

**BIOGRAPHICAL SKETCH**

Provide the following information for the key personnel in the order listed for Form Page 2.  
Follow this format for each person. **DO NOT EXCEED FOUR PAGES.**

NAME Cecelia M. Horwitz		POSITION TITLE Associate Director, Center for Future Health University of Rochester	
EDUCATION/TRAINING (Begin with baccalaureate or other initial professional education, such as nursing, and include postdoctoral training.)			
INSTITUTION AND LOCATION	DEGREE (If applicable)	YEAR(s)	FIELD OF STUDY
Douglass College, Rutgers University, New Brunswick, New Jersey	BA	1963	Communications
Rochester Institute of Technology Rochester, NY	MBA	1977	Management

**A. POSITIONS AND HONORS**

2001- present Associate Director, Center for Future Health, University of Rochester, Rochester, NY  
 1988 – 2001 Eastman Kodak, Rochester, NY  
 1999 - 2001 Program Manager, Health Imaging Division  
 1996 - 1999 Program Manager, Systems Concept Center, Research Division  
 1994 - 1996 Senior Project Leader-Business Process Reengineering Center of Excellence, Finance Division  
 1992 - 1994 Manager- Consulting, Development and Delivery, Educational Resources  
 1989 - 1991 Consultant- Organization Learning, Expatriate Assignment, Canada  
 1988 - 1989 Director- Corporate Learning & Education Project, Assignment to Sr. VP  
 1982 - 1988 Manager-Program Design and Consulting, Corporate Management Education  
 1981 - 1982 Manager, Training and Development, Sykes Datatronics, Rochester, New York  
 1974 - 1981 Manager, Management Development, National Technical Institute f/t Deaf, RIT, Rochester, NY  
 1970 - 1971 Systems Analyst, Georg Jensen, New York, NY  
 1965 - 1970 Marketing Communication Specialist, Burndy Corporation, Norwalk, Ct.  
 1963 - 1964 Market research analyst, Gallup & Robinson, Princeton, NJ

Advisory Committees

Member, NCI Panel on for Meetings and Network for Methodological Development in Interdisciplinary Research  
 Reviewer, Alzheimer's Association, Everyday technologies for Alzheimer's care  
 Center for Aging Services Technologies, Information Technology Task Force,  
 American Association of Homes and Services for the Aging

Awards

2003 e-health Developers Innovation Team award

Patents

2000 Nine Patents on the use of images and biofeedback for managing psychological state, US Patent Office

Post Graduate Training Programs

2002 Theory and Practice of Outbreak Detection, American Medical Informatics Association (AMIA)  
 1999 Biofeedback Practitioner Fundamentals, American Association for Psychophysiology and Biofeedback  
 1998 Women in Leadership Program, Center for Creative Leadership  
 1994 - 1995 Business Process Reengineering, Michael Hammer  
 1993 Systems Thinking, Innovation Associates  
 1993 Negotiations Skills, Conflict Management Inc  
 1993 Instructional Development, Educational Discoveries  
 1993 Dialog as a Process, Dia-Logos

1992 Strategic Human Resources, University of Michigan Management Program  
 1992 Diversity training, Eastman Kodak, Elsie Cross Associates  
 1991 Organization Learning, Peter Senge  
 1989 Human Resource Planning, University of Michigan Management Program  
 1988 Mid-Manager Development, Stanford University  
 1986 Organization Consulting and Assessment, National Training Labs  
 1985 Team Building, National Training Labs  
 1985 - 1993 Quality Leadership, Eastman Kodak  
 1984 Socio-Technical Systems, John Cotter  
 1981 Multi-Cultural Communication, Society for International Education, Training, & Research  
 1980 Rational Problem Solving, Kepner - Tregoe  
 1980 Behavior Modeling Design and Delivery, Development Dimensions  
 1979 Instructional Design, National Technical Institute for the Deaf, Rochester Institute of Technology

## **B. SELECTED PUBLICATIONS AND PROJECTS**

Horwitz, C, Fauchet, P, Pentland, A, 2004 Thought Leaders' Workshop White Paper, Letting the home interface with the healthcare system: New Paradigms for consumers and providers", Center for Future Health, May 2004

Fedorovskaya, E.A., Miller, P., Prabhu, G., Horwitz, C., Matraszek, T., Parks, P., Blazey, R., Endrikhovski, S. Affective imaging: Psychological and physiological reactions to individually chosen images. Human vision and Electronic Imaging VI, Proceedings of SPIE, pp524-532. (2001)

### **These projects resulted in internal corporate publications which influenced business behaviors**

#### Health Technology Research Projects

2000-2001 Tele-Rehabilitation Concept Test: Research to determine potential for improved adherence of hand rehabilitation patients using new electronic tool and feedback device for the home. Produced and tested new products in clinics at Stanford and Baylor Universities. Improved compliance twelve percent.

1977-2000 Therapeutic Imaging basic research: Investigated the use of images and biofeedback help individuals manage their psychological state. Led multi-disciplinary multi-national team, which conducted two clinical proof-of-concept tests, and filed fourteen patents. Determined that each person has a unique image response profile. Led to methodology for detecting ADHD

#### Communication of Professionals Projects

1991 Beijing Medical Society and the Canadian Council for Exceptional Children Cultural exchange with medical and educational professionals in China, on the methodology of treating children with communication disorders. Through observation and coaching, assisted team of 12 teachers to improve their presentations and interactions with Chinese colleagues

1978-1979 National Technical Institute for the Deaf Designed and delivered cross cultural integration workshops to facilitate improved communication between deaf and hearing professionals using a stages of cultural integration model

#### Change Management Projects

1994 Co-led business process team evaluating factories in China for potential purchase. Co-created process by which five teams, totaling forty people, organized and integrated their information, reducing cycle time from four months to seven days.

1991 Designed and led management "scenario building" exercises to determine alternative pathways to a strategic business challenge in Canada region. Used "group response technology" to reduce decision-making time in group of twenty-four from weeks to hours.

1989-1990 Directed project for CEO to answer the question: "How can training and education support global business strategy?" Within two months, team of forty-five executives identified eight

critical success factors. Designed dynamic information sharing and decision making strategy which reduced decision-making time while building consensus for action.

- 1985-1987 Design and trained managers to lead their teams to "Manage for Improved Organization Effectiveness". Trained managers in eliciting and using survey feedback, conducting team feedback sessions, and co-production of change strategy. Produced behavior-modeling videos. New team behaviors led to millions of dollars of savings through improved quality.

#### Instructional Design Projects

- 1994-1995 Eastman Kodak Company Greater China Region Integration: Designed and delivered nine-day workshop to establish a collaborative working relationship and common processes among three regions: Taiwan, Hong Kong, and the People's Republic of China. Designed "Pearls of Wisdom" decision support strategy to allow 26 people to transform key informant data into key concepts for group decision-making.
- 1987-1988 Created a criterion-based methodology for developing Asian leadership, by designing, teaching, documenting and transferring a process to business groups in Singapore, Manila, Bangkok, and Hong Kong.
- 1981 Designed a self-directed computer based orientation program for new hires so that they could learn to use the computer products of their new company. Included a criterion based self-learning tool with built in feedback.

#### Invited Presentations

- 2004 How the home will interface with the healthcare system NY State Assembly Roundtable on Preparing for the Future Elderly
- 2004 Letting the Home Interface with the Healthcare system Computer Human Interaction, Vienna
- 2004 Technology Demo on Capitol Hill
- 2003 Proactive Health Technology for Everyday Use Medicine Meets Virtual Reality Conference
- 2002 Medicine & Technology for Prevention & Early Detection Iroquois Healthcare Assn
- 2001 Personal Health Technology for Prevention & Early Detection Simon Frasier University
- 1997 Rearranging the Closet of Your Mind Rochester Women's Network (RWN)
- 1993 Leadership, Shades and Shapes of the Nineties, Conference Chair RWN
- 1991 Linking Education to Business Strategy Conference Board of Canada
- 1980 Improving Performance in Not-for-Profit Settings National ASTD Conference

#### Memberships

- 1998-2001 American Telemedicine Association
- 1997-2000 American Association of Psychophysiology and Biofeedback
- 1985-1994 Organization Development Network
- 1989-1992 Ontario Society for Training and Development
- 1978-1994 American Society for Training and Development, Education SIG Chair, 1980

### **C. RESEARCH SUPPORT**

#### **CURRENT:**

Research on feasibility of consumer capture of images in their homes for medical diagnostics 5/04-11/05  
Principal Investigator: Alice Pentland, MD  
Agency: Corporate Sponsor

#### **PENDING:**

Interdisciplinary Center for Technology-Assisted Psychometrics 8/04- 8/07  
Principal Investigator: Yeates Conwell, MD  
Agency: NIH P20 RFA-RM-04-004  
Develop methodologies for the continuous monitoring of behaviors in psychophysiology