Rozier, M., Bander, S., Miller, S. (2023). "How to Make A Killing in Healthcare Panel." Saint Louis University & Bander Center for Medical Business Ethics (St. Louis, MO 11/23).
18. Turner, J. (2023). "Healthcare Financing." Rush University Medical Center Clinical Pastoral Program, (Chicago, IL 03/23).
19. Turner, J. (2023). "Academic Leadership." Teaching Academy, Rush University, (Chicago, IL 01/2023).
20. Turner, J. (2022). "Healthcare, Markets, and Market Imperfections." Utah Valley University, (Provo, UT 06/22).
21. Turner, J. (2022). "Expenses, Variance Drivers, and Innovation." Utah Valley University, (Provo, UT 09/22).
22. Turner, J. (2022). "Healthcare Financing." Rush University Medical Center Clinical Pastoral Program, (Chicago, IL 03/22).
23. Turner, J. (2021). Alumni Panel of the HSOP Program (WIDTH Program) within the University of Michigan, (Virtual, 11/21).
24. Turner, J. (2021). "Vision of the Future." AUPHA Annual Business Meeting, (Virtual, 06/21).
25. Turner, J. (2021). "Financial Management: Module III." Rush Ambulatory Leadership Institute, (Chicago, IL 05/21).
26. Turner, J. (2021). "Financial Management." Rush Ambulatory Leadership Institute, (Chicago, IL 03/21).
27. Turner, J. (2020). "Covid's Impact on Healthcare." Rush University, (Chicago, IL 12/20).
28. Turner, J. (2020). "Healthcare Finance and Financing." San Diego State University, (San Diego, CA 11/20).
29. Turner, J. (2020). "The Pursuit of Population Health." Dixie State University, (St. George, UT 02/20).
30. Turner, J. (2020). "The Business Case for Population Health." Brigham Young University, (Provo, UT 02/20).
31. Turner, J. (2019). "How Health Systems are Financed: Introduction to Health Insurance." Speaker, Spiritual Care Management Program. (Chicago, IL 9/2019).

32. Turner, J. (2019). "Hospital Earning Volatility." Speaker, Becker's Healthcare Conference (Chicago, IL 9/2016).
33. Turner, J. (2018). "Managed Care Contracting, Value-Based Contracting and More." Speaker, Becker's Healthcare Conference (Chicago, IL 9/2016).
34. Turner, J. (2016). "The Relationship Between Value-Based Purchasing and Hospital Profitability." Speaker, University of Baltimore (Baltimore, MD 7/2016).
35. Young, Turner, Tillery, Lantry, Helton (2016). "Innovation & Healthcare." Healthcare Financial Management Association Joint Spring Conference- Joint Spring Conference (St. Louis, MO 5/2016).
36. Turner, J. (2016). "Population Health and Community Benefit." Plenary Speaker, The National Hospital Charitable Service Conference (Atlanta, GA 2/2016).
37. Turner, J. (2015). "An Evaluation of Community Benefit and Tax Exemption." Speaker, Brigham Young University – Idaho (Rexburg, ID 11/2015).
38. Turner, J. (2015). "Healthcare Payment & Shared Risk Models." Speaker, The Bander Center for Medical Ethics (St. Louis, MO 3/2015).
39. Turner, J. (2015). "The Importance of Regulatory Changes on Future Decision Making." Speaker, The National Hospital Charitable Service Conference (Atlanta, GA 02/2015).
40. Turner, J. (2015). "What Should We Expect? A Comparison of Community Benefit and Projected Tax Liability in Maryland Hospitals." Speaker, Brigham Young University, (Provo, UT 1/2015).
41. Turner, J. (2014). "A Comparison of Capital Structure: The Use of Debt in Investor Owned and Not-For-Profit Hospitals." Speaker, University of Iowa College of Public Health, (Iowa City, IA 11/2014).
42. Turner, J. (2014). "The Current State of Hospital-Provided Community Benefit and the Potential Impact of Healthcare Reform." Speaker, The National Hospital Charitable Service Conference (Atlanta, GA 02/2014).
43. Turner, J. (2013). "The Use of Cases in Teaching." Speaker, The Saint Louis University Center for Teaching and Learning (St. Louis, MO 10/2013).
44. Turner, J. (2013). "Community Benefit & Needs Assessments." Speaker, The Missouri Health Law Association (St. Louis, MO 1/2013).
45. Turner, J. (2013). "Insurance & Payment Models." Speaker, The Bander Center for Medical Ethics (St. Louis, MO 2/2013).
46. Turner, J. (2013). "Community Benefit & Needs Assessments." Speaker, The National Hospital Charitable Service Conference (Atlanta, GA 02/2013).
47. Turner, J. (2012). "IRS Regulation of Community Benefit." Speaker, The National Hospital Charitable Service Conference (Atlanta, GA 02/2012).
48. Turner, J., Goldner, J. (2012). "The Impact of State Regulation on the Provision of Community Benefit." Speaker, Saint Louis University School of Law (St. Louis, MO).
49. Turner, J. (2012). "Markets and Health Reform." Speaker, Washington University in Saint Louis (St. Louis, MO).
50. Turner, J. (2011). "Health Economics and Market Mechanisms." Speaker, Brigham Young University – Idaho (Rexburg, ID).
51. Turner, J. (2011). "Moral and Market Implications of Healthcare." Speaker, Brigham Young University Marriott Business School (Provo, UT).

52. Turner J., Rozier M. (2011). "Moral & Market Values in Healthcare: Domestic and International Perspectives." Speaker, Saint Louis University Atlas Week (St. Louis, MO).
53. Turner, J. (2011). "Improving Teaching Effectiveness- Case Teaching in the Classroom." Speaker, Saint Louis School of Public Health (St. Louis, MO).
54. Turner, J. (2011). "The Current State of Hospital-Provided Community Benefit." Speaker, The National Hospital Charitable Service Conference (Atlanta, GA 02/2011).

POSTERS

- Merz, Turner, Klemp, Hasan. (2023). "What Monetary Benefits Do National, Cardiac Registries Bring?" National Association for Healthcare Quality (September 2023). Virtual.
- Chen, Hauptman, Turner, Buchanan, Boakye, Burroughs. (2016). "Novel Analytic Examination of the Association Between Anti-Diabetic Agents and Cardiovascular Disease." Patient Centered Outcomes Research Symposium at Washington University in St. Louis.
- Green, Broom, Turner, Cigrand (2015). "Health Insurance Coverage and Out-of-Pocket Expenses: New Findings from Autism Mandates" Academy Health Research Meeting.
- Broom, Turner (2014). "A Competency-Based Approach to Enhanced Financial Decision-Making: The Development of a Healthcare Finance Area of Concentration at Saint Louis University" AUPHA Annual Meeting.
- Turner, Goldner (2012). "Justifications for Tax-Exempt Status: An Empirical Study of a National Sample of Data from IRS Form 990 Schedule H regarding Hospital Community Benefit Activities and Expenditures" Robert Wood Johnson Public Health Law Research Annual Meeting.
- Evashwick, Turner, Lomperis, Freeman (2010). "Assessing Student Competency Achievement: The SLU Oral Comprehensive Exam Approach." AUPHA Annual Meeting.
- Evashwick/Turner (2009). "Community Benefit (CB): New Addition to Health Care Management Education." AUPHA Annual Meeting.
- Jack Wheeler, Joseph Messana, Marc Turenne, Phil Tedeschi, Kathryn Sleeman, Jeffrey Pearson, Jason Turner, Qing Pan, Chien-Chia Chuang, Richard Hirth. (2007). "The Potential of an Expanded Case-Mix Adjusted Payment System for Dialysis Services." American Society of Nephrology, 2007.
- Joesph Messana, Marc Turenne, Phil Tedeschi, Kathryn Sleeman, Jeffrey Pearson, Jason Turner, Qing Pan, Chien-Chia Chuang, Richard Hirth. (2007). Association Between Achieved Hemoglobin (Hb) and Mortality in Hemodialysis (HD) Patients is Influenced by Comorbidities and Facility-Administered Medications. American Society of Nephrology, 2007.

GRANT & CONTRACT EXPERIENCE

University of Cincinnati College of Medicine Development Grant. (PI: Jason S. Turner, \$2,400; 2018)

American College of Health Executives. Population Health: Measuring Success. Webinar development and delivery (Contract shared with Connie Evashwick ScD, \$1,000; 2016).

Saint Louis University Department of Anesthesiology. The finance, management, and contract negotiation training of residents. (Contract shared with multiple faculty members from the Saint Louis University Department of Health Management and Policy, \$6,000 annually; 2012 – 2017).

Mercy. The provision of executive education to high potential employees throughout the Midwest in the Mercy system. (*Contract shared with multiple faculty members from the Saint Louis University Department of Health Management and Policy, \$7,500; 2012 – 2017*).

Robert Wood Johnson Foundation. Do Hospital Community Benefit Requirements Help or Hurt Public Health Activities in a Community? Investigation of community benefit practices in the United States among 501©3 hospitals (*Co-PI with Jesse Goldner JD, \$150,000/18 months; 1/14/2010*).

University of Michigan – Kidney Epidemiology and Cost Center. The design, development, and implementation of an improved prospective payment system for the treatment of end stage kidney disease. Work was performed as a graduate student under direction of CMS and principal investigator. (*PI: Richard Hirth, \$1,940,000; 9/2006-9/2011*).

University of Michigan Health System. Analysis of the tax, employment, and business volume impacts the health system has on the local economy. Contract work was performed as a graduate student under the principal investigator. (*PI: Jack Wheeler; 2007*).

Washtenaw Community Health Organization. Contract work producing financial projections and a feasibility analysis of the expansion of the county's health care programs. (*PI: Jason Turner, \$1,500; 2007*).

REVIEWER & EDITORIAL RESPONSIBILITIES

Journals

- 2021-Present **Journal of Hospital Management and Health Policy**, Ad-Hoc Reviewer.
- 2018-Present **Public Budgeting & Finance**, Ad-Hoc Reviewer.
- 2016-Present **Medical Care Research & Review**, Ad-Hoc Reviewer.
- 2016-Present **International Journal of Health Policy and Management**, Ad-Hoc Reviewer.
- 2015-Present **Inquiry**, Ad-Hoc Reviewer.
- 2015-Present **Health Services Research and Managerial Epidemiology**, Ad-Hoc Reviewer.
- 2014-Present **Frontiers in Public Health**, Associate Editor & Review Editorial Board.
- 2013-Present, **Medical Care**, Ad-Hoc Reviewer.

Books

- 2013-2014 **Bridgepoint Education**, Book Proposal Reviewer & Healthcare Finance Textbook Reviewer (DG Smith. Introduction to Healthcare Financial Management, San Diego, CA: Bridgepoint Education (2014) 316 pages. ISBN-13: 978-1-62178-124-0.)
- 2013 **Health Administration Press**, Book Proposal.
- 2013 **Delmar/Cengage Learning**, Book Proposal.
- 2011 **Delmar/Cengage Learning**, Textbook Reviewer.

Grants & Workshops

- 2017 **Becker's Healthcare**, Conference Reviewer
- 2012 **Robert Wood Johnson Foundation**, Rapid Response Reviewer.

2012 **Saint Louis University Presidential Research Fund**, Reviewer.

2011-Present **Saint Louis University Health Law Scholars Program & Workshop**, Reviewer.

FELLOWSHIPS, CERTIFICATIONS, & MEMBERSHIPS

Mental Health First Aid (USA) – Adult National Council for Mental Wellbeing (2022-2025)	Washington, D.C.
Healthcare Financial Management Association Certified Healthcare Financial Professional (CHFP)	Westchester, IL
Academy of Healthcare Management Fellow, American Healthcare Management (FAHM) Professional, American Healthcare Management (PAHM)	Washington, D.C.
Collaborative Institutional Training Initiative (CITI) Program Social-Behavioral and Educational Sciences Responsible Conduct of Research	Ft. Lauderdale, FL
Collaborative Institutional Training Initiative (CITI) Program Family Educational Rights and Privacy Act	Ft. Lauderdale, FL
Collaborative Institutional Training Initiative (CITI) Program Limited IRB Reviewers	Ft. Lauderdale, FL
Collaborative Institutional Training Initiative (CITI) Program Social/Behavioral Research Course	Ft. Lauderdale, FL
State of Connecticut Medical Service Emergency Medical Technician (EMT)	Hartford, CT
Agency for Health Care Research and Quality (2004-2006) Pre-doctoral Fellow	Washington, D.C.
Case Teaching Workshop Electronic Hallway	Seattle, WA
Other Memberships:	
Association of Schools Advancing Health Professions (Current)	
Midwest Deans Association (Current)	
Association of Community Health Initiatives	
Association of University Programs in Health Administration (Current)	
European Academy of Management	
Healthcare Financial Management Association	
Missouri Hospital Association	
Academy Health (Current)	
American College of Healthcare Executives (Current)	
Association of Schools of Public Health	
American Health Law Association	

MENTORING

- 2020-Present **Dina Batlivala**, doctoral chair.
- 2018-2020 **Alex Henderson**, HSM career advisor.
- 2017-2018 **Public Health Scholar Bowl**, program advisor.
- 2016-2017 **Upsilon Phi Delta**, program advisor.
- 2015-2017 **Matthew Kuhlenbeck**, doctoral program advisor.
- 2012-2015 **Jia Jing**, “Risks and Benefits Associated with Exenatide in Type 2 Diabetes Patients: Clinical Implications,” doctoral committee member.
- 2009-2017 Faculty advisor for the following graduate or post-graduate research students: **Travis Englund, Won Choi, Jen-Fu Lee, Sobia Shariff, Husain Esmail, Mandy Ellefson, Steve Meyer.**
- 2008-2017 **Graduate School Advisor** to students in and alumni of the Department of Health Management and Policy at Saint Louis University. Hundreds of letters recommendation annually and substantial time are devoted to supporting the success of students.
- 2015-2017 **Undergraduate Advisor** to students in the Department of Health Management and Policy’s undergraduate program in health management at Saint Louis University.
- 2014 **Teaching mentor** (*Jeremy Green, PhD*) - **Reinert Center for Transformative Teaching & Learning.**
- 2014 **Shahida Rice**, doctoral program at large committee member.
- 2012 **Robert Wood Johnson Public Health Law New Connections Mentor.**
- 2015 **Chien Ching Li**, doctoral program at large committee member.
- 2011 **Grant Farmer**, doctoral program at large committee member.
- 2008-Present **Internship site visitor** for students from the Department of Health Management and Policy at Saint Louis University. In person meetings are held throughout the U.S. with preceptors and students to guarantee that students are receiving the appropriate training and to resolve any potential issues with the students.
- 2006–2007 **Contributing advisor** to the University of Michigan’s 2006 and 2007 representatives to the **Everett V. Fox Student Case Competition** (sponsored by the National Association of Health Services Executives). The team placed first in the competition both years.

PROFESSIONAL EXPERIENCE

- 2003-2004 The John Muir/Mt. Diablo Health System Walnut Creek, CA
Contract Financial Analyst
Administrator for all capitation and shared risk arrangements within the health network. Lead auditor and liaison to health plans; superintended group liability and eligibility for a pool of over 70,000 members, 715 physicians, multiple network-owned medical clinics and labs as well as two acute-care hospitals. Duties also included financial modeling of complex IPA and hospital contracts, revenue recovery and representation of the health network to outside organizations.
- 1998-2002 CIGNA HealthCare of Utah Salt Lake City, UT
Controller (2000-2002)
Planned, budgeted and spent CIGNA’s \$51 million in revenue. Member of a team that turned significant and long-term losses into record profitability. Prepared and submitted membership, revenue and managed expense plans. Authored narratives detailing healthplan operations, and financial analysis.
- Financial Analyst/Assistant Controller (1998-2000)**

Developed financial plans, monthly operating and medical expense analyses, physician fee schedules, hospital contract analysis, billing audits and requests for proposals. In addition to controller functions, actively participated on the Medical Management Team and the management of catastrophic/stoploss cases.

ACADEMIC-RELATED MEDIA

2019-2020 **Public Voices Fellow**. The fellowship is a new multi-year, multi-institution initiative launched by The OpEd Project in partnership with universities and foundations nationwide. It was piloted at Yale, Princeton and Stanford universities, and has since launched in collaboration with a dozen institutions and foundations, including the Ford Foundation and the McCormick Foundation.

2018 **St. Louis Business Journal** (Jacob Barker), “St. Louis Braces For Loss of Another Headquarters as CIGNA acquires Express Scripts.”

2018 **St. Louis Business Journal** (Samantha Liss), “CIGNA buying St. Louis County-based Express Scripts for \$67B.”

2016 **St. Louis Post Dispatch** (Jim Gallagher), “What Comes After Obamacare?”

2016 **St. Louis Business Journal** (Samantha Liss), “Consumers Should Pay Attention to Insurance Antitrust Case.”

2015 **St. Louis Business Journal** (Samantha Liss), “SSM looks to St. Louis University Hospital to boost brand power.”

2014-201 **Editor of The Commitment**, a semi-annual Department of Health Management and Policy newsletter provided to alumni and friends of the department.

2014 **St. Louis Business Journal** (Samantha Liss), “Bill Thompson Wants to Sell You Insurance.”

2014 **Healthcare Finance News** (Paul Cerato), “Hospitals Rethink Community Benefit.”

2013 **WADF News**, Expert source addressing insurance coverage and denials.

2011 **Chanel 4 News** (Kansas City), Expert source addressing trauma access fees.

2011 **The Kansas City Star** (Scott Canon), “Cerner Hopes KC Slimdown is a Step Toward the Future.”

2011 **Saint Louis Dispatch** (Jim Doyle), “Non-profit Hospitals’ Huge Tax Breaks Under Increasing Scrutiny.”

2011 **Chanel 4 News** (Kansas City), Expert source addressing medical benefits and coverage.

2010-2011 **Master of Ceremonies** for the School of Public Health Convocation and Scholarship Dinner.

VOLUNTEER EXPERIENCE, EXTRACURRICULAR ACTIVITIES, & OTHER MISCELLANEOUS INFORMATION

Elected as Village of Bannockburn Trustee (2021-Present). Primary responsibilities are related to the oversight of finance and auditing functions for the village.

Village of Bannockburn Architectural Review Committee (2019-2020).

Vice President (1999-2001) of United States Ballroom Dancing Association (Wasatch Chapter). Dancesport Delegate & Voting Member of the Governing Council: nationally elected (1999-2002) to represent Utah, Colorado, Idaho, Oregon, Washington and Wyoming in the governing of dancesport both nationally and internationally. Duties include judiciary oversight, representation

of U.S. interests during international governance meetings, and the negotiation and maintenance of multi-year marketing contracts.

Circle of Excellence Awards (1999-2001). Recipient of multiple awards given to recognize extraordinary work, effort, and service to CIGNA customers.

Guest choreographer and dance coach. United States representative to international competitions. Numerous national and international titles as well as hundreds of demonstrations and performances. Multiple television appearances including dance specials on A&E, NBC, and Canada's WTV.

Salisbury Volunteer Ambulance Squad (1993-1994) required weekly, 24-hour shifts as an emergency medical technician, monthly shifts in the Emergency Room, scheduling of shifts, and the maintenance of materials and vehicles.

Graduate from **The Hotchkiss School** in Lakeville, CT. Recipient of **The Faculty Prize, The Ely Award, The Wycyoff Award, The Senior Athletic Award**, and seven varsity letters.