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**Daniel J. Evans School of Public Affairs**  
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**EDUCATION:**

- 1996 D.B.A. [Doctor of Business Administration]  
Boston University Graduate School of Management  
Department of Accounting and Health Care Management Program  
Research Area: The Impact of Quality Improvement Initiatives on Management  
Control Systems in Hospitals  
**Honors: Beta Gamma Sigma Society**
- 1976 M.B.A.  
Simmons College Graduate School of Management  
**Honors: (Beekhuis Prize) Graduated First in Class**
- 1975 Certificate, Harvard University Institute in Arts Administration
- 1972-1973 Brandeis University  
Completed Master's requirements in French literary studies
- 1969 B.A.  
University of Wisconsin, Madison, Wisconsin  
Major: French Studies
- 1967-1968 Hamilton College Junior Year in France

**HONORS:**

- 1996 Beta Gamma Sigma, The Honor Society for Collegiate Schools of Business  
Administration, Boston University Chapter
- 1993 Ph.D. Dissertation Workshop Fellow, Northeast Regional Meeting of the  
American Accounting Association, Providence, Rhode Island

- 1992                    Doctoral Dissertation Grant, U.S. Department of Health and Human Services, The Agency for Health Care Policy Research, Washington, D.C.
- 1991                    Doctoral Consortium Fellow, American Accounting Association Annual Doctoral Consortium, Lake Tahoe, California
- 1976                    Simmons College Graduate School of Management, Beekhuis Prize for graduating first in M.B.A. class

**EXPERIENCE:**

- Present                Senior Lecturer, Daniel J. Evans School of Public Affairs, University of Washington, Seattle Washington
- 1998-Present         Adjunct Professor, Seton Hall University, Masters in Healthcare Administration Online Program  
Curriculum development and teaching in an online master's degree program.
- 2002-03                Adjunct Faculty, University of Washington School of Business, Executive MBA (EMBA) Program, Seattle, Washington (Winter Quarter Managerial Accounting course)
- 2001-2002             Project Manager, Alzheimers Disease Anti-Inflammatory Prevention Trial (ADAPT), University of Washington School of Medicine, Seattle, Washington (Human Subjects Clinical Trial)
- 1994-2002             Lecturer in Public Policy, Harvard University, John F. Kennedy School of Government, Cambridge, Massachusetts  
Teaching responsibilities: Degree programs (financial management courses) and executive programs for federal and state/local government (performance management and financial decision making); development of first set of distance learning financial management courses
- Spring-Summer 2001   Faculty, Monterrey Tec University, Monterrey Mexico, Programa de Liderazgo Financiero en la Educacion Superior, Online module in financial leadership for Latin American university administrators
- 1995-1998             Assistant Professor, Simmons College Graduate School for Health Studies, Health Care Administration Program, Boston, Massachusetts  
Teaching responsibilities: Healthcare Financial Management; Introduction to Healthcare Systems: Interdisciplinary Perspectives; Research Methods for Graduate Students in Health Studies

- 1987-1997 Faculty, Radcliffe Seminars Program (Graduate Level)  
Annual Seminar in Financial Statement Analysis for Nonprofit Organizations
- 1994-1995 Adjunct Faculty, Brandeis University, Heller Graduate School of Social  
Welfare, Waltham, Massachusetts  
Teaching responsibilities: Advanced Seminar in Management Control Systems
- 1992-1995 Principal Investigator, "Impact of Quality Improvement Initiatives on  
Management Control Systems and Administrative Costs in the U.S. Health  
Care System: A Cross-Functional Approach", under a doctoral dissertation  
grant from the U.S. Department of Health and Human Services, The Agency for  
Health Care Policy Research
- 1992-1995 Adjunct Lecturer at Harvard School of Public Health, Continuing Education  
Programs, Maternal and Child Health Department  
Teaching responsibilities: Budgeting and Financial Management for Clinician  
Managers
- 1992-1993 Adjunct Faculty, Simmons College Graduate School of Management, MBA  
Financial and Managerial Accounting course for full-time students
- 1988-1994 Faculty Appointment in Department of Accounting and Health Care  
Management Programs at Boston University's Graduate School of Management
- 1988-1993 Research Associate, Boston University  
Projects included an evaluation of the Robert Wood Johnson Foundation's  
Program for Faculty Fellowships in Health Care Finance (Final Report available  
upon request) and Research in Cost Accounting in the Health Care Sector
- 1987-1988 Instructor, Simmons College Graduate School of Management, MBA Program

**Summers**

- 1993 Instructor in World Education's Program for Senior Administrators from the  
Ministry of Public Health in the People's Republic of China
- 1991-1993 Visiting Lecturer, Simmons College Graduate School of Management; Seminar  
for graduating MBA students: Current Issues in Accounting
- 1991-1992 Visiting Instructor, Massachusetts Institute of Technology, Sloan Fellows  
Program Financial and Managerial Accounting course

**OTHER EXPERIENCE:**

- 2004 Development of distance learning curriculum for Executive MPA program, Daniel J. Evans School of Public Affairs, University of Washington, Seattle, WA
- 2000-2002 Development of distance learning curriculum for financial management courses at Harvard's Kennedy School of Government and ITESM, a program of Monterrey Tec, Monterrey Mexico.
- 1998 Development of distance learning curriculum for financial management and financial decision making courses for Seton Hall University's Masters in Healthcare Administration program.
- 1996-1999 Associates Council and Finance Committee, Young Audiences of America, Boston Chapter
- 1994-1997 Chair, The Winsor School Parents' Association, Boston, Massachusetts
- 1980-1997 Full fiscal responsibility for small medical practice in Massachusetts.
- 1982-1990 Trustee and Treasurer of the Board of Overseers, Shady Hill School, Cambridge, Massachusetts  
Responsibilities included preparation of and submission to the Board of Overseers the school's annual budget (approximately \$4 million); endowment investment (\$6 million endowment); and other fiscal responsibility.
- 1983-1986 Elected Town Meeting Member, Brookline, Massachusetts
- 1979-1986 Treasurer and Secretary, M&D Investments, Inc., a Colorado-based corporation. Responsibilities included payroll preparation, financial statements, corporate tax reporting; and all record keeping.
- 1979-1984 Simmons College Graduate School of Management  
Research and Teaching Associate
- 1976-1979 Harvard University Graduate School of Business Administration  
Case and technical note writer (See Publications)
- 1976 Intern at Boston Safe Deposit and Trust Company, Special Assets Unit  
Responsibilities included financial analysis of closely held assets for purposes of stock valuation

1973-1975            Massachusetts Arts and Humanities Foundation, Inc.  
Coordinator of Grants Program

1969-1972            Secondary School Teacher, Chicago, Illinois

**FOREIGN LANGUAGE:**

Fluent French  
Tourist Italian

**PUBLICATIONS:**    Anthony, Robert N. and Leslie K. Breitner, *Core Concepts in Accounting*,  
Prentice Hall, 2003.

Anthony, Robert N. and Leslie K. Breitner, *Essentials of Accounting*, 8<sup>th</sup>  
*Edition*, Prentice Hall, 2002.

Anthony, Robert N. and Leslie K. Pearlman, *Essentials of Accounting*, 7<sup>th</sup>  
*Edition*, Prentice Hall, 2000.

Anthony, Robert N. and Leslie K. Pearlman, *Review of Essentials of*  
*Accounting*, 7<sup>th</sup> *Edition*, Prentice Hall, 2000; 8<sup>th</sup> *Edition*, Prentice Hall, 2002.

(Adaptation to on-line, interactive program, with Robert N. Anthony, *Teach*  
*Yourself Essentials of Accounting*, CD-ROM version of the book with the  
same name, Ivy Software Company, 1998.

(Adaptation to software, with Robert N. Anthony), *Teach Yourself Essentials*  
*of Accounting*, the software version of the book with the same name, Addison-  
Wesley Publishing Co., 1995.

Pearlman, Leslie K. and David W. Young "Managing the Stages of Group  
Practice Cost Accounting", *CPA Health Niche Advisor*, August, 1993.

Young, David W. and Leslie Pearlman, "Managing the Stages of Hospital Cost  
Accounting", *Health Care Financial Management Journal*, April 1993.

Young, David W. and Leslie Pearlman, "Management Accounting in Hospitals:  
Lessons from Manufacturing", in Diagnosis Related Groups in Europe: Uses  
and Perspectives, Springer-Verlag, Berlin Heidelberg, 1993.

Pearlman, Leslie, "Merger and Acquisition Activity in Not-for-Profit Hospitals",  
Working Paper, 1989.

Pearlman, Leslie, "Quality of Earnings", Harvard Business School, Technical Note No. 9-178-126, 1978 (Revised 1988).

Pearlman, Leslie K. and David F. Hawkins, "Alternative Funds Flow Statement Formats", Harvard Business School, Technical Note No. 9-178-169, 1978.

Pearlman, Leslie K., "Debt Securities and Debt Rating", Harvard Business School, Technical Note No. 9-178-041, 1977.

Pearlman, Leslie K. and David F. Hawkins, "Growth Analysis", Harvard Business School, Technical Note No. 9-178-113, 1977.

### **PRESENTATIONS:**

- July 2001                    “The Emerging Role of the Financial Manager: Building the Right Skills,” Association of Government Accountants, 50<sup>th</sup> Annual Professional Development Conference, Boston, Massachusetts.
- July 2000                    “Financial Decision Making in a Shared Risk Environment,” Physician Executive Leadership Program, Partners Community Health Institute, Boston, Massachusetts.
- October 1998                “Financial Control Systems in Health Care,” a program for physicians and non-financial managers, The Crimson Group, Boston, Massachusetts.
- June 1998                    “Show Me the Money: Managing Financial Resources,” Simmons College and Beth Israel Deaconess Medical Center Symposium, “Patients, Providers, and Payors: Building Partnerships for Better Health Systems.”
- March 1997                    “Financial Management in Health Care,” teaching/consulting in the Physician Executive Leadership Program, Penn State Milton Hershey Medical Center, Hershey, Pennsylvania.
- December 1996                “Total Quality Management in a Healthcare Setting,” Harvard School of Public Health, Quality of Care Seminar Series, Boston, Massachusetts.
- November 1996                “Financial Management in Health Care,” teaching/ in the Physician Executive Leadership Program, Penn State Milton Hershey Medical Center, Hershey, Pennsylvania.

- November 1996      “The Link Between a Total Quality Management Initiative and the Management Control System in a Healthcare Setting,” Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Silver Anniversary Conference, New York, New York.
- July 1996            “Quality Management Initiatives: The Application in Higher Education,” President’s Council, Simmons College, Boston, Massachusetts.
- April 1995           “Total Quality Management and Management Control Systems”, Accounting Research Forum, Department of Accounting, Boston University School of Management.
- April 1993:          "Administrative Costs in the U.S. Health Care System: An Exploratory Study", American Accounting Association Northeast Regional Meeting, April 1993. Paper chosen from fifteen presented for honors.
- December 1992:     "The Stages of Hospital Cost Accounting", Keynote Address, New Hampshire and Vermont Healthcare Financial Management Association Meeting