

May 2019

PAUL W. THURMAN  
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PERSONAL

Born: October 23, 1966, Fort Smith, Arkansas, USA

US Citizen

ACADEMIC APPOINTMENTS

- Lecturer, Mailman School of Public Health, Columbia University, September 2004-;
- Instructor and Affiliated Researcher, National Cancer Institute, National Institutes of Health, US Department of Health and Human Services, Bethesda, Maryland, and at NIH-designated comprehensive cancer centers in the United States, March 2004-;
- Lecturer, School of International and Public Affairs, Columbia University, June 2004-May 2013;
- Visiting Professor, School of Public Health, Reykjavik University (Iceland), January-May 2010;
- Professor, SKOLKOVO Moscow School of Management, January 2009-December 2010;
- Visiting Professor, Guanghua School of Management, Peking University, Beijing, China, Spring-Summer 2010;
- Visiting Professor, Graduate School of Business, Hellenic American University (Greece), Spring 2004-Fall 2006;
- Visiting Professor, Graduate School of Business, American College of Greece (Athens), Spring 2003-Fall 2004
- Lecturer, Graduate School of Business, Columbia University, January 2002-December 2003;
- Visiting Professor, Walter A. Haas School of Business, University of California, Berkeley, Summer 2002- Summer 2003;
- Visiting Professor, London Business School, Summer 2001-Summer 2003;
- Visiting Professor, Graduate School of Business, American College of Greece, Spring 2001-Fall 2002;
- Assistant Professor, Graduate School of Business, Columbia University, January 2001-December 2002;
- Adjunct Professor, Graduate School of Business, Columbia University, September 1998-December 2000.

EDUCATION AND TRAINING

Ecole des Ponts Business School	DBA, Management	Aug. 2016-Feb. 2019;
State University of New York	DrPH Courses <sup>1</sup> ,	Sep. 2008-Dec. 2010;
Columbia University	MBA, Management	Jan. 1997-Aug. 1998;
New York University	MS Courses, Statistics <sup>2</sup>	Sep. 1991-Dec. 1992;
Stanford University	BS, Mathematics	Sep. 1985-Jun. 1989.

Dissertation: "Financial Capital Returns from Publicly Funded Cancer Research," November 2018;

Advisor: Geoffrey T. Mills, PhD, Professor;

Committee: Alon Rozen, DBA (ABD), Dean; Joseph C. Santora, EdD, Professor and DBA Program Director; Geoffrey T. Mills, PhD, Professor; and Suman Modwel, PhD, Professor Emeritus.

PROFESSIONAL

- Founder and President, Thurman and Associates, New York, New York, 2001-;
- Vice President, American Express, New York, New York, 1999-2001;
- Principal, Mitchell Madison Group, New York, New York, 1997-1999;
- Senior Associate, Booz Allen Hamilton, New York, New York and San Francisco, California, 1992-1997;
- Associate, Morgan Stanley, New York, New York, 1989-1992.

HONORS AND AWARDS

- Invited Commencement Speaker, School of International and Public Affairs, Master of International Affairs "J-Term" Program, Columbia University, 2011;
- Dean's Award for Innovation in the Curriculum, *Comparative Strategic Management* course, with Professor Thomas P. Ference, Mailman School of Public Health, Columbia University, 2006;
- Margaret Chandler Memorial Award for Teaching Excellence, Graduate School of Business, Executive MBA Programs, Columbia University, 2002 (two awards) and 2003;
- Award for Academic Excellence (Valedictorian) and Distinguished Service Award (selected by peers), Executive MBA Program, 1998;
- Beta Gamma Sigma Honor Society (Business), 1997-1998.

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<sup>1</sup> Courses taken but degree program not completed due to departure of doctoral advisor and family circumstances.

<sup>2</sup> Courses taken but degree program not completed due to job change requiring significant travel.

ADMINISTRATIVE LEADERSHIP AND ACADEMIC SERVICE

- CUIMC and NYP
  - Member, Task Force on Digital Learning, Mailman School of Public Health, Columbia University, September 2018-;
  - Member, Student Fellowship Committee, School of International and Public Affairs, Columbia University, September 2005-May 2012.
- Other Universities
  - Chair, Admissions Committee and Committee on Academic Integrity, Full-Time MBA Programs, Moscow School of Management, SKOLKOVO, January 2009-December 2010.

PROFESSIONAL ORGANIZATIONS AND SOCIETIES

- Editorial Board, *The Oncologist*, 2019-;
- Editorial Board, *International Journal of Sociology and Anthropology*, 2010; Promoted to Associate Editor, 2011-;
- Editorial Board, *African Journal of Business and Economic Research*, 2009-;
- Editorial Board of *International Journal of Social Entrepreneurship and Innovation*, 2008-;
- At-large editor, Mathematics, Statistics, and Operations Research content areas, Springer Publishing (US), Blackwell Publishing (a division of Wiley), and Sage Publications, 2006-;
- Associate Editor, *Health Systems and Reform*, 2015-2018;
- Editorial Board, *Global Studies Journal*, 2011;
- Editorial Board, *International Migration*, 2010-2015;
- Editorial Board, *Journal of Health Administration Education*, 2010-2015;
- Editorial and Program Committees, *International Conference on Advances in Social Networks Analysis and Mining (ASONAM)*, 2009-2012;
- Editorial Board and Programs and Planning Committee, World Scientific and Engineering Academy and Society, 2007;
- Certified as Expert Witness in survey analysis, business valuation, and corporate finance in the Supreme Court of the State of New York, 2007, and in the San Jose Federal District Court, 2018.

FELLOWSHIP AND GRANT SUPPORT

- Technical Advisor, Leadership training for House Officers, and Curriculum Specialist, Leadership and management training for Infection Control and Prevention curriculum, Sierra Leone, sponsored by CDC grant U19GH001581 (in conjunction with ICAP, Susan Michaels-Strasser, PI), LOE of 20%, July 2018-;
- Technical Advisor and Curriculum Specialist, Leadership, Management, and Strategic Planning Training to Health Ministry and Women's Center/Clinic leaders and administrators, Sierra Leone, sponsored by HRSA grant UH6HA30739 (in conjunction with ICAP, Susan Michaels-Strasser, PI), LOE of 10%, January 2017-;
- Technical Advisor and Analyst, PEPFAR High-Priority Site Needs Assessment and Intervention project, Democratic Republic of Congo, sponsored by HRSA grant UH6HA30739 (in conjunction with ICAP, Susan Michaels-Strasser, PI), LOE of 10%, January 2017-;
- Technical Advisor, Public Health and Hospital Administration Curriculum Reform and Implementation, Mozambique, sponsored by USAID grant AID-656-A-17-00006 (in conjunction with ICAP, Miriam Rabkin, PI), LOE of 20%, January 2014-December 2018.

EDUCATIONAL CONTRIBUTIONS

## Direct Teaching - Recent Courses:

- *Comparative Strategic Analysis*, Full-Time MHA Students, taught regularly since course inception in 2006 to 35-50 students;
- *Strategic Management*, Full-Time, Part-Time, and Executive MPH/MHA Programs (in addition to full-time Master of International Affairs (MIA) students at the School of International and Public Affairs), taught regularly since 2004 to 25-70 students;
- *Analytics and Managerial Decision-Making I*, Part-Time MHA Program, Full-Time MIA Program, Full-Time and Executive MBA Programs, taught regularly since 1998 to 25-70 students.

## Advising and Mentorship

- Mentor 6-10 MPH/MHA students per year;
- Review practicum papers for MPH and MHA students;
- Conduct "Consulting 101" and resume review workshops;
- Similar mentoring and advising roles held previously at all other graduate schools mentioned above.

## Educational Administration and Leadership

- Director, Executive Education and Non-Degree Programs, Mailman School of Public Health, Department of Health Policy and Management, Columbia University, 2015-2016;
- Director, Professional Development Program, Mailman School of Public Health, Department of Health Policy and Management, Columbia University, 2012-2015;
- MBA Program Director and Director of Corporate Projects, SKOLKOVO Moscow School of Management, 2009-2010;
- Executive Director, Columbia Alliance for Healthcare Management, Graduate School of Business and Mailman School of Public Health, Columbia University, 2007-2011;
- Director, Health Policy and Management Annual Case Challenge, 2005-;
- Director, Executive MBA Project Course—including all aspects of faculty/sponsor recruitment and student work—Graduate School of Business, 1998-2000.

## Continuing Education and Executive Education:

- Customized leadership and management training for various executive education programs in the US and abroad (e.g., NYP LEAD Program, AMCHAM China Hospital Executives Program) and grant-related curricula (see above), since 2001;
- Customized courses for external entities such as the SAS Institute (*Propensity Scoring, Adjustment, and Randomized Experiments; and Strategic Planning: Powered by SAS*) and the NIH/National Cancer Institute (*Statistical Analysis of Research Data*).

OTHER PROFESSIONAL ACTIVITIES

- Consult to for-profit and not-for-profit entities in healthcare, pharmaceuticals, biotechnology, financial services, consumer products, and retail. Also consult to governments, NGOs, and foundations, including international aid and development, infrastructure, health policy, and educational policy. January 2001-;
- Provide executive coaching and education services to senior executives around the world. Topics include strategic planning, project planning, innovation, advanced data analytics and research methods, risk management and decision-making, crisis management, leadership, team-building, and negotiation and conflict resolution. January 2005-;
- Possess professional and academic experience spanning six continents and over 25 countries. Current visas to Russia, China, Brazil, Saudi Arabia, Sierra Leone, Mozambique, and Democratic Republic of Congo.

PUBLICATIONS

## Books:

1. **Thurman, P. W.\*<sup>3</sup>** & Friedman, H. S. (co-first authors) (2019). *Strategic planning and decision-making: Powered by SAS*. Cary, NC, United States: SAS Institute;
2. Halkias, D., Santora, J. C., Harkiolakis, N. & **Thurman, P. W.** (2017). *Leadership and change management: A cross-cultural perspective*. New York, NY, United States: Routledge, Taylor & Francis Group;
3. **Thurman, P. W.\*** (2017). *Strategic thinking and planning for sustainable and entrepreneurial businesses*. New York, NY, United States: Routledge, Taylor & Francis Group;
4. **Thurman, P. W.\***, Hamilton, A., & Hammer, C. (2016). *Data analysis and decision-making in fragile state contexts*. Washington, DC, United States: World Bank and London, United Kingdom: Department for International Development. First published for Government of Sudan;
5. Ference, T. P. & **Thurman, P. W.\*** (co-first authors) (2016). *MBA fundamentals: Strategy*. Atascadero, CA, United States: Createspace Independent Publishing Platform;
6. **Thurman, P. W.\*** (2016). *MBA fundamentals: Statistics: Analytics for decision-making*. Atascadero, CA, United States: Createspace Independent Publishing Platform;
7. Halkias, D., **Thurman, P. W.**, Smith, C., & Nason, R. S. (2012). *Father-daughter succession in family business: A cross-cultural perspective*. Abingdon, Oxon, United Kingdom: Taylor and Francis;
8. Ference, T. P. & **Thurman, P. W.\*** (co-first authors) (2012). *Estrategia*. Sao Paulo, Brazil: Saraiva (in Portuguese);
9. **Thurman, P. W.\*** (2012). *Estatistica*. Sao Paulo, Brazil: Saraiva (in Portuguese);
10. Halkias, D., & **Thurman, P. W.\*** (co-first authors) (2012). *Entrepreneurship and sustainability: Business solutions for poverty alleviation from around the world*. Farnham, Surrey, United Kingdom: Gower;
11. Friedman, H. W. & **Thurman, P. W.\*** (co-first authors) (2012). *Propensity score matching, adjustment, and randomized experiments*. Cary, NC, United States: SAS Institute;

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<sup>3</sup> \* indicates senior authorship.

## Books [Continued]:

12. Halkias, D., **Thurman, P. W.**, Harkiolakis, N., & Caracatsanis, S. (2011). *Female immigrant entrepreneurs: The economic and social impact of a global phenomenon*. Farnham, Surrey, United Kingdom: Gower;
13. Ference, T. P., & **Thurman, P. W.\*<sup>4</sup>** (co-first authors) (2009). *MBA fundamentals: Strategy*. New York, NY, United States: Kaplan;
14. **Thurman, P. W.\*** (2009). *Pocket guide to statistics*. New York, NY, United States: Kaplan. Published in China and other select Asian markets;
15. **Thurman, P. W.\*** (2008). *MBA fundamentals: Statistics*. New York, NY, United States: Kaplan.

## Articles:

- Peer-reviewed

1. Nandan, S., Halkias, D., **Thurman, P. W.\***, Komodromos, M., Alserhan, B. A., Adendorff, C., & Kwesiga, E. (2018). Assessing cross-national invariance of the three-component model of organizational commitment: a cross-country study of university faculty. *EuroMed Journal of Business*, 13(3), 254-279;
2. **Thurman, P. W.\***, & Efimova, I. (2014). Use of rankings to improve global competitiveness of Russian's higher education institutions and technology exports. *Life Sci J*, 11(11), 285-289;
3. Halkias, D., & **Thurman, P. W.\*** (2012). Entrepreneurship and sustainability: Can business really alleviate poverty? *International Journal of Social Entrepreneurship and Innovation*, 1(4), 419-427;
4. Halkias, D., **Thurman, P. W.**, Harkiolakis, N., Katsioloudes, M., Stavrou, E., Swiercz, P. M., & Fragoudakis, M. (2010). Father-daughter succession issues in family business among regional economies of Asia. *International Journal of Entrepreneurial Venturing*, 2(3/4), 320-346;
5. Figg, W. D., Smith, E. K., Price, D. K., English, B. C., **Thurman, P. W.**, Steinberg, S. M. (2010). Disclosing a diagnosis of cancer: where and how does it occur? *Journal of clinical oncology : official journal of the American Society of Clinical Oncology*, 28(22), 3630-3635;
6. Nwajiubal, C., Halkias, D., **Thurman, P. W.**, & Caracatsanis, S. M. (2009). Business and social profiles of female immigrant entrepreneurs in Nigeria. *African Journal of Business and Economic Research*, 4(2\_3), 85-92;
7. Wolfe, M. E., Yagoda, D., **Thurman, P. W.\***, Luna, J. M., & Figg, II, W. (2009). NCI designated cancer center funding not influenced by organizational structure. *Cancer biology & therapy*, 8(10), 869-873;
8. Luna, J. M., **Thurman, P. W.\***, Wolfe, M., Yagoda, D., Reed, E., & Figg Sr, W. D. (2009). Private Practice Administrative Costs Influenced by Insurance Payer Mix. *Journal of oncology practice*, 5(6), 291-297;
9. Halkias, D., Abadir, S., Akrivos, P., Harkiolakis, N., Caracatsanis, S., & **Thurman, P. W.** (2009). Characteristics and Business Profiles of Immigrant-Owned Small Firms: The Case of Albanian Immigrant Entrepreneurs in Greece. *International Journal of Business Innovation and Research*, 3(4), 31-62;
10. Halkias, D., Harkiolakis, N., **Thurman, P. W.**, Rishi, M., Ekonomou, L., Caracatsanis, S. M., & Akrivos, P. D. (2009). Economic and social characteristics of Albanian immigrant entrepreneurs in Greece. *Journal of Developmental Entrepreneurship*, 14(02), 143-164;

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<sup>4</sup> \* indicates senior authorship.

## Articles: Peer-Reviewed [Continued]:

11. Halkias, D., **Thurman, P. W.**, Abadir, S., Katsioloudes, M., & Harkiolakis, N. (2008). Daughters' Intentions to Succeed Fathers in the Family Business: Securing the Future of the Family Enterprise in the Local Economies of Asia. *Zemes Journees Georges Doriot, HEC, Paris*, 15-16;
  12. Halkias, D., Harkiolakis, N., **Thurman, P. W.**, & Caracatsanis, S. (2008). Internet use for health-related purposes among Greek consumers. *Telemedicine and e-Health*, 14(3), 255-260;
  13. Figg, W. D., Dunn, L., Liewehr, D. J., Steinberg, S. M., **Thurman, P. W.**, Barrett, J. C., & Birkinshaw, J. (2006). Scientific collaboration results in higher citation rates of published articles. *Pharmacotherapy: The Journal of Human Pharmacology and Drug Therapy*, 26(6), 759-767;
  14. Cox, M. C., Figg, W. D., & **Thurman, P. W.**<sup>5</sup> (2004). No rational theory for drug pricing. *Journal of clinical oncology*, 22(5), 962-963.
- Non-Peer Reviewed
15. Managing Intelligent Risks, **P. W. Thurman\***, CoreNet Global Newsletter, 2017;
  16. Strategic Alignment: More Architect, Less Builder\*, **P. W. Thurman\***, CoreNet Global Newsletter, March 2016;
  17. The Man with the Questions, Interview with *The Moscow News*, July 12, 2010 (interview of **P. W. Thurman\*** by O. Nikishenkov based on my role at SKOLKOVO Moscow School of Management);
  18. Providing Aid in Insecure Environments: 2009 Update, April 2009, **P. W. Thurman** with Abby Stoddard. Published by Overseas Development Group (London, UK) for the Humanitarian Policy Group (in collaboration with the Center on International Cooperation, New York University);
  19. Making Sense out of E-Procurement Options, **P. W. Thurman\***, American Express Consulting Services white paper, 2000;
  20. The Role of the CFO in E-Initiatives\*, **P. W. Thurman\***, American Express Consulting Services white paper, reprinted and cited in several industry publications including CFO and NAPM Quarterly, 2000. Also presented at the Institute of Management Accounts (Philadelphia) and at Banking and Treasury Services Forum (Los Angeles), 2000;
  21. E-Procurement: Is it Right for Your Firm? **P. W. Thurman\***, Published in NAPM Quarterly, 2000;
  22. Corporate Consolidation and the Case for Improved Cost Management Discipline, **P. W. Thurman\***, American Express Consulting Services white paper, reprinted and cited in several publications including CFO, 1999;
  23. Travel Management in the New Millennium, **P. W. Thurman\***, American Express Consulting Services white paper, reprinted and cited in several industry publications including Business Travel News, 1999;

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<sup>5</sup> \* indicates senior authorship.

Cases and Instructional Materials: Samples available upon request

- Co-editor, with T. P. Ference, of annual Health Policy and Management Case Challenge cases (and solutions/teaching notes), 2005-;
- Author of several mini-cases or "caselettes" on negotiations, strategic options/planning, data analysis, and business ethics for consulting clients and classroom use;
- Author of multiple training modules for Columbia and non-Columbia executive education and advisory clients. Topic areas are noted above in "Other Professional Activities;"

#### INVITED PRESENTATIONS - Selected

##### International:

1. Multiple invited speaking and workshop engagements for clients around the world on topics similar to those taught in executive education programs including payor-health plan relationships, value-based reimbursement in healthcare, pharmaceutical pipeline planning, team-building and innovation, risk management and decision-making, strategy and talent alignment, and crisis management strategies. All of these are client-confidential, 2010-;
2. University Rankings: A Statistician's View, Invited lecture and panel participant, World University Forum, Paris, France, and Vancouver, Canada, May 2011;
3. Credit Scoring: Applying Simple(r) Techniques to Microfinance Portfolios, Invited lecture, PlanetFinance India, SUN Capital Partners, and Small-Industries Development Bank of India (SIDBI), Lucknow, India, January 2011;
4. Lean Management: Applying Continuous Improvement Beyond Hospital Operations, Invited lecture series and workshop, Duke Corporate Education, Sao Paulo, Brazil, January 2011;
5. Public Health and Developing Economies: An Overview of Frameworks, Invited lecture, Moscow School of Management SKOLKOVO and the Columbia University Office of Alumni Affairs, Moscow, Russia, June 2010;
6. Managing Successful Health Service Delivery in Developing Economies, Invited workshop and lectures, Guanghua School of Management (Peking University), Beijing, China, April 2010;
7. Female Immigrant Entrepreneurship: A Global Update, Invited lecture and conference editor, World Scientific and Engineering Academy and Society (WSEAS) Conference on Management, Marketing, and Finance, Harvard University, March 2009;
8. Beliefs About Relationship Marketing in Europe, Invited lecture and conference editor, World Scientific and Engineering Academy and Society (WSEAS) Conference on Management, Marketing, and Finance, Harvard University, March 2008;
9. Management and Strategic Thinking in Research Science, Invited lecture and four-day workshop developed for the National Institutes of Health, spring 2005; updated for Oxford/Cambridge Fellows Program (National Institutes of Health), summer 2008;
10. Characteristics and Business Profiles of Immigrant-Owned Small Firms: The Case of Albanian Immigrant Entrepreneurs in Greece, Invited lecture, St. Hugh College, Oxford University, Global Conference on Business and Economics, June 2007;
11. Market Breakthrough Strategies - and How to Manage the Crises that Come with Success, Invited lecture, Hellenic American University, Distinguished Speaker Series, December 2006;

INVITED PRESENTATIONS - Selected: International [Continued]:

12. Performance Measurement and Management Challenges in Global Organizations, Invited Lecture for the quarterly Human Resources Business Exchange, London Business School, London, England, UK, May 2001;
13. Cross-Border Challenges in Corporate Cost Control, Global CFO Summit, Vancouver, Canada, 2000. Also presented at the Association of Corporate Travel Executives (ACTE) Global Meeting, Amsterdam, The Netherlands, October 2000.

## National:

14. Annual invited workshop on Statistical Analysis of Research Data for 60-80 National Cancer Institute post-doctoral fellows, 2003-;
15. Where Culture, Family, and Business Meet: Developing Cross-National Research on the Father-Daughter Succession Process in Family Firms, Invited lecture and panel participant, Family Firm Institute, Research and Education Symposium, Boston, MA, October 2011;
16. Daughters' Intentions to Succeed Their Fathers in the Family Business: Securing the Future of the Family Enterprise in the Local Economies of Asia. Invited lecture, CHAOS 2008 - Psychological Economics and Complexity Theory, Deuxièmes Journées Georges Doriot, Paris, France, May 2008.

## Regional:

17. Data Analysis: Turning Data into Information in Life Sciences and Healthcare, Invited lecture and training program for the National Institutes of Health, 2002, and UC Berkeley Executive Education, January 2003;
18. Testing and Learning: Rapid-Cycle Experimentation with Mail- and Internet-Based Customer Offers, White paper and case materials prepared for Columbia Business School Executive Education, August 2001;
19. Online Travel and Purchasing Management Trends, ACTE Global Meeting, Costa del Sol, Spain, 1999; National Business Travel Association (NBTA) National Meeting, Los Angeles, CA, June 2000; National Association of Purchasing Managers (NAPM) National Meeting, Chicago, IL, September 2000. Also cited in Business Travel Weekly and Business Travel News;
20. Shareholder Value and the Case for Integration in Health Care, US Department of Health and Human Services Conference on Health Care in America, June 1999.

ADDITIONAL INFORMATION

- Advisory Board member of several entrepreneurial ventures including a health and fitness startup (California), an internet security technology concern (Massachusetts), a disease management and analysis consortium (Minnesota and Michigan), and a regional sports marketing firm (Minnesota);
- Established Paul W. Thurman Scholarship in Mathematics and The Sciences, Northside High School, Fort Smith, Arkansas, 2000;
- Established Global Fellows Scholarship Fund, School of International and Public Affairs, Columbia University, 2005;
- Co-Sponsored Executive MBA Suite, Warren Hall, Columbia University Graduate School of Business, 1999;
- Private pilot, master scuba diver, competitive marathoner, concert violinist, and experienced dairy farmer.