

1. What do you look for in a resume?
  - a. Depends on the job. If you are applying for routine work, we are looking for people who can stick with a repetitive task for months or years at a time. If we want someone who can think, then we are looking for a progression of more challenging positions.
2. What classes do you recommend for students interested in your field? What skills are important to develop? (writing, fiscal analysis, public speaking, etc.)
  - a. Writing well and speaking in public. It is hard to find people who write well. Harder to find those who can speak in front of a group. Harder still to find both in one person.
3. What keeps you motivated in your job day-to-day?
  - a. Finding new solutions and helping each associate grow. By the way, not everyone in the work force wants to grow, and some are hostile to growth and change.
  - b. And making money. There's that reward, too.
4. What was your career and educational path to your current position?
  - a. Traveling across the country without a car, living in communal homes, doing peace and social justice work, understanding how society creates normative behaviors, and falling into health care administration quite by chance.
5. What risks did you take?
  - a. Almost none. I have been blessed by a strong and secure safety net.
6. What terms and acronyms do people need to know?
  - a. Who knows, I don't text. But someone might say, we're going to upload a HIPAA 837 X12 4010, map it to 5010, FTP it via PGP and then auto-adjudge via CAPS. You look smart if you ask what it means.
7. What sources of info do you check regularly?
  - a. Wall St. Journal, the Economist, local papers, several blogs on the right, left and center on health care reform, competitors sites and blogs, industry journals, friends and associates opinions. People who do not agree with your perspective are particularly valuable sources for information and perspective.
8. What's your best advice to students? What to do and what not to worry about
  - a. Don't worry about selling out. You may arc back to social justice from a position of influence later on.
  - b. Most situations are more complicated than they first appear. Be open to challenges to your perspective. There are, in point of fact, two sides to every coin.
  - c. Savor the time prior to children, mortgages, and responsibilities to others. It gets harder to take risks later in life because a failure could hurt others.