

**Curriculum Vitae**  
**Toby Gordon, Sc.D.**

September 3, 2013

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Baltimore, MD 21202  
Office: (410) 234-9432  
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**Current Appointments**

The Johns Hopkins University  
Carey Business School

2013-present Academic Director, Health Care Programs  
2012-2013 Faculty Director, Healthcare and Life Sciences Management Programs  
2010-present Associate Professor  
2010-present Joint Appointment, Health Policy and Management, Bloomberg School of Public Health  
1995- present Associate Professor, School of Medicine, Department of Surgery

**Education and Training**

1976 Bachelor of Science *cum laude*  
The University of Pennsylvania  
  
1983 Doctor of Science - Health Policy and Management, Operations Research  
Bloomberg School of Public Health  
The Johns Hopkins University

**Extramural Sponsorship**

1979-1980 Trainee, Mental Health Manpower Grant  
National Institute of Mental Health  
  
1980 Institutional Research Grant  
The Johns Hopkins University School of Medicine  
“Analysis of Short-Stay Psychiatric Care”  
Principal Investigators: William Breakey, M.D. and Toby Gordon, Sc.D.  
  
1980-1982 Predoctoral Fellow, Operations Research in Mental Health  
National Institute of Mental Health  
  
2013-present Deputy Director, Clinical Translational Service Award, The Johns Hopkins

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University School of Medicine  
National Institutes of Health

**Professional Experience**

1976-1978 Staff and Consulting Occupational Therapist  
Commonwealth of Pennsylvania, State of Maryland

Johns Hopkins

1980-1981 Research Assistant for Program Evaluation, Psychiatry  
1981-1983 Policy Analyst; Director of Special Projects, Office of Planning  
1983-1988 Administrator, Anesthesiology & Critical Care Medicine,  
1983-1985 Assistant faculty, Anesthesiology & Critical Care Medicine  
1985-1988 Instructor, Anesthesiology & Critical Care Medicine  
1988-1993 Administrator, Surgical Sciences  
1988-1995 Assistant Professor, School of Medicine, Surgery  
1988-1995 Assistant Professor, Bloomberg School of Public Health Policy & Management  
(Joint Appointment)  
1993-2003 Vice President, Planning and Marketing  
1995- 2005 Associate Professor, School of Medicine, Department of Surgery  
1995- 2005 Associate Professor, Department of Health  
Policy & Management (Joint Appointment)  
1996 Secretary, Board of Johns Hopkins Medicine, JHM  
1996-2010 School of Professional Studies in Business and Education, Adjunct Faculty  
2003-2006 Vice President, Strategic Planning and Market Research  
2004-2006 Senior Faculty Research Fellow, Urban Health Institute  
2007-2012 Senior Strategist (part-time), Health Strategies and Solutions  
2007-2010 Founder and President, Toby Gordon Advisory LLC

**Research Activities**

Current Scopus Citations: >1600

Peer-Reviewed Scientific Articles

1. Gordon, TA, and Breakey, W. "A Comparison of the Outcomes of Short- and Standard-Stay Patients at One-Year Follow-up," Hospital and Community Psychiatry, November 1983:1054-1055.
2. Gordon, TA, DeAngelis, C, Peterson, R, "Capitation Reimbursement for Pediatric Primary Care," Pediatrics, January 1986:29-34.
3. Gordon, TA, Paul, S, Lyles, A, Fountain, J, "Surgical Time Utilization Review (SUTUR): Resource Utilization and Management Implications," Journal of Medical Systems, December 1988:12:3:169-179.

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4. Bass, E.B., Steinberg, E.P., Pitt, H.A., Saba, G.P., Lillemoe, K.D., Kafonek, D.R., Gadacz, T.G., Gordon, TA, and Anderson, G.F. "Cost-Effectiveness of Extracorporeal Shock Wave Lithotripsy vs. Cholecystectomy for Symptomatic Stones," *Gastroenterology*, July 1991:101(1):189-199.
5. Fendrick AM, Bass EB, Steinberg EP, Pitt HA, Saba GP, Lillemoe KD, Kafonek DR, Gadacz TR, Gordon TA, Anderson GF, "Cost-effectiveness of Symptomatic Gallstone Management," *Gastroenterology*, 1992, 102:2, 745-746.
6. Rogers, A.S., Chamberland, M., Froggatt, J., Townsend T., Gordon TA, Leigh-Brown, A.J., Holmes, E.C., Zhang, L.Q., Moses, H. "An Investigation of Potential Viral Transmission to the Patients of an HIV-Infected Surgeon," *Journal of the American Medical Association*, April 1993:269:14:1795-1801.
7. Lipsett, P.A., Tierney, S., Gordon, TA, Perler, B.A. "Carotid Endarterectomy - Is Intensive Care Unit Care Necessary?" *Journal of Vascular Surgery*, September 1994:20:3:403-410.
8. Gordon, TA, Burleyson, G., Tielsch, J.M., Cameron, J.L. "The Effects of Regionalization on Cost and Outcome for One High-Risk General Surgical Procedure," *Annals of Surgery*, January 1995:221:1:43-49.
9. Gordon, TA, Burleson, G.P., Shahrokh, S., Bass, E.B., Cameron, J.L. "Cost and Outcome for Complex High-Risk Gastrointestinal Surgical Procedures," *Surgical Forum of the American College of Surgeons*, Volume XVII, October 1996:47:618-620.
10. Chen, H., Zeiger, M.A., Gordon, TA, Udelsman, M.D. "Parathyroidectomy in Maryland: Effects of an Endocrine Center." *Surgery*, December 1996:120:948-953.
11. Gordon, TA, Bowman, H.M., Hundt, J.D., Cameron, J.L. "Recent Trends in Inpatient Surgery: A Longitudinal Statewide Analysis," *Surgical Forum of the American College of Surgeons*, Vol. XVII, October 1997:48:581-583.
12. Sosa, JA, Bowman, H.M., Bass. E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Gordon, TA, Cameron, J.L. "Importance of Hospital Volume in the Surgical Management of Pancreatic Cancer," *Surgical Forum of the American College of Surgeons*, Vol. XVII, October 1997:48:584-586.
13. Lipsett, P.A., Swoboda, S.M., Bowman, G.M., Yilito, M., Dickerson, J., Sharia, J., Keevican, L., Gordon, TA, Cameron, J.L. "Prolonged SICU Stay: Mortality, Cost and Functional Outcomes," *Surgical Forum of the American College of Surgeons*, Vol. XVII, October 1997:48:590-592.
14. Perler, B.A., Dardik, A., Burleyson, G.P., Gordon, TA, Williams, G.M. "Influence of Age on Volume on the Results of Carotid Endarterectomy: A Statewide Analysis of 9,918 Cases," *Journal of Vascular Surgery*, January 1998:37(1):25-31.
15. Choti, M.A., Bowman, H.M., Pitt, H.A., Sosa, J.A., Sitzmann, J.V., Cameron, J.L., Gordon, TA, "Should Hepatic Resections Be Performed At High-Volume Referral Centers?" *Journal of Gastrointestinal Surgery*, January/February 1998:2(1):11-20.
16. Gordon TA, Bowman, H.B., Tielsch, J.M., Bass E.B., Burleyson G.P., Cameron, J.L. "Statewide Regionalization of Pancreaticoduodenectomy and its Effect on In-Hospital Mortality," *Annals of Surgery*, July 1998:228:1:71-78.
17. Sosa J.A., Bowman, H.M., Gordon, TA, Bass, E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Tielsch, J.M., Cameron, J.L. "The Importance of Hospital Volume in the Overall

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- Management of Pancreatic Cancer,” *Annals of Surgery*, September 1998:228:3:429-438.
18. Sosa J.A., Bowman, H.M., Tielsch, J.M., Powe, N.R., Gordon, TA, Udelsman, R. “Importance of Surgeon Experience for Clinical and Economic Outcomes from Thyroidectomy.” *Annals of Surgery*, September 1998:28(3):413-20.
  19. Dardik, A., Burleyson, G.P., Bowman, H.M., Gordon, TA, William, G.M., Webb, T.H., Perler B.A. “Surgical Repair of Ruptured Abdominal Aortic Aneurysms: Factors Influencing Mortality Among 527 Recent Cases,” *Journal of Vascular Surgery*, September 1998:413-421.
  20. Wallach EE, Fox HE, Gordon TA, Faden R. Symposium: managed care and ethics. *Contemporary Ob Gyn* 1998;43:162–76.
  21. Bowman, H.M., Gordon, TA, Hundt, J.D., Cameron, J.L. “Recent Trends in Inpatient Surgery for the Insured Under 65 Population: A Longitudinal Statewide Analysis.” *Surgical Forum of the American College of Surgeons*, Vol. XLIX, October 1998:544-545.
  22. Tang, D.G., Bowman, H.M., Gordon, TA, Nurse-Findlay, S., Choti, M.A., Kaufman, H.S., Bender, J.S., Harmon, J.W., Cameron, J.L. “Case Volume and Outcomes in Colorectal Surgery for Colorectal Carcinoma.” *Surgical Forum of the American College of Surgeons*, Vol. XLIX October 1998:550-561.
  23. Gordon, TA, Bowman, H.B., Bass, E.B., Lillemoe, K.D., Yeo, C.J., Heitmiller, R.F., Choti, MA, Burleyson, G.P., Cameron, J.L. “Complex Gastrointestinal Surgery: Impact of Provider Experience on Clinical and Economic Outcomes,” *Journal of American College of Surgeons*, July 1999:189:1:46-56.
  24. Harmon, J.W., Tang, D., Gordon, TA, Bowman, H.M., Choti, M., Kaufman, H., Bender, J., Duncan, M., Magnuson, T., Lillemoe, K., Cameron, J.L. “Hospital Volume Can Serve as a Surrogate for Surgeon Volume for Achieving Excellent Outcomes in Colorectal Resection,” *Annals of Surgery*, September 1999:230(3):404-413.
  25. Kaufman, H.S., Hsieh, G., Gordon, TA, “Ureteral Catheterization and Outcomes in Colorectal Surgery,” *Surgical Forum of the American College of Surgeons*, Vol. L, October 1999:671-674.
  26. Gordon, TA, Hsieh, G., Hundt, J.D., Kaufman, H.S., Magnuson, T.H., Cameron, J.L. “Outcomes of Gastrointestinal Surgery for Geriatric Patients: A Statewide Population - Based Study,” *Surgical Forum of the American College of Surgeons*, Vol. L, October 1999:660-662.
  27. Pitt, H.A., Murray, K.P., Bowman, H.M., Coleman, J., Gordon, TA, Yeo, C.J., Lillemoe, K.D., Cameron, J.L. “Clinical Pathway Implementation Improves Outcomes for Complex Biliary Surgery,” *Surgery*, October 1999:126(4):751-756.
  28. Dardik A., Lin, J.W., Gordon, TA, Williams, G.M., Perler, B.A. “Results of elective abdominal aortic aneurysm repair in the 1990s: A population-based analysis of 2,335 cases,” *Journal of Vascular Surgery*, December 1999:30(6):985-95.
  29. Gordon, TA, Hundt, J., McLaughlin, C.E., Viswanathan, K., Cameron, J.L. “The Effects of Mandatory Medicaid Managed Care on Surgery,” *Surgical Forum of the American College of Surgeons*, October 2000:LI:485-477.
  30. Kopetz, S.E., Magnuson, T.H., Bender, J.S., Lillemoe, K.D., Gordon, TA, Cameron, J.L., Harmon, J.W. “Complications of Neglected Cholelithiasis Account for Significant

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- Surgical Mortality in the Elderly,” Journal of the American College of Surgeons October 2000 (Vol. 191, Issue 4, Supplement 1, Page S14)
31. Dardik, A., Bowman, H.M., Burleyson G.P., Gordon, TA, Perler B.A. “The Impact of Race on the Performance and Outcome of Carotid Endarterectomy in Maryland: An Analysis of 9,842 Recent Elective Operations.” *Annals of Surgery*, November 2000;232(5):704-709.
  32. Lipsett, P.A., Swoboda, S.M., Dickerson, J., Ylitalo, M., Gordon, TA, SICU Study Group, Breslow M, Campbell, K., Dorman, T., Pronovost P., Rosenfeld, B. “Survival and Functional Outcome After Prolonged ICU Care,” *Annals of Surgery*, February 2000;231:262-268
  33. Garcia F.A.R., Bowman Miller, H.M., Huggins G.R., Gordon, TA, “Effect of Academic Affiliation and Obstetric Volume on Clinical Outcome and Cost of Childbirth,” *Obstetrics & Gynecology*, April 2001;97:4:567-576.
  34. Cameron, J.L., Gordon, TA, Kehoe, M., McCall, N. “William Stewart Halsted: Letters to a Young Female Admirer,” *Annals of Surgery*, May 2001;234:5:702-707.
  35. Gordon, TA, Burleyson, G.P., Cameron, J.L. “Evidence-Based Hospital Referral: Implementing Volume-based Referral Guidelines,” *Surgical Forum of the American College of Surgeons*, October 2001:Vol. LII:445-446.
  36. White, R.M., Farukhi, Z., Bull, C., Christensen, J., Gordon, TA, Paidas, C., Nichols, D.G. “Predictors of Outcome In Severely Head-Injured Children,” *Critical Care Medicine*, March 2001;29:3:534-540.
  37. Long, D.M., Gordon TA, Bowman H., Etzel A., Burleyson G., Betchen S., Garonzik I., Brem, H.. “Outcome and Cost of Craniotomy for Tumor Performed in Regional Academic Referral Centers.” *Neurosurgery*, May 2003;52:5:1056-1065.
  38. Bristow, R.E., Zahurak, M.L., del Carmen M.G., Gordon, TA, Fox, HE, Trimble, E.L., Montz, F.J. “Ovarian Cancer Surgery in Maryland: Volume-Based Access to Care,” *Gynecologic Oncology*, 93(2004):353-360.
  39. Diaz-Montes T., Zahurak, M.L., Giuntoli, R.L., Gardner, G.J., Gordon TA, Armstrong, D.K., Bristow, R.E. “Surgical Care of the Elderly Women with Ovarian Cancer: A Population Based Perspective,” *Gynecologic Oncology*, 2005 Nov;99(2):352-7.
  40. Nelson AA, Frassica FJ, Gordon TA, Deune EG, “Cost Analysis of functional restoration surgery for extremity soft-tissue sarcoma,” *Plastic Reconstruction Surgery* 2006 Jan; 117(1): 277-83.
  41. Rogers MC, Gordon TA, “The Perfect Storm,” *Medical Innovation and Business*, Vol. 1:1,(2009):7-9.
  42. Rogers MC, Gordon TA, “Green Sprouts,” *Medical Innovation and Business*, Vol. 1:3,(2009):8-11.
  43. Gordon TA, Binzer M. “Federal Stimulus Funding for Biotech Entrepreneurs,” *Medical Innovation and Business*, Vol. 1:3,(2009):8-11.

Abstracts

1. Gordon, TA, “Brief Hospitalization: Tomorrow’s Standard?,” *The American Psychiatric Association Annual Meeting*, New Orleans, May 1981.

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2. Gordon, TA, Jones, A., and Chambers, E. "Augmenting Hospital Admission Data," The North American Gerontological Society, Toronto, Canada, November 1981.
3. McColligan, E., Gordon, TA, Jones, C., Stiff, J., Donham, R., Rogers, M. "Automated Utilization Analysis as a Foundation for Effective Operating Room Management," Symposium on Computer Applications in Medical Care, Computer Society Press, November 1984.
4. Cajacob, J., Beattie, C., Fountain, J., Gordon, TA, Rogers, M., Schauble, J., Stiff, J. "Development of a Clinical Information System for Anesthesiology," Symposium on Computer Applications in Medical Care, Computer Society Press, 1985.
5. Gordon, TA, Fountain, J. and Lindenmeyer, K. "Computerized Operating Room Scheduling and Utilization Analysis: Three Years of Experience in a Teaching Hospital Setting," Computers in Anesthesia VII, Grand Canyon, Arizona, October 21-24, 1986.
6. Gordon, TA,, "Can Free Enterprise Flourish in a Regulated Environment?," Proceedings American Association of Medical Instrumentation, Washington, D.C., May 16, 1988.
7. Gordon, TA, and Maruschak, G., "Logistics Support in Anesthesiology," Computers in Anesthesia IX, Napa Valley, California, October 1988.
8. Gordon, TA,Fountain, J., Paul, S., Johnson, M. "Development of an Anesthesia Clinical Data Base for Quality Assurance, Epidemiological Research and Clinical Care," Computers in Anesthesia IX, Napa Valley, California, October 1988.
9. Pasternak, L.R., King, T., Lipstein, S. and Gordon, TA,, "Designing a Pre-Anesthesia Screening Process to Accommodate Different Surgical Services," National Demonstration Project on Industrial Quality Control and Healthcare Quality, Jerand Inst., Conn, 1988.
10. Bass, E.B., Steinberg, E.P., Pitt, H.A., Lillemoe, K.D., Saba, G., Kafonek, K.R., Gadacz, T.R., Gordon, TA, "The Effect of Stone Characteristics on Expected Cost and Utility of Gallstone Lithotripsy," Gastroenterology, December, 96:5 Part II, Abstract A30, 1989.
11. Chen, H., Zeiger, M.A., Gordon, TA, Udelsman, R. "Parathyroidectomy in Maryland: Effects of An Endocrine Center." American Association of Endocrine Surgeons Annual Meeting, Napa Valley, California, April 1996.
12. Gordon, TA, Burleyson, G.P., Shahrokh, S., Bass, E.B., Cameron, J.L. "Cost and Outcome for Complex High-Risk Gastrointestinal Surgical Procedures," Surgical Forum of The American College of Surgeons, San Francisco, California, October 6-11, 1996.
13. Choti, M.A., Bowman, H.M., Pitt, H.A., Sosa, J.A., Sitzmann, J.V., Cameron, J.L., Gordon, TA, "Should Hepatic Resections Be Performed at High-Volume Referral Centers?" Society for Surgery of the Alimentary Tract, Annual Meeting, May 11-14, 1997.
14. Kelen, G., Gordon, TA, Li, G. "Importance of Emergency Department Admissions for Hospital Revenue," Society for Academic Emergency Medicine Meeting, Washington, D.C., May 1997.
15. Perler, B.A., Burleyson, G.P., Williams, G.M., Dardik, A., Gordon, TA, "The Impact of Age on the Results of Carotid Endarterectomy: Mortality and Cost Analysis of a Statewide Experience," Society for Vascular Surgery National Meeting, June 2-6, 1997.
16. Gordon, TA, Bowman, H.M., Hundt, J.D., Cameron, J.L. "Recent Trends in Inpatient Surgery: A Longitudinal Statewide Analysis," Surgical Forum of The American College

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- of Surgeons, Chicago, Illinois, October 12-17, 1997.
17. Lipsett, P.A., Swoboda, S.M., Bowman, G.M., Ylitalo, M., Dickerson, J., Sharia, J., Keevican, L., Gordon, TA, Cameron, J.L., “Prolonged SICU Stay: Mortality , Cost and Functional Outcomes,” Surgical Forum of The American College of Surgeons, Chicago, Illinois, October 12-17, 1997.
  18. Sosa, J.A., Bowman, H.M., Bass, E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Gordon, TA, Cameron, J.L. “Importance of Hospital Volume in the Surgical Management of Pancreatic Cancer,” Surgical Forum of The American College of Surgeons, Chicago, Illinois, October 12-17, 1997.
  19. Bowman, H.B., Sosa, J.A., Gordon, TA, Lillemoe, K.D., Cameron, J. L., Pitt. H.A. “The Cost of Complex Biliary Surgery Can Be Contained at an Academic Medical Center,” American Association for the Study of Liver Diseases, Chicago, Illinois, November 7-11, 1997.
  20. Dardik, Burleyson, G.P., Bowman, H., Gordon, TA, Williams, G.M., Webb, T., Perler, B. “Surgical Repair of Ruptured Abdominal Aortic Aneurysms: Factors Influencing Mortality Among 527 Recent Cases,” Southern Association of Vascular Surgery, January 1998.
  21. Gordon, TA, Bowman, H.M. “Demonstrating Value Through Cost and Outcomes Research,” The Annual Conference for the Alliance for Healthcare Strategy and Marketing, Orlando, Florida, March 29 - April 1, 1998.
  22. Sosa, J.A., Bowman, H.M., Tielsch, J.M., Powe, N.R., Gordon, TA, Udelsman, R. “Does Practice Make Perfect? Importance of Surgeon Experience for Clinical and Economic Outcomes From Thyroidectomy,” Annual Meeting of the American Surgical Association, Palm Beach, Florida, April 2-4, 1998.
  23. Sosa J.A., Bowman, H.M., Gordon, TA, Bass, E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Tielsch, J.M., Cameron, J.L. “The Importance of Hospital Volume in the Overall Management of Pancreatic Cancer,” The Annual Meeting of the American Surgical Association Palm Beach, Florida April 2-4, 1998,
  24. Panchal, A., Sendak, M.J., Harris, A.P., Bowman, H., Gordon, TA, Garcia, F. “Intensive Care Unit Admission Following Delivery: Incidence and Outcome in a Statewide Population,” Society of Obstetric Anesthesiologists and Perinatologists, April 29-May 2, 1998.
  25. Bowman H.M., Gordon, TA, Hundt, J.D., Cameron, J.L. “Recent Trends in Inpatient Surgery for the Insured Under 65 Populations: A Longitudinal Statewide Analysis. Surgical Forum of The American College of Surgeons, Orlando, Florida, October 25-30, 1998.
  26. Tang, D.G., Bowman, H.M., Gordon, TA, Nurse-Findlay, S., Choti, M.A. Kaufman, H.S., Bender, J.S., Harmon, J.W., Cameron, J.L. Case Volume and Outcomes in Colorectal Surgery for Colorectal Carcinoma. Surgical Forum of the American College of Surgeons, Orlando, Florida, October 25-30, 1998.
  27. Long, D.M., Gordon, TA, Etzel, A.F., Burleyson, G.P., Betchen, S., Shahrokh, S., Brem, H. “Evaluation of Outcome and Cost of Craniotomy for Tumor Performed in a Regional Academic Referral Center,” American Academy of Neurological Surgeons, SanTA,, Barbara, California, November 4-8, 1998. 28.

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28. Pitt, H.A., Bowman, H.M, Gordon, TA, Lillemoe, K.D., Murray, K., Coleman, J.P., Yeo, C.J., Cameron, J.L. "Clinical Pathway Implementation Reduces Hospital Stay for Complex Biliary Surgery," Southern Surgical Society, Palm Beach, Florida, December 4-7, 1998.
29. Pitt, H.A., Murray, K.P., Bowman, H.M., Coleman, J., Gordon, TA, Yeo, C.J., Lillemoe, K.D., Cameron, J.L. "Clinical Pathway Implementation Improves Outcomes for Complex Biliary Surgery," 56th Annual Meeting of the Central Surgical Association, St. Louis, Missouri, March 4-6, 1999.
30. Harmon, J.W., Tang, D., Gordon, TA, Bowman, H.M., Choti, M., Kaufman, H., Bender, J., Duncan, M., Magnuson, T., Lillemoe, K., Cameron, J.L. "Hospital Volume Can Serve as a Surrogate for Surgeon Volume for Achieving Excellent Outcomes in Colorectal Resection," American Surgical Association Annual Meeting, San Diego, California, April 15-17, 1999.
31. Dardik, A., Lin, J.W., Gordon, TA, Williams, G.M., Perler, B.A. "How Safe Is Elective Abdominal Aortic Aneurysm Repair in the 1900s?: A Population-Based Analysis of 2,335 Consecutive Cases," April, 1999, Eastern Vascular Society.
32. Panchal, S., Sendak, M.J., Harris, A.P., Bowman, H., Gordon, TA, Garcia, F. "Intensive Care Unit Admission Following Delivery: Incidence and Outcome in a Statewide Population," American Society of Anesthesiologists, 1999.
33. Gordon, TA, Hsieh, G., Hundt, J.D., Kaufman, H.S., Magnuson, T.H., Cameron, J.L. "Outcomes of Gastrointestinal Surgery for Geriatric Patients: A Statewide Population - Based Study," Surgical Forum of the American College of Surgeons, San Francisco, California, October 11, 1999.
34. Kaufman, H.S., Hsieh, G., Gordon, TA, "Ureteral Catheterization and Outcomes in Colorectal Surgery," Surgical Forum of the American College of Surgeons, San Francisco, October 11, 1999.
35. Hsieh, G., Thompson, J.R., Buller, J.L., Kaufman, H.S., Gordon, TA, Cundiff, G.W. "Case Volume and Outcomes in Reconstructive Pelvic Surgery for Pelvic Organ Prolapse (POP)," The American Urogynecologic Society, San Diego, California, October 14-16, 1999.
36. Kelen, G.D., Pezzin, L.E., Gordon, TA, "Increasing Importance of the Emergency Department as the Front Door of the Hospital," Society for Academic Emergency Medicine, San Francisco, California, May 22-25, 2000.
37. Gordon, TA, Hundt, J., McLaughlin, C.E., Viswanathan, K., Cameron, J.L. "The Effects of Mandatory Medicaid Managed Care on Surgery," Surgical Forum of the American College of Surgeons, Chicago, Illinois, October 22-27, 2000.
38. Kopetz, S.E., Magnuson, T.H., Bender, J.S., Lillemoe, K.D., Gordon, TA, Cameron, J.L., Harmon, J.W. "Complications of Neglected Cholelithiasis Account for Significant Surgical Mortality in the Elderly," Surgical Forum of the American College of Surgeons, Chicago, Illinois, October 22-27, 2000.
39. Gordon, TA, Burleyson, G.P., Cameron, J.L. "Evidence-Based Hospital Referral: Implementing Volume-based Referral Guidelines," Surgical Forum of the American College of Surgeons, Chicago, Illinois, October 7-12, 2001, New Orleans, Louisiana.
40. Bristow RE, Zahurak MZ, Gordon TA, Fox HE, Trimble EL, Montz FJ. Ovarian Cancer



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Surgery in Maryland: Volume Based Access to Care. Plenary Presentation at The Society of Gynecologic Oncologists, 34th Annual Meeting, February, 2003, New Orleans, Louisiana.

41. Gordon, TA, "Using State Databases for Outcomes Analyses," Joan L. and Julius H. Jacobson, Lifeline Foundation Research Initiatives in Vascular Disease Conference, April 4, 2003, Washington, D.C.
42. Nelson, A., Frassica, F., Gordon, TA, Duene, E.G. "Cost of Impact of Functional Restoration Surgery for Extremity Soft Tissue Sarcoma," Annual Meeting of the American Society for Reconstructive Microsurgery, January 17-20, 2004, Palm Springs, California.
43. Diaz-Montes TP, Zahurak ML, Giuntoli RL, Gardner GJ, Gordon TA, Armstrong DK, Bristow RE, "Ovarian cancer surgical care for the elderly: a population-based perspective," Society Of Gynecologic Oncology, March 2005, Miami Beach, Florida.
44. Gibbons, C., Gordon, TA, The Baltimore Health and Nutritional Exam Survey (BHANES), 4th International Conference on Urban Health, October 26-28, 2005, Ontario, Canada.

**Editorials & Reviews**

1. Gordon, TA, and Cameron, J.L. to Samuel A. Wells, Jr., M.D. (ed.), "Management of Patients with Carcinoma of the Pancreas," *Journal of the American College of Surgeons*. December 1995;181:6:558-560.
2. Gordon, TA, Burleyson, G., Tielsch, J.M. and Cameron, J.L. to David C. Sabiston, Jr., M.D. (ed), "The Effects of Regionalization on Cost and Outcome for One General High-Risk Surgical Procedure," *Annals of Surgery*, February 1995;222:2:211-212
3. Gordon, TA, Burleyson, G.P., to David C. Sabiston (ed), "The Whipple Resection for Cancer in U.S. Department of Veterans Affairs Hospitals," *Annals of Surgery*, April 1996;223:4:446.
4. Gordon, TA, Burleyson, G.P. to David C. Sabiston, Jr., M.D. (ed), "The Effects of Regionalization on Cost and Outcome for One General High-Risk Surgical Procedure," *Annals of Surgery*, April 1996;223:4:447.
5. Rogers MC, Zimpfer M, Gordon TA, Chernow B, "Medical Innovation and Business-A New Journal, A New Dialogue, A New Resource," *Medical Innovation and Business*, Spring 2009, 1:1:5-6.

**Book Chapters & Monographs**

1. Gordon, TA, Baumgardner, C., Richardson, M., and Zeiler, S. "Hospital Strategic Planning: Implications for Operating Room Management," in *Operating Room Management: Structure, Strategies, and Economics*, edited by Andrew Harris and William Zitzman, Mosby-Year Book, Inc., Philadelphia, PA, 1997.
2. Gordon, TA, Mulder, J. "Demonstrating Value: The New Marketing Imperative," *Monograph Series, The Alliance For Healthcare Strategy and Marketing & The Strategy Development Group Incorporated*, Document Number 39802, November, 1998.
3. Lipsett, P., Sosa, J.A., Gordon, TA, "Critical Assessments of Clinical Outcomes" in

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Chapter 8 in Sabiston's Textbook of Surgery: The Biological Basis of Modern Surgical Practice, edited by David Sabiston and Courtney M. Townsend, Jr., 16th Edition, W. B. Saunders Company, 2000.

4. Cameron, J.L., Gordon, TA, "The Evolution of Modern Surgery," Chapter 1 in Evidence-Based Surgery, edited by John L. Cameron and Toby Gordon, D.C. Decker Inc. Publisher, Ontario, Canada, March, 2000.
5. Gordon, TA, Cameron, J.L. "The Origins of Evidence-based Surgery," Chapter 2 in Evidence-Based Surgery, edited by John L. Cameron and Toby Gordon, D.C. Decker Inc. Publisher, Ontario, Canada, March, 2000.
6. Hsieh, G., Gordon, TA, "Risk Adjustment," Chapter 11 in Evidence-Based Surgery, edited by John L. Cameron and Toby Gordon, D.C. Decker Inc. Publisher, Ontario, Canada, March, 2000.
7. Gordon, TA, "Outcomes Analysis," in Surgery: Scientific Principles and Practice, 3rd edition, edited by Lazar Greenfield, Lippincott-Raven Publishers, Hagerstown, Maryland, 2001.
8. Gordon, TA, "Evidence-Based Surgery," in Greenfield's Surgery: Scientific Principles And Practice, Editors: Mulholland, Michael W.; Lillemoe, Keith D.; Doherty, Gerard M.; Maier, Ronald V.; Upchurch, Gilbert R Lippincott Williams & Wilkins Philadelphia, Pa., 2006.
9. Gordon, TA, "Quality of Care in the United States," in Qualität in der Medizin dynamisch denken, Editors: Kray, Ralph, Koch, Christoph and Sawicki, Peter T. 2013, Springer Fachmedien Wiesbaden, 2013.

### **Books**

Gordon, TA and Cameron, J.L. (eds.) Evidence-Based Surgery, Decker Publishers, Ontario, Canada, March, 2000.

### **Thesis & Reference Material**

1. Gordon, TA, Cost Containment in Psychiatric Care, The Johns Hopkins University, May, 1983.
2. Gordon, TA(ed.) Bibliography of the History of The Johns Hopkins Medical Institutions, Alan Mason Chesney Medical Archives, Baltimore, Maryland 1996.
3. Gordon, TA, Printed Ephemera Collection, Johns Hopkins 2001-Present, Allen Chesney Medical Archive, 2002.
4. Gordon, TA, (ed.) Johns Hopkins Medicine Oral History Project, Interview Transcripts and Tapes, Alan Mason Chesney Medical Archives, Baltimore, Maryland.

### **Invited Talks & Panels**

1. Gordon, TA, Beattie, C., Stiff, J., Schauble, J. "Development of an Anesthesiology Clinical Database," The Johns Hopkins Medical Institutions, Department of Anesthesiology & Critical Care Medicine Grand Rounds, Baltimore, Maryland, March 30, 1984.

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2. Gordon, TA, "Organizational Designs of Surgery Departments," Association of Academic Surgical Administrators Program, The University of North Carolina at Chapel Hill, April, 1989.
3. Gordon, TA, "Positioning Your Practice Through Strategic Planning," Maryland Medical Group Management Association, Baltimore, Maryland, September 1991.
4. Gordon, TA, "Cost and Outcome of High-risk Surgical Procedures at an Academic Medical Center," The Johns Hopkins University School of Medicine, Section of Surgical Sciences Grand Rounds, Baltimore, M.D., February 5, 1994.
5. Gordon, TA, and Bass, E. B. "The Art, Science and Importance of Cost and Outcomes Research," Society of Surgical Chairmen, October 29, 1995.
6. Gordon, TA, "Surgical Costs and Outcomes Research - Packaging the Results," Society of Surgical Chairmen, October 29, 1995.
7. Long, D.M., Etzel, A.F., Burleyson, G.P., Brem, H., Shahrokh, S., Gordon, TA, "Evaluation of Outcome and Cost of Craniotomy for Tumor Performed in a Regional Academic Referral Center," Society of Surgical Chairmen, 1995.
8. Gordon, TA, "Cost and Outcome for Complex High Risk GI Surgery Procedures," Department of Surgery Grand Rounds, The Johns Hopkins Hospital, Baltimore, Maryland, April 27, 1996.
9. Gordon, TA, "The Funding of an Academic Surgical Department," Society of Surgical Chairmen, November 10, 1996.
10. Gordon, TA, "Reinventing the Academic Medical Center as an Integrated Delivery System," Integrated Healthcare Report, Third Annual Eastern Symposium on Integrated HealthCare, Amelia Island, Florida, November 18-19, 1996.
11. Gordon, TA, "The Challenge of Integrated Delivery Systems: The U.S. Experience," Canadian College of Health Services Executives 1996 Seminar for Corporate Members and Health Care Suppliers, December 5, 1996.
12. Gordon, TA, Keynote Speaker: "Integrated Delivery Systems: The U.S. Experience" Canadian College of Health Service Executives, Seminar for Corporate Members and Health Care Suppliers, December 5, 1996.
13. Gordon, TA, "Integrated Delivery System Development at Johns Hopkins Hospital," Guy's & St. Thomas' Hospital, London, March 17, 1997.
14. Gordon, TA, "Focused Factories," Rejoinder Commentary to Dr. Regina Herzlinger, Sachs Summit, Washington, D.C. May 7, 1997.
15. Gordon, TA, "Are Two Heads Better Than One?" The Center for Excellence in Teaching Spring Teaching Conference, The Johns Hopkins University, Business of Medicine Program, May 17, 1997.
16. Gordon, TA, Hartnett, M.P., Bowman, H., Hartnett, M.P., Cameron, J.L. "Academic Surgery Departments and Managed Care Trends, 1997 Survey Results," Society of Surgical Chairmen, Washington, D.C., November 2, 1997.
17. Gordon, TA, "Reinventing The Academic Medical Center," Health Care in the United States, International Cultural Society Seminar, Baltimore, Maryland, November 19, 1997.
18. Gordon, TA, "Demonstrating Value at Johns Hopkins," Johns Hopkins Pediatric Outcomes Research Colloquium, Baltimore, Maryland, November 21, 1997.
19. Gordon, TA, "Reinventing the Academic Medical Center," Brazilian Delegation to Johns

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**Toby Gordon, Sc.D.**

- Hopkins Medicine, Baltimore, Maryland, August 10, 1998.
20. Gordon, TA Bowman, H. "Demonstrating Value: The New Marketing Imperative," The Alliance for Healthcare Strategy and Marketing, November 1998.
  21. Gordon, TA, "Healthcare: A Product Everybody Wants to Have, and Nobody Wants to Pay For," Marketing und Qualitätssicherung im Gesundheitswesen, Inselspita Hospital De L'ile, Bern Switzerland, March 19, 1999.
  22. Gordon, TA, Discussant "The Relationship of Surgical Volume to Outcome In Eight Common Operations," American Surgical Association, April 16, 1999.
  23. Gordon, TA, Keynote Speaker: "Business Strategies in Academic Surgery," Department of Surgery Faculty Retreat, Medical College of Wisconsin, Milwaukee, Wisconsin, April 24, 1999.
  24. Gordon, TA, "The Johns Hopkins Hospital History and Mission," Industry College Armed Forces, Baltimore, Maryland, March 3, 2000.
  25. Gordon, TA, "Pancreatic Cancer," United Resource Network Medical Management Conference, Chicago, Illinois, May 1-3, 2000.
  26. Gordon, TA, "Improving Quality in the 21st Century: Tools for International Health Care: Value of Clinical Outcomes Measurements," International Conference, Johns Hopkins Hospital, Baltimore, Maryland, October 31, 2000.
  27. Gordon, TA, "Using State and National Databases for Outcomes Analyses," National Institutes of Health Research Initiatives Conference, Bethesda, Maryland, April 4-5, 2003.
  28. Gordon, TA, "Evidence-based Surgery – The Johns Hopkins Experience," Massachusetts General Hospital, Surgery Grand Rounds, Boston, Massachusetts, June 5, 2003.
  29. Gordon, TA, "The Legacy of Johns Hopkins – The Early Years," Society of University Surgeons, Baltimore, January, 2004.
  30. Gordon, TA, "New Hospital Planning, Indiana University, Indianapolis, Indiana, April 25, 2004.
  31. Gordon, TA, "Volume Outcome Relationships & the Role of Regionalization," American Hepato-Pancreato Biliary Association, Washington, D.C., June 6, 2004.
  32. Gordon, TA, "Regionalization for Surgical Care," American College of Surgeons 33rd Annual Spring Meeting, Hollywood, Florida, April 16-19, 2005.
  33. Gordon, TA, "Quantitative Techniques in 'The Real World'," Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland, December 20, 2005.
  34. Gordon, TA, "Strategic Planning in Academic Medicine: The Johns Hopkins Experience," 2006 GIP/GBA Joint Spring Meeting, Vancouver, Canada, April 6-8, 2006.
  35. Gordon, TA, "Comparative Effectiveness Research: What it is and why it matters," Healthstream Webinar, Jan. 28, 2010.
  36. Gordon TA, "Does Focus on Safety Fit the Academic Mission?" 6th Annual Conference on Innovations in the Surgical Environment, Annapolis, Maryland, March 25-26, 2010.
  37. Gordon TA, "Women in Leadership,-Trends in Corporate America and Academic Medicine," Women in Surgery Symposium, Columbia, Maryland, May 18, 2010.
  38. Gordon TA, "Summation: JHU Health Services Research and Development Center 40th Anniversary," Bloomberg School of Public Health, Baltimore, Maryland, May 20, 2010.
  39. Gordon TA, ISE Strategic Retreat, "Strategic Plan for ISE," Innovations in the Surgical

## **Curriculum Vitae**

### **Toby Gordon, Sc.D.**

- Environment Conference, Baltimore. (November 19, 2010).
40. International BIO Conference, Entrepreneurship Bootcamp, Local Co-chair, Washington DC, 2011.
  41. Invited participant, J&J and EABIS Global Health Care Conference, New Brunswick, 2011.
  42. Gordon TA, Innovations in Surgery, University of Strasbourg, Strasbourg, France, April 2013.

## **Consultantships**

1. Commercial Operating Room Scheduling Systems for Integration With Materials Management Computer Systems, Abbott Laboratories, Chicago, 1984-1985.
2. Operating room scheduling systems for personal computers, Information Concepts, Inc. Bend, 1984
3. Computerized Operating Room Scheduling, Duke Hospital, Raleigh Durham, 1985.
4. Department of Anesthesia Administrative Structure and Recommended Organizational Changes, University of Iowa Hospitals and Clinics, Iowa, 1986.
5. Decentralized Hospital Management, Atlantic Health System, New Jersey, 1987.
6. Plan for Ambulatory Surgery Services, North Charles General Hospital, Baltimore, 1987.
7. Departmental Review, Department of Anesthesiology, College of Physicians and Surgeons of Columbia University, New York, 1987.
8. Demonstrating Value Through Outcomes Research, Department of Surgery, Massachusetts General Hospital, Boston, 1998.
9. Organizational Restructuring, Indiana University and the Clarion Health System, Indianapolis, 2004.
10. Academic Medicine Strategic Advisory Services, Sg2, Skokie, Illinois, 2006-present.
11. Assessment of Department of Surgery Business Office Performance and Functions, UCSD, La Jolla, California, 2007.
12. Department of Surgery Strategy, University of Virginia, Charlottesville, Virginia, 2007 ( with BDC Advisors )
13. Analysis of financial trends and performance, and reorganization of business functions, Department of Surgery, UCSD, La Jolla, California, 2007-2008.
14. Department of Surgery Assessment and Strategic Advisory Services, Thomas Jefferson University, Philadelphia, Pennsylvania, 2007-2009.
15. Assessment of Department of Surgery Management Structure and Financial Performance Improvement, Indiana University, Indianapolis, Indiana, 2007.
16. Analysis of Operating Subsidy to the Department of Anesthesiology, Emory Healthcare, Atlanta, Georgia, 2008.
17. White Paper On Regulatory Cost Controls: Analysis of the effects of regulation in reducing health care costs, Blue Cross Blue Shield of Massachusetts, Boston, Massachusetts, 2008.( with TJ Kares)
18. Five Year Plan, Department of Surgery, Thomas Jefferson University, Philadelphia, Pennsylvania, 2008-2009.
19. Clinical Services Strategic Plan, University of Wisconsin, Madison, Wisconsin, 2008-

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- 2009 ( with HSS).
20. Strategic Plan Development, Academy for Medical Development and Collaboration (AMDeC), New York, New York, 2007-2009.
  21. Strategic and Operating Plan development, Center for Medical Technology Policy (CMTP), Baltimore, 2008-2009.
  22. GME Feasibility Analysis, Peninsula Regional Medical Center, Salisbury , Maryland, 2008.
  23. Strategic Planning, Melwood, Maryland, 2009.
  24. Faculty Practice Plan Organization, University Physician Associates, University of Louisville, Louisville, Kentucky, 2009.
  25. Academic medicine value proposition, Health Alliance and Trihealth, Cincinnati, 2009.(with HSS)
  26. Hospital costs after adverse drug events, AcelRx, San Francisco, California, 2009.
  27. Feasibility analysis, new school of public health, Hofstra University, New York, 2010 (with HSS).
  28. Academic medicine value proposition in a state-wide network, University of Louisville and the Catholic Health Initiative, Kentucky, 2010 (with HSS).
  29. Potential Hospital Acquisition, University of Chicago Medical Center, Chicago, 2010 (with HSS).
  30. Hospital strategic plan, University of Connecticut Health Center, Connecticut, 2010, (with HSS).
  31. New medical school curriculum team retreat facilitator, The Johns Hopkins University, 2011

**Educational Activities**

Courses Taught

University of Baltimore

1982-1984 Quantitative Methods; Research Methods

The Johns Hopkins University

Bloomberg School of Public Health (formerly School of Hygiene and Public Health)

1988 – 1990 Methods for Planning the Delivery of Health Care Services

2004-2006 Capstone: Business Strategy in Medical Organizations (joint MBA/MPH program)

Carey School of Business (formerly School of Professional Studies in Business and Education)

1996-2002 Marketing Strategy in Medical Organizations

1998-2006 Capstone: Business Strategy in Medical Organizations

2010 Commercializing Scientific Discoveries

2010-present Discovery to Market, Course Director

2012-present Healthcare Delivery Systems and Strategies

2012-present Immersion Colloquium, The Wire

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School of Medicine

- 2003-2005 Physician and Society Selective: Introduction to Johns Hopkins Medicine  
1998-2004 Physician and Society I; Health Care Administration Program, Course Director  
1998-2004 Physician and Society II; Selectives I & II: Health Care Delivery: Past, Present & Future  
1999-2005 Johns Hopkins Medicine Leadership Development Program  
Program Developer and Director

Mentoring

- 1999 Daniel Giunway Tang, M.D., The Johns Hopkins University, School of Medicine,  
  
Recipient of Association for Academic Surgery Student Research Award:  
“Hospital Volume Can Serve as a Surrogate for Surgeon Volume for  
Achieving Excellent Outcomes in Colorectal Resection”
- 1997-1999 Julie Ann Sosa, M.D.  
Robert Wood Johnson Foundation Clinical Scholar Fellowship  
  
Recipient of the The Baltimore Academy of Surgery Resident Prize for  
“Importance of Hospital Volume in the Overall Management of Pancreatic  
Cancer” (1998)  
  
Recipient of the Upjohn Award for the Best Clinical Research by a House Officer  
or Post-doctoral Fellow, The Johns Hopkins University School of Medicine  
(1998)  
  
Recipient of the Helen B. Taussig-Alfred Blalock Research Prize: for the Best  
Clinical Research by a House Office or Post-doctoral Fellow, The Johns  
Hopkins University School of Medicine (1998)

Thesis Committees

- The Johns Hopkins University, School of Hygiene and Public Health  
1996 Judith Feustle, Doctor of Science Candidate  
1997 Reenie T. Wagner, Masters of Science Candidate  
2103 Dana Petry, Masters of Science Candidate

**Editorial Activities**

Editorial Reviewer

The Johns Hopkins University Press. Medical Treatment Outcomes-Research Using  
Administrative Data Bases, November 4, 1996.

Surgical Innovation (2009-present)

## **Curriculum Vitae**

### **Toby Gordon, Sc.D.**

#### Editorial Board Appointments

Klag, M.J. (ed.), "Taking Charge of Your Health Care," in Johns Hopkins Family Health Book, HarperCollins Publishers, New York, New York, 1999.

Mullen, M.L. (ed.): "Taking Charge of Your Health Care," in The Johns Hopkins Women's Health Book, HarperCollins Publishers, New York, New York, March 2000.

Leatt, P., Smith, T. (eds.): Health Care Papers, Anton Hart Publisher. Toronto, Canada, 2000-present.

Co-editor, Medical Innovation and Business, Wolters Klower Health, 2008-2011.

#### **Advisory Committees & Review Groups**

##### Johns Hopkins University

1996	Johns Hopkins Applied Physics Laboratory Interdivisional Advisory Board
1997-2000	Ethics Committee, The Johns Hopkins Hospital
1997-2001	Clinical Practice Association, Finance Committee
1997-2006	Alan Mason Chesney Archives Advisory Committee
1998-1999	Ad Hoc Committee for Appointment of Associate Scientists
1998-2006	Dean's Advisory Council, Bloomberg School of Public Health
1999-2001	Search Committee, Eugene and Mildred Lipitz Professor, The Roger C. Lipitz Research and Policy Center for Integrated Health Care
1999-2006	External Advisory Committee on the Ministry at Johns Hopkins
2000	Steering Committee of Women's Leadership Council
2000-2001	Search Committee, Director, Urban Health Institute
2001	Curriculum Review Committee, Carey School Of Business
2001-2006	Robert Woods Johnson Clinical Scholars Program Internal Advisory Board
2004-2006	Point of Care Information Technology (POC-IT) Center Advisory Board
2005-2010	DeCide Center Advisory Board
2005-2006	Search Committee, Department of Dermatology Chair
2006	Curriculum Reform Committee, School of Medicine
2006	Education Building Steering Committee
2006	Educational Policy Committee
2006	Diversity Steering Committee

#### **Boards & Committees**

1988	Technical Advisory Panel, "Medicare Preferred Provider Demonstration for Coronary Bypass Graft, " Project HOPE
1988-1993	The Johns Hopkins Federal Credit Union, Vice Chairman, (1989)
1989-1984	Transplant Resource Center of Maryland



## **Curriculum Vitae**

### **Toby Gordon, Sc.D.**

1992 Governor's Summit on Health Care Reform, State of Maryland  
1993-2001 Trustee Council of Penn Women, University of Pennsylvania  
1995-2006 J.J. Haines & Company, Inc., Secretary, Audit and Finance Committee,  
Compensation Committee  
1996 Excess Capacity Task Force, Maryland Hospital Association  
1996 Health Care Advisory Group, Department of Business & Economic Development,  
State of Maryland  
1996 Human Resource Assessment Work Group, Maryland Hospital Association  
1997-1999 Comprehensive Master Plan Advisory Committee, City of Baltimore  
1997-2003 Juvenile Diabetes Research Foundation, Maryland Chapter  
1997-2006 Priority Partners Board  
1997-2006 Business Advisory Panel, Board of Revenue Estimates, State of Maryland  
1997-2006 Johns Hopkins Home Care Group (since 1997), Johns Hopkins Home Health  
Services (since 2000), Johns Hopkins Pharmaquip, Inc. (since 2000)  
1999-2000 Health Care Planning Group, Maryland Hospital Association  
2000-2006 Governor's Workforce Investment Board and Executive Committee, State of  
Maryland  
2001-2006 Johns Hopkins Employer Health Programs Board  
2002-2004 The Center for Community Health Strategies, The Horizon Foundation  
2002-2005 Maryland Association of Nonprofit Organizations Board  
2002-2007 Greater Baltimore Leadership Committee Alumni Association  
2004-2006 University HealthSystem Consortium, Chief Marketing Officers Council and  
Managed Care & Business Development Council  
2004-2007 The Park School of Baltimore Board of Trustees  
2004-2010 Leadership Maryland Committees (Program, Marketing)  
2006 Executive Committee of the Women's Initiative, United Way of Central Maryland  
2006-2010 Aunt Hattie's Place, Inc.  
2007-present Maryland Health Choice Initiative  
2008-2011 ION, Treasurer (2009), Secretary (2010)  
2009-2011 Network 2000  
2011-present Jewish Museum of Maryland

### **Memberships**

2011-present Academy of Management  
2011-present American Public Health Association

### **Recognition**

#### Awards & Honors

1976 Degree cum laude and Dean's List  
1976 University of Pennsylvania Sphinx Senior Honor Society  
1983 The John Chancellor Hume Award for Significance of Doctoral Research in  
Health Policy and Management  
1998-2000 Chair, Johns Hopkins Walk for the Cure, Top National Team Award, Juvenile

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Diabetes Research Foundation  
2000 Premier Patient & Guest Services Innovator Award  
2000 Publication Award of Excellence, AAMC Group on Institutional Advancement  
2002 Maryland's Top 100 Women, The Daily Record  
2002 Governor's Volunteer Service Award, State of Maryland  
2003 Leadership Maryland, Inc. (Class of 2003)  
2004 7th Annual Hearts of Love Recognition Award, Aunt Hattie's Place, Inc.  
2004 Maryland's Top 100 Women, The Daily Record  
2006 Maryland's Top 100 Women – Circle of Excellence , The Daily Record  
2007 Top 100 Minority and Women Business Entrepreneur (MBE)