

**C U R R I C U L U M V I T A E****SENIOR ADMINISTRATOR - CONSULTANT/SPECIALIST  
Massage Therapy and Acupuncture Schools and Programs  
Business and Career Schools and Colleges**

- |                                    |                            |
|------------------------------------|----------------------------|
| - Accreditation and Administration | - Strategic Planning       |
| - Internal Consulting              | - Project Management       |
| - Curriculum Development           | - Presentations & Training |
| - New Business Development         | - Methods & Procedures     |
| - Marketing & Advertising          | - Budgets/P&L              |

Proficient at establishing relationships, working effectively with individuals and groups and in acting as liaison between a college and its administration, faculty, student body, government and regulatory agencies and the community. Skilled at hands-on project management, logical problem-solving and in the development and implementation of new methods and procedures. Earned reputation for, "Being the person who brings everyone together and helping people achieve their fullest potential."

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**PROFESSIONAL EXPERIENCE****Consultant and Curriculum Specialist**

2001- Present

## SELF EMPLOYED

Results-oriented, people-focused consultant with extensive experience in Higher Education. A visionary who excels at creating systems and implementing change with demonstrated track record in school start-up, accreditation, licensing, curriculum design and program marketing.

- **Result:** Develop and write certificate, diploma and degree curricula and programs in Complementary and Alternative Medicine for vocational, career schools and colleges including programs in Massage Therapy, Acupuncture and Oriental Medicine and Wholistic Nursing.
- **Result:** Develop and write certificate and diploma curricula and programs in Western Health Careers for vocational, career schools and colleges including such programs as Elder Care and Disabled Services, Dental Assistant, Medical Assistant, Administrative Office Specialist, Computer Office Specialist, Phlebotomy and Medical Coding and Billing.
- **Result:** Transform business and vocational schools into accredited and/or degree granting institutions by partnering with the institutions and their administration, faculty, student body, government agencies and community including most recently writing a complete proposal for obtaining approval of a New York State branch location for an upstate massage therapy school.

**Consultant and Acting Director**

EAST WEST COLLEGE, SCHOOL OF MASSAGE THERAPY - PORTLAND,  
OREGON

Oct, 2003 – April,  
2004

- Conducted a management study to review and reorganize the management level of the college to meet growing needs for leadership. Revamped and reorganized the entire structure of the College (including hiring of an experienced Director of Finances who was given overall fiscal responsibility and financial control) and revised the EWC organizational chart. **Result:** Major divisions and branches of the College have been appropriately delegated. This greatly improved the function and communication level among top management, and had that same desired effect throughout the entire organization.
- Created an Oversight Committee comprised of the directors of the five main departments and areas of accountability of the Institution. The Oversight Committee meets twice per month and on an as needed basis to oversee the daily operations of the College. **Result:** This committee is now an active and central governing body of the Institution positively affecting and influencing all corners of the organization.
- Redesigned their advanced training from a smorgasbord of electives into three targeted and cutting edge 200 hour specialty curriculum tracks. **Result:** Increased interest and enrollment into the advanced massage therapy and bodywork specialty programs allowing graduates to become much better prepared as they ready to enter the market as licensed professionals.
- Worked with the Institution on all levels for six months to prepare and ready it for its reaccreditation site-visit by Commissions on Massage Therapy Accreditation (COMTA). Wrote several sections of the Self Study Report submitted to the Commission, met with the accreditation on-site team several times, and wrote relevant responses to their very positive report. **Result:** Reaccreditation.

**President, President Emeritus and Faculty**

1981 – 2001

THE NEW YORK COLLEGE FOR WHOLISTIC, HEALTH EDUCATION &  
RESEARCH, SYOSSET, NY (NOW KNOWN AS NY COLLEGE OF HEALTH  
PROFESSIONS) AND THE WHOLISTIC HEALTH CENTER

Assumed positions of increasing responsibility culminating in President, 1989 – 2001, of New York based institution of higher learning, granting a two-year Associates of Occupational Studies (AOS) degree and a combined degrees program for a Bachelors of Professional Studies and a Master of Science. The Institution went from a student base of 50 to almost 1,000 and an annual outpatient clinical treatment increase from 10,000 to 45,000 patient treatments/year with an annual budget as high as \$9.8 million. Managed the Wholistic Health Center, the Institution's professional outpatient clinic, which was one of the largest integrative complementary and alternative medicine health care facilities in the country.

- Strategically planned evolution and expansion of vocational school into a nationally recognized College of Wholistic Medicine. Elicited input from all related constituencies and stakeholders. **Result:** Plan became basis for step prioritization and budgeting over a five-year period.
- Project managed acquisition of new college site and construction of 55,000 square feet of space. Negotiated lease, worked with architect and faculty in designing space, and oversaw construction while maintaining day-to-day school operations. **Result:** Project completed on-time and within budget.

- Developed curriculum taking a vocational school model leading to a diploma and turning it into an accredited degree granting college. Expanded and overhauled program, upgraded faculty credentials, curriculum scope and standards. **Result:** First College in NYS and entire country approved to offer program in Body Work Therapy leading to an Associates Degree.
- Restructured entire administration as College and Wholisitc Health Center grew and operations became more complex. Created and presided over a Management Committee meeting on a weekly basis which evolved into the President's Cabinet comprising of six Senior Institution Officers. **Result:** Increased efficiencies for day-to-day operations and improved interdepartmental communications.
- Directed and approved the implementation of marketing and advertising plans and budget. Focused on building awareness of College and Wholisitc Health Center and its programs and services and attracting students and patients. **Result:** Increased student enrollment and raised College and Wholisitc Health Center revenues.
- Directed preparation of accreditation Self-Study Reports and exhibits and hosted on-site departmental and record review teams numerous times. **Result:** Earned accreditation, approval and recognition from state and national regulatory agencies and paved way for students to gain access to Financial Aid, Title IV Student Loans and TAP.
- Developed and launched new 3-4 year licensure qualifying Acupuncture and Oriental Medicine Program. Designed, wrote curriculum and implemented program including hiring the Dean and training Admissions Counselors. **Result:** First NYS licensure qualifying Acupuncture and Oriental Medicine programs in 1992 evolving into the first State and New York College graduate degree combining a Bachelor of Professional Studies/Master of Science in Health Sciences and Acupuncture and Oriental Medicine in 1998 including a separate Bachelors Degree in Massage with a specialty in Amma Therapeutic Massage.
- Engineered downsizing of institution when economy slowed and student enrollment dropped. Revised budget and formulated and implemented plan to stabilize institution. **Result:** Stabilized organization and met new budget constraints.
- Testified to the White House Commission on Complementary and Alternative Medicine (CAM) in January 2001. Wrote, presented and made policy recommendations on integrating CAM with conventional medicine. **Result:** Recommendations made to President Clinton's appointed commission were part of those submitted to and reviewed by President Bush's advisors.
- Faculty in Oriental Anatomy and Physiology, Massage Therapy and Master Instructor in Tai Chi Chuan. **Result:** Stimulated the minds and bodies of thousands of students in the healing and physical arts to foster a deeper relationship to the importance of Complementary and Wholistic Medicine Disciplines and Perspectives.
- Designed, introduced and taught Stress Management Curriculum developed for off-site employee training for Fortunoff's, Digital Equipment Corporation and Bloomingdales. Incorporated various stress reduction awareness tools for classes ranging from 25 to over 300 participants. **Result:** Decreased work-force stress related absenteeism and increased employee morale.

**President and Founding Member**

1989-1995

AMERICAN ORGANIZATION OF BODYWORK THERAPIES OF ASIA (AOBTA)

- **Result:** Created the first national organization representing practitioners of Eastern/Asian forms of bodywork therapy.

**Founding Member and Board of Directors** 1992-1995  
NATIONAL CERTIFICATION BOARD FOR THERAPEUTIC MASSAGE AND BODYWORK  
(NCBTMB)

- **Result:** Created first national certification examination, now used in more than 30 states as their licensing exam.

**Chairman** 1985-1990  
**Board Member** 1990-1995

NEW YORK STATE BOARD OF MASSAGE THERAPY

- **Result:** Appointed in 1985 for a five year term and reappointed in 1990 for another five years by the Board of Regents on recommendation of the Commissioner for the purpose of assisting the Board of Regents and the Department on all matters of professional licensing and professional conduct in New York State.
- Advocated change raising professional standards and raising levels of public perception. **Result:** Changed name of profession from Massage to Massage Therapy and practitioner title from Masseur/Masseuse to Massage Therapist in New York and eventually lead to increasing minimal educational program requirements to 1000 hours.

**Founding Member and Board Member** 1991-1995  
FEDERATION OF MASSAGE, BODYWORK AND SOMATIC PRACTICE ORGANIZATIONS

- In 1991, leaders of non-profit membership organizations in the massage, bodywork and somatic practice field held an unprecedented meeting to support their individual disciplines while also strengthening their value as a collective group. **Result:** The Federation was formed to carry out this new vision of mutual support and cooperation for building community and communication among nonprofit membership organizations representing massage, bodywork or somatic practices that allows timely response to issues that affect their values.

**Board Member** 2004 - present  
ADVISORY BOARD FOR MASSAGE THERAPY, CENGAGE LEARNING (FORMERLY THOMSON DELMAR LEARNING)

ADVISORY BOARD FOR BOOKS OF DISCOVERY 2008 - present

- **Result:** Think-tank regarding massage trends, product needs and strategizing as Thomson Delmar Learning seeks to be the leading publisher and provider of massage publications resources and information.
- **Result:** Think tank regarding the development of the highest quality educational texts and resources in palpation and musculoskeletal education.

## LICENSES AND CERTIFICATIONS

- License to practice Massage Therapy, New York State since 1985
- Certified by the National Certification Board for Therapeutic Massage and Bodywork
- Certified Instructor, American Organization of Bodywork Therapies of Asia
- Certified AMMA Therapist
- Certified practitioner of Asian Bodywork Therapy

- Certified Biofeedback Therapist, Wholistic Health Center, Manhasset, NY (1986-1990)
- Senior Teacher of AMMA Therapeutic Massage, American Shiatsu Association (1989)

## AWARDS AND HONORS

- National Certification Board for Therapeutic Massage and Bodywork, Education Excellence Award (1997)
- National Certification Board for Therapeutic Massage and Bodywork, Board of Directors Award (1995)
- American Oriental Bodywork Therapy Association Lifetime Member (1990)
- American Massage Therapy Association Certificate of Appreciation (1990)
- Nominated For the Ernst and Young Entrepreneur of the Year Award, (1999)

## PROFESSIONAL MEMBERSHIPS

- Founding Member and President American Oriental Bodywork Therapy Association, (1990-1995)
- Lifetime Member, American Organization of Bodywork Therapies of Asia
- American Massage Therapy Association, professional member
- Association for Applied Psychophysiology & Biofeedback (1986-1990)
- Member, National Society of Fundraising Executives (NSFRE)
- Member, American Association of Higher Education (AAHE)
- Member, Council for Advancement of Support of Higher Education (CASE)
- Foundation for the Advancement of Innovative Medicine (FAIM)

## PUBLICATIONS

- Contracted by Cengage Learning, (formally Thompson Learning), Clifton Park, New York, to write for publication a book on the subject of Massage Therapy entitled: Massage Therapy: What It Is and How It Works scheduled for publication 2008
- AMMA Therapy: A Complete Textbook of Oriental Bodywork and Medical Principles (contributed various chapters), by Robert & Tina Sohn, Healing Arts Press, 1996
- T'ai Chi Chuan Yang Style with Steven Schenkman (video), Synchronic Studios, 1994
- Tao and T'ai Chi Kung (contributed various chapters), by Robert C. Sohn, Destiny Books, 1989
- STRESSDOTS: A Simple Approach to Stress Management, Mindbody Corporation, 1989
- The Future of Health Care on Long Island, Long Island Business News, 1999
- Three Paradigms, Five Approaches, Massage Therapy Journal, Summer 1991, co-authored by Carl Dubitsky, ABT, LMT, Steven Schenkman, ABT, LMT, Patricia Benjamin, PhD, Raymond Castellino, DC, RPP and Jeffery Maitland, PhD.

## EDUCATION

- BROOKLYN COLLEGE OF THE CITY UNIVERSITY OF NEW YORK (CUNY), BROOKLYN, NY  
BA in Psychology and Pre-Med
- NEW YORK COLLEGE FOR WHOLISTIC HEALTH, EDUCATION & RESEARCH, SYOSSET, NY

Certificate in Advanced AMMA Therapeutic Massage, Diploma in Massage Therapy, Apprenticeship in Biofeedback and Acupuncture

- CALIFORNIA INSTITUTE OF INTEGRAL STUDIES  
9 credits towards Masters Degree in Philosophy and Religion with a concentration in Philosophy, Cosmology and Consciousness