

Toby Gordon, Sc.D.

Johns Hopkins Carey Business School
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ACADEMIC APPOINTMENTS

The Johns Hopkins University

Carey Business School

2010-present Associate Professor

1996-2009 Adjunct Faculty
School of Professional Studies in Business & Education
The Johns Hopkins University

School of Medicine, Department of Surgery

1995-present Associate Professor (Joint Appointment)

1988-1995 Assistant Professor

School of Medicine, Department of Anesthesiology & Critical Care Medicine

1985-1988 Instructor

Bloomberg School of Public Health, Department of Health Policy & Management

1995-present Associate Professor (Joint Appointment)

1988-1995 Assistant Professor

Urban Health Institute

2004-2006 Senior Faculty Research Fellow

The University of Baltimore, Department of Government & Public Administration

1982-1984 Adjunct Assistant Professor

PROFESSIONAL EXPERIENCE

2013-present Deputy Director for Business Strategies, JHU Institute for Clinical Translational Research (ICTR)

2008-2010 Senior Strategist
Health Strategies and Solutions

2003-2007 Vice President, Strategic Planning and Market Research
Johns Hopkins Medicine, The Johns Hopkins Health System and The Johns Hopkins Hospital

1999-2005 Co-founder and Director, Johns Hopkins Medicine Leadership Development

Program

- 1993-2003 Vice President, Planning and Marketing
The Johns Hopkins Health System and The Johns Hopkins Hospital
- 1996 Secretary, Board of Johns Hopkins Medicine
Johns Hopkins Medicine
- 1988-1993 Administrator, Surgical Sciences
Johns Hopkins Hospital and School of Medicine
- 1983-1988 Administrator, Anesthesiology & Critical Care Medicine
Johns Hopkins Hospital and School of Medicine
- 1981-1983 Policy Analyst; Director of Special Projects
Office of Planning, The Johns Hopkins Hospital
- 1980 Research Assistant for Program Evaluation
The Johns Hopkins University, Department of Psychiatry
- 1978-1980 Varsity Squash Coach, The Johns Hopkins University
- 1977-1978 Consulting Occupational Therapist
Crownsville Hospital, Springfield Hospital
- 1976-1977 Occupational Therapist
Haverford State Hospital

Education and Training

- 1983 Doctor of Science
The Johns Hopkins University, Bloomberg School of Public Health
Health Policy and Management, Operations Research
- 1979-1982 Predoctoral Fellow, Operations Research in Mental Health, *National Institute of Mental Health*
- 1979-1980 Trainee, Mental Health Manpower Grant, *National Institute of Mental Health*
- 1976 Bachelor of Science *cum laude*
The University of Pennsylvania

Extramural Sponsorship

- 2016-present Consultative Core, NIH NCATS UL1TR001079 Kennedy Krieger Institute Intellectual and Developmental Disabilities Research Center
- 2013-2023 Deputy Director, *Johns Hopkins* Institute for Clinical and Translational Research (ICTR), NIH NCATS UL1TR001079

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.

Consulting

2014-present Expert Advisor, *European Commission*,

2007 Healthcare Consultant, *Sg2*

2007-2010 *University of California, San Diego*, “Surgery Management and Financial Performance Improvement”

2007-2008 *Thomas Jefferson University*, “Surgery Management and Financial Performance Improvement”

2007-2008 *Blue Cross Blue Shield of Massachusetts*, “White paper on HSCRC regulatory cost controls”

2007 *University of Virginia*, “Surgery Management and Financial Performance Improvement”

2007 *Indiana University*, Indianapolis, “Surgery Management and Financial Performance Improvement”

2007 *Emory University*, “Operating Room Performance Improvement”

2004 *Indiana University and the Clarion Health System, Indianapolis*, “Decentralized Hospital Management”

1998 *Massachusetts General Hospital*, “Demonstrating Value Through Outcomes Research”

1988 *Project HOPE*, “Medicare Preferred Provider Demonstration for Coronary Bypass Graft,” Technical Advisory Panel

1987 *North Charles General Hospital*, Baltimore, Maryland, “Ambulatory Surgery Services”

1987 *College of Physicians and Surgeons of Columbia University*,” New York, “Department Review, Anesthesiology”

1987 *Atlantic Health System*, New Jersey, “Decentralized Hospital Management”

1986 *University of Iowa Hospitals and Clinics*, Department of Anesthesia, Administrative Structure and Recommended Organizational Changes”

1985 *Duke University Hospital*, Computerized Operating Room Scheduling”

1984-1985 *Abbott Laboratories*, Commercial Operating Room Scheduling Systems for Integration with Materials Management Computer Systems”

Boards & Committees

Corporate

- 2020-present Advisor, Rose: Smarter Mental Health
- 2001-2006 Johns Hopkins Employer Health Programs
- 1997-2006 Priority Partners, Medicaid Managed Care Organization
- 1997-2006 Johns Hopkins Home Care Group (since 1997), Johns Hopkins Home Health Services (since 2000), Johns Hopkins Pharmaquip, Inc. (since 2000)
- 1995-2006 J.J. Haines & Company, Inc., Secretary, Audit and Finance Committee, Compensation Committee
- 1988-1993 The Johns Hopkins Federal Credit Union, Vice Chairman, (1989)

Government Service

- 2019-present Board of Governors, American Board of Radiology
- 2015-present Member, State of Maryland, Commission on Immunization
- 2011-2012 Co-chair, Advisory Committee, State of Maryland, Healthcare Exchange Board
- 2000-2006 Member, Governor's Workforce Investment Board and Executive Committee, State of Maryland
- 1997-1999 Member, Comprehensive Master Plan Advisory Committee, City of Baltimore
- 1996-2006 Member, Business Advisory Panel, Board of Revenue Estimates, State of Maryland

Non-Profit Organizations

- 2020-present Johns Hopkins Club
- 2011-present Jewish Museum of Maryland
- 2009-2011 Network 2000
- 2008-2011 ION, Inter-Organization Network
- 2007-present Maryland Health Choice Initiative, Healthcare for All
- 2006-2010 Aunt Hattie's Place, Inc.
- 2006 Executive Committee of the Women's Initiative, United Way of Central Maryland
- 2004-2007 The Park School of Baltimore
- 2002-2005 Maryland Association of Nonprofit Organizations
- 2002-2004 The Center for Community Health Strategies, The Horizon Foundation
- 1997-2003 Juvenile Diabetes Research Foundation of Maryland

1993-2001 Trustee Council of Penn Women, University of Pennsylvania

1989-1984 Transplant Resource Center of Maryland

Recognition

Awards & Honors (selected list)

Academic

2017 Reimagine Education Finalist, Wharton and QSI

2017 Faculty Marshall, Carey Business School, JHU Commencement

2016 Reimagine Education Finalist, Wharton and QSI

2015 Johns Hopkins MPH MBA Excellence in Teaching Award

2014 Net Impact "Prominent Faculty"

2014 Federal Laboratory Consortium Partnership Award, Federal Laboratory Consortium

2013 Innovation in Teaching Award, Middle Atlantic Association of Colleges of Business Administration

1983 The John Chancellor Hume Award for Significance of Doctoral Research in Health Policy and Management

1976 University of Pennsylvania Sphinx Senior Honor Society

Community

2007 Top 100 Minority and Women Business Entrepreneurs

2006 Inductee, Daily Record's Top 100 Women, Circle of Excellence

2006 Daily Record's Maryland Top 100 Women

2004 Hearts of Love Recognition Award, Aunt Hattie's Place, Inc.

2004 Daily Record's Maryland Top 100 Women

2003 Leadership Maryland Class of 2003

2002 Top National Team Fundraising Award, Juvenile Diabetes Research Foundation

2002 Greater Baltimore Committee Leadership, Class of 2002

2002 Governor's Volunteer Service Award, State of Maryland

2002 Daily Record's Maryland Top 100 Women

Research Activities

Google Scholar Citations 5194

H-index: 24

i10-index 27

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.
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, T., Cameron, J. L. (1995). Management of patients with carcinoma of the pancreas. *Journal of the American College of Surgeons*, 181(6), 558-560.
10. Gordon, TA, Burlison, 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.
11. Chen, H., Zeiger, M.A., Gordon, TA, Udelsman, M.D. "Parathyroidectomy in Maryland: Effects of an Endocrine Center." *Surgery*, December 1996:120:948-953.
12. 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.
13. 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.
14. 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.
 15. 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.
 16. 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.
 17. 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.
 18. 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,” *Annals of Surgery*, September 1998:228:3:429-438.
 19. 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.
 20. 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.
 21. Wallach EE, Fox HE, Gordon TA, Faden R. Symposium: managed care and ethics. *Contemporary Ob Gyn* 1998;43:162–76.
 22. 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.
 23. 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.
 24. 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.
 25. 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.
 26. 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.

27. 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.
28. 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.
29. 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.
30. Garcia, F. A., Bowman, H., Gordon, T., Huggins, G. R. (1999). Clinical and economic outcomes at childbirth: The effect of academic affiliation. *Obstetrics & Gynecology*, 93(4), S43.
31. Swoboda, S. M., Lipsett, P. A., Dickerson, J., Ylitalo, M., Gordon, T. (1999). Prolonged Icu Stay: One Year Functional Outcome and Costs. *Critical Care Medicine*, 27(1), 35A.
32. 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.
33. 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," Journal of the American College of Surgeons ^[1]_[SEP] October 2000 (Vol. 191, Issue 4, Supplement 1, Page S14)
34. 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.
35. 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
36. 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.
37. Gordon, T., Cameron, J., Caruana-Dingli, G. (2001). Multimedia-Book: Evidence-Based Surgery. *BMJ-British Medical Journal-International Edition*, 322(7300), 1494.
38. 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.
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, October 2001:Vol. LII:445-446.
40. 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.
41. 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.

42. 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.
43. 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.
44. 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.
45. Rogers MC, Gordon TA, "The Perfect Storm," *Medical Innovation and Business*, Vol. 1:1,(2009):7-9.
46. Rogers MC, Gordon TA, "Green Sprouts," *Medical Innovation and Business*, Vol. 1:3,(2009):8-11.
47. Gordon TA, Binzer M. "Federal Stimulus Funding for Biotech Entrepreneurs," *Medical Innovation and Business*, Vol. 1:3, (2009):8-11.
48. Gordon, T. (2014). Introduction to new section on medical technology, innovation, and invention. *Surgical Innovation*, 21(2), 126-127.
49. Kaufman, JA, Gordon, TA and Flemming, D. (2020) "Broadening Stakeholder Perspectives on Maintenance of Certification Research." *American Journal of Roentgenology*, 2020 214:5, W82-W82.
50. Kaufman, J, and Gordon, T. Diagnostic Radiologists' Participation in the American Board of Radiology Maintenance of Certification Program. *American Journal of Radiology*, pending publication.
51. Gordon, T. (2020). "Surgical Innovation After COVID," *Surgical Innovation*, pending publication.

Abstracts

1. Gordon, TA, "Brief Hospitalization: Tomorrow's Standard?," The American Psychiatric Association Annual Meeting, New Orleans, May 1981.
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. Bass, E., Steinberg, E., Pitt, H., Saba, G., Lillemoe, K., Kafonek, D., Gadacz, T., Gordon, T., Anderson, G., others (1991). Cost-effectiveness of extracorporeal shock-wave lithotripsy versus cholecystectomy for symptomatic gallstones.. *Gastroenterology*, 101(1), 189.
12. Bass, E., Steinberg, E., Pitt, H., Saba, G., Lillemoe, K., Gordon, T., Kafonek, D., Gadacz, T., Anderson, G. (1992). Cost effectiveness of symptomatic gallstone management. *Gastroenterology*, 102(2), 746-746
13. 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.
14. 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.
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?" Society for Surgery of the Alimentary Tract, Annual Meeting, May 11-14, 1997.
16. 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.
17. 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.
18. 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, Chicago, Illinois, October 12-17, 1997.
19. 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.
20. 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.
21. 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.

22. 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.
23. 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.
24. 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.
25. 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,
26. 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.
27. 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.
28. 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.
29. 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.
30. 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.
31. 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.
32. 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.
33. 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.
34. 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.

35. 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.
36. 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.
37. 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.
38. 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.
39. 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.
40. 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.
41. 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.
42. Bristow RE, Zahurak MZ, Gordon TA, Fox HE, Trimble EL, Montz FJ. Ovarian Cancer Surgery in Maryland: Volume Based Access to Care. Plenary Presentation at The Society of Gynecologic Oncologists, 34th Annual Meeting, February, 2003, New Orleans, Louisiana.
43. 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.
44. 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.
45. 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.
46. 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 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, T. (2013). Quality of Care in the United States. In In Kray, Ralph, Koch, Christoph, Sawicki, Peter T. (Hrsg.), *Qualität in der Medizin dynamisch denken*.
10. Gordon, TA. "Accessibility in the online teaching and learning environment during and post COVID- 19" in "Future of Education and its Environment after COVID-19: Challenges, Opportunities, and Strategies". Springer International Publishing, Heidelberg Germany, pending publication, 2020.

Other Publications

1. Gordon, T. (2002, August 28). Riding shotgun with city's finest. *The Baltimore Sun*.
2. Gordon, T. (2016, April 24). The benefits of 'The Wire' . *The Baltimore Sun*.
3. Gordon, T. (2016, May 16 5.16). What can a former Ravens' player learn from this Hopkins prof? *The Baltimore Sun*.

4. Gordon, T. (2016, August 9). A Hopkins prof tries to intern as a rapper. *The Baltimore Sun*.
5. Gordon, T. (2016, Nov. 11). Understanding the economics of Obamacare. *The Baltimore Sun*.
6. Gordon, T. (2016, December 19). Do chickens like music? *The Baltimore Sun*.
7. Gordon, T. (2017, September 18). Rosh Hashana: The Super Bowl of brisket. *The Baltimore Sun*.
8. Gordon, T. (2017, Oct. 17). Truths revealed at a high school reunion. *The Baltimore Sun*.
9. Gordon, T. (2018, August 29). A fan takes a road trip to Ohio to attend Ray Lewis' Hall of Fame ceremony. *The Baltimore Sun*.
10. Gordon, T. (2019, February 27). Can Marie Kondo cure this clutter collector? Doubtful. *The Baltimore Sun*.
11. Gordon, T. (2019, April 3, 2019). The Iron Man and Woman of Opening Day. *The Baltimore Sun*.
12. Gordon, T. (2019, April 3, 2019). The Iron Man and Woman of Opening Day. *The Baltimore Sun*.
13. Gordon, T. (2019, November 7, 2019). Learning to live (and work) with hearing loss. *The Baltimore Sun*.
14. Gordon, T. (2019, December 31, 2019). How watching the Ravens expanded my vocabulary. *The Baltimore Sun*.
15. Gordon, T. (2019, January 29, 2020). My son and the coronavirus. *The Baltimore Sun*. [also national distribution, e.g. appeared on the Op Ed page of the Chicago Tribune]
16. Gordon, T., ABR Ensures Quality Health Care, *The Beam*, 2020;13(2):3.
17. Gordon, T., Radiology's Vital Contribution to Patient Care During U.S. Epidemics, *ABR*, April 28, 2020.
18. Gordon, T., Remote Exams the Next Step in Our Evolution, *ABR*, July 28, 2020.

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.

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 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, Inselspital Hospital De L'île, 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. Miller, ED and Gordon, TA, "Johns Hopkins Medicine and the Rockefeller Institute. A 100 year legacy", Rockefeller Centennial Convocation, June 13, 2001
28. Offit, Morris and Gordon, TA, "Keynote Presentation: Teaching Hospital and Medical School Partnerships", AAMC Council of Teaching Hospitals, Denver, April, 2001
29. Miller, ED and Gordon, TA, "Johns Hopkins Medicine Strategy for the 21st-century," Alpbach Technology Forum, Austria, August 23, 2001.
30. Miller, ED and Gordon, TA, "The Hopkins Experience", New York Presbyterian Healthcare System Annual Meeting, Nov. 19, 2003.
31. Gordon, TA, "Using State and National Databases for Outcomes Analyses," National Institutes of Health Research Initiatives Conference, Bethesda, Maryland, April 4-5, 2003.
32. Peterson, RR and Gordon, TA, "Update on Johns Hopkins Medicine", Johns Hopkins Medical and Surgical Association Biennial, May 1-4, 2003.
33. Gordon, TA, "Evidence-based Surgery – The Johns Hopkins Experience," Massachusetts General Hospital, Surgery Grand Rounds, Boston, Massachusetts, June 5, 2003.
34. Peterson, RR and Gordon, TA, Johns Hopkins: Yesterday, Today and Tomorrow, Sidney Kimmel Comprehensive Cancer Center, Baltimore, Oct. 24, 2003.
35. Gordon, TA, "The Legacy of Johns Hopkins – The Early Years," Society of University Surgeons, Baltimore, January, 2004.
36. Gordon, TA, "New Hospital Planning, Indiana University, Indianapolis, Indiana, April 25, 2004.
37. Gordon, TA, "Volume Outcome Relationships & the Role of Regionalization," American Hepato-Pancreato Biliary Association, Washington, D.C., June 6, 2004.
38. Peterson, RR and Gordon, TA, "The Legacy of Johns Hopkins, Stewardship for Success", PricewaterhouseCoopers Academic Medical Center CFO Roundtable, Baltimore, Nov. 4, 2004.
39. Peterson, RR and Gordon, TA, Johns Hopkins Health System: Opportunities, Challenges and Strategies, Health Management Academy CEO Forum, Feb, 11, 2005.

40. Gordon, TA, "Regionalization for Surgical Care," American College of Surgeons 33rd Annual Spring Meeting, Hollywood, Florida, April 16-19, 2005.
41. Gordon, TA, "Quantitative Techniques in 'The Real World'," Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland, December 20, 2005.
42. Gordon, TA, "Strategic Planning in Academic Medicine: The Johns Hopkins Experience," 2006 GIP/GBA Joint Spring Meeting, Vancouver, Canada, April 6-8, 2006.
43. 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.
44. Gordon, TA, "Comparative Effectiveness Research: What it is and why it matters," Healthstream Webinar, Jan. 28, 2010.
45. Gordon, T., 6th Annual Conference on Innovations in the Surgical Environment, "Does Focus on Safety Fit the Academic Mission?," Annapolis, Maryland (March 25, 2010).
46. Gordon TA, "Women in Leadership-Trends in Corporate America and Academic Medicine," Women in Surgery Symposium, Columbia, Maryland, May 18, 2010.
47. Gordon TA, "Summation: JHU Health Services Research and Development Center 40th Anniversary," Bloomberg School of Public Health, Baltimore, Maryland, May 20, 2010.
48. Gordon TA, ISE Strategic Retreat, "Strategic Plan for ISE," Innovations in the Surgical Environment Conference, Baltimore. (November 19, 2010).
49. Gordon, TA., "Surgical Innovation," The Impact of Technology on the Business of Health, Zeno, Berlin, Germany. (July 2011).
50. Gordon, TA., Faculty Entrepreneur Webinar Series, "Top Challenges Facing Faculty Entrepreneurs," NCET2. (October 2011).
51. Gordon, TA., (co-chair) J&J Business Of Healthcare Symposium, J&J, Washington Dc. (November 2011).
52. Gordon, TA, International BIO Conference, Entrepreneurship Bootcamp, Local Co-chair, Washington DC, 2011.
53. Gordon, TA Invited participant, J&J and EABIS Global Health Care Conference, New Brunswick, 2011.
54. Gordon, TA Leadership Development, "Innovation and Leadership," Cedars Sinai, Los Angeles, California. (November 2011).
55. Gordon, TA., Anne Arundel Health System Executive Education, "Innovation in Health Care Delivery," AAHS, Annapolis, MD. (April 2012).
56. Gordon, T. Gunia, B. Translational Science 2012, "Collaboration in Multi-disciplinary Research Teams," Society for Clinical and Translational Science, Washington Dc. (April 19, 2012).
57. Gordon, T., Simulation and Surgery, "Business Models for Surgical Simulation," University of Strasbourg-IHU, Strasbourg, France. (April 3, 2013).
58. Gordon, TA., 3rd annual Spring Biotech Business Case Competition, "Keynote Speech," The Johns Hopkins Business and Consulting Club (JHBCC), Baltimore. (May 3, 2013).
59. Gordon, TA., Innovations in Surgery, "The Challenges of Measuring Innovations in Surgery," Cleveland Clinic, Videoconference. (May 3, 2013).

60. Gordon, TA, "Innovation in Teaching: Discovery to Market," Middle Atlantic Association of Colleges of Business Administration Annual Meeting, Baltimore, (Oct. 2013)
61. Petry, D., Levy, H., Gordon, T., Krasnewich, D., Erby, L., National Society of Genetic Counselors, "Likelihood of Use of a New Adult Genetic Risk Assessment Clinic," (October 9, 2013).
62. Gordon, T. Innovation Factory, "Commercializing the Next Great Invention," JHU, Baltimore, Maryland. (April 28, 2014).
63. Gordon TA, "Teaching The Wire," Baltimore Trial Attorneys and Judges Law Club, Baltimore, (Oct. 21, 2014).
64. Gordon, T., AUTM Eastern Regional Meeting, "Innovation Ecosystem Resources in a University Setting," AUTM, Baltimore, Maryland. (October 2014).
65. Louie, N., Munshaw, S., Blakeslee, W., Ferguson, S., Marchessault, R., Gordon, T., Technology Transfer Society 2014 Annual Meeting, "Discovery to Market- a program model for partnership between technology transfer offices and the Johns Hopkins Carey Business School," Technology Transfer Society, Baltimore, Maryland. (October 2014).
66. Gordon, T., KL2 Clinical Research Scholars Program, "Medical Entrepreneurship: innovation and Invention," Johns Hopkins University, Baltimore MD (November 10, 2015).
67. Gordon TA, Black Lives Matter, "Teaching The Wire," Rutgers University, Newark, (April 5, 2016)
68. Gordon TA, "Teaching The Wire", The Heyman Center for the Humanities at Columbia University The Wire—The Conference, (April 8, 2016).
69. Gordon TA, "Teaching Business with Humanity in Mind," Johns Hopkins Clinical Research Network (April 13, 2016)
70. Gordon, T., Neurosciences Seminar, "Commercialization for the Clinical Translational Core of the IDDRC," Kennedy Krieger Institute, Baltimore MD (April 28, 2016).
71. Gordon, T., Armstrong Institute Health Services Research Conference, "Health services Research at the Carey Business School," JHU Armstrong Institute (May 2016).
72. Gordon TA, and Champ, D, "Teaching "The Wire": A Novel Approach to Incorporating Social Determinants of Health into the Education of Healthcare Professionals", Advancing the Science of Community Engaged Research, Association of American Medical Colleges (AAMC), Washington DC, (Aug. 24, 2016).
73. Gordon TA, and Champ, D, "Through "The Wire": Diversity in Baltimore," Johns Hopkins Healthcare, Baltimore (Oct. 14, 2016).
74. Gordon T, "Teaching the Wire," Wharton SEI Center for Advanced Studies in Management, December 2016.
75. Gordon TA, and Champ, D, "Through "The Wire": Diversity in Baltimore," Johns Hopkins University Development Office, Baltimore (March 21, 2017).
76. Gordon TA, panelist, "Changes in Healthcare Policy and Regulation", Business in Healthcare Conference, Johns Hopkins Carey Business School, (Feb. 2018)
77. Gordon TA, "From Mr. Johns Hopkins to HBO's The Wire: The People, Institutions and City of Baltimore", Organization Theory in Healthcare Association Annual Conference (June 2018)

78. Gordon TA, "Bridging Political, Social, Community and Racial Divides" Maryland Independent Colleges and Universities President's Workshop, Washington DC, Nov. 8, 2018.
79. Gordon TA, "Commercializing Scientific Discoveries", CATALIST Program, The Johns Hopkins Institute for Clinical and Translational Research, (March 2019).

Editorial Activities

Editor

- 2014-2018 Section editor, Surgical Innovation, SAGE
- 2008-2011 Co-editor, Medical Innovation and Business, Wolters Klower Health

Editorial Board Appointments

- 1999 Klag, M.J. (ed.), "Taking Charge of Your Health Care," in Johns Hopkins Family Health Book, HarperCollins Publishers, New York, New York.
- 2000 Mullen, M.L. (ed.): "Taking Charge of Your Health Care," in The Johns Hopkins Women's Health Book, HarperCollins Publishers, New York, New York.
- 2000-present Health Care Papers, Longwood Publisher. Toronto, Canada.

Editorial Reviewer

- 2010-present Surgery, Elsevier
- 2010-present Surgical Innovation, SAGE

Grant Reviews

- 2020 Grant reviewer, Alliance for a Healthier World

EDUCATIONAL ACTIVITIES

COURSES TAUGHT

Johns Hopkins University

Carey Business School

- 2019-present Fundamentals of Healthcare Systems-(course lead)
- 2015-2019 Business Communication (for MS Healthcare Management)
- 2012-present US Healthcare: Past, Present and Future (formerly Innovations in Healthcare Delivery)-(course lead)
- 2012- present The Wire: Business Solutions to Urban Economic, Social and Public Health Issues-(course lead)
- 2011-present Discovery to Market 2 -(course lead)

2011-present Discovery to Market 1 -(course lead)
2010 Commercializing Scientific Discoveries -(course lead)
1998-2006 Capstone: Business Strategy in Medical Organizations
1996-2002 Market Strategy in Medical Organizations
(course lead)

Carey Business School, Executive Education

2013-present Innovation Module and US Healthcare, MBA in International Healthcare Management,
Frankfurt School of Finance and Management-(course developer and director)

School of Medicine

1998-2005 Physicians and Society
1998-2004 Health Care Delivery: Past, Present & Future

Bloomberg School of Public Health

2004-2006 Capstone: Business Strategy in Medical Organizations (joint MBA/MPH program)
1988-1990 Methods for Planning the Delivery of Health Care Services

University of Baltimore

1982-1984 Quantitative Methods; Research Methods

CURRICULUM DEVELOPMENT

Curriculum Development

2012-2014 MS Healthcare Management Program and MBA Health Care Curriculum
2012-2013 Executive Education in Health Care

Courses Developed

Onsite courses

2015-present The US Healthcare System: Past, Present and Future
2015 – 2016 Innovation in Healthcare Delivery
2014 Healthcare Delivery
2013-present “The Wire”: Business Solutions for Community Health Improvements
2011-2013 Healthcare Delivery- Systems and Strategies
2010- present Discovery to Market 1 and 2
Also offered as “Commercializing Biomedical Innovations”

Online courses

2020- present Fundamentals of Healthcare Systems

- 2020- present Discovery to Market 2
- 2020- present Discovery to Market 1
- 2019-present The US Healthcare System: Past, Present and Future
- 2019-present “The Wire”: Business Solutions for Community Health Improvements
- 2017-2018 Innovation in Healthcare Delivery

Executive Education

- 2013-present Innovation Module and US Healthcare, MBA in International Healthcare Management, Frankfurt School of Finance and Management-(course developer and director)

SERVICE

CAREY

Administrative

- 2011-2013 Healthcare academic programs director
- 2014- 2015 Academic program director, MS Healthcare Management

Committees

- 2019 Health, Technology and Innovation Curriculum Committee
- 2019 Carey Faculty Mentoring Group
- 2018 Career Development Office Advisory Committee
- 2017 Search Committee, Communication and Ethics lecturer
- 2017-present Teaching and Learning Advisory Committee
- 2011-2012 Search Committee, JHU Institute for Policy Studies Director
- 2001 Curriculum Review Committee School of Professional Studies in Business and Education
The Johns Hopkins University

Student and Alumni Related

- 2020-present Board member, Johns Hopkins Club
- 2019 Invited Speaker, Denver alumni club
- 2019-present Healthcare Network Mentor, Carey Development Office

2011-2018 Faculty advisor, Carey Healthcare Business Association

SCHOOL OF MEDICINE

2020 Task Force on Diversity in Research Participation

2006 Curriculum Reform Committee

2001-2003 Robert Wood Johnson Clinical Scholars Program Internal Advisory Board

2000-2001 Search Committee, Director, The Urban Health Institute

1997-2006 Alan Mason Chesney Medical Archives Advisory Committee

1996 Johns Hopkins University Interdivisional Advisory Board, Johns Hopkins Applied Physics Laboratory

BLOOMBERG SCHOOL OF PUBLIC HEALTH

1998-1999 Ad Hoc Committee for Appointment of Associate Scientists

1998-2006 Dean's Alumni Advisory Council

1999-2001 Search Committee, Eugene and Mildred Lipitz Professor, The Roger C. Lipitz Research and Policy Center for Integrated Health Care

WORKS IN PROGRESS

1. NIH National Cancer Institute- training post-doctoral fellows in technology commercialization through the NIH NCI Ambassadors Program
2. History of the post- World War II assisted reproduction technology program at Johns Hopkins
3. Use of arts-based education in the teaching about social determinants in the US health care system.