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Academic Positions

Professor of Accounting, Johns Hopkins Carey Business School: 2021-Present

Professor of Health Policy & Management, Johns Hopkins Bloomberg School of Public Health
(joint): 2021-Present

Visiting Scholar, Health Analysis Division, Congressional Budget Office: 2022-2023

Associate Professor of Accounting, Johns Hopkins Carey Business School: 2018-2021

Associate Professor of Health Policy & Management, Johns Hopkins Bloomberg School of Public
Health (joint): 2019-2021

Assistant Professor of Accounting, Johns Hopkins Carey Business School: 2016-2018

Assistant Professor of Accounting, Washington & Lee University: 2012-2016

Education

Ph.D., Accounting, Michigan State University, 2012

M.S., Accounting, Eastern Michigan University, 2006

B.E., Mechanical Engineering, Dalian University of Technology, 2001

B.A., Japanese Literature, Dalian University of Technology, 2001

Professional Certification

Certified Public Accountant, the Commonwealth of Massachusetts. 2006-Present

Research Interests

Health care accounting, finance, and policy

Research Affiliations

Johns Hopkins Center for Health Services and Outcomes Research. 2021-Present

Hopkins Business of Health Initiative. 2020-Present

Johns Hopkins Drug Access and Affordability Initiative. 2016-Present

Public Service

Maryland Health Services Cost Review Commission Payment Model Work Group. 2024

Maryland Health Services Cost Review Commission Consumer Standing Advisory Committee. 2020

Congressional Testimonies

- Bai, G., What can Congress do to end the medical debt crisis in America? U.S. Senate Committee on Health, Education, Labor, and Pension. July 11, 2024.
- Bai, G., Tax-exempt hospitals and the community benefit standard. U.S. House Ways and Means Committee Oversight Subcommittee. April 26, 2023.
- Bai, G., More cures for more patients: overcoming pharmaceutical barriers. U.S. House Ways and Means Committee Health Subcommittee. February 5, 2020.

Testimonies to State Legislature

- Bai, G. Testimony for HB23-1226 “Hospital transparency and reporting requirements.” Colorado Senate Health and Human Services Committee. May 3, 2023.
- Bai, G. Testimony for HB23-1226 “Hospital transparency and reporting requirements.” Colorado House Health and Insurance Committee. March 28, 2023.
- Eisenberg, M., & Bai, G. Health care costs: options for state policymakers. Utah House of Representatives and State Senate. August 22, 2019.

Research Articles

- Hyman, D., Letchuman S., & Bai, G. (2024). Will cash price transparency benefit patients? State insurance regulations matter. JAMA Health Forum. Forthcoming.
- Whaley, C. M., Bartlett, M., & Bai, G. (2024) Financial performance gaps between critical access hospitals and other acute care hospitals. JAMA Health Forum. Forthcoming.
- Gibbons, J. B., Plummer, E., Magrath, W. J., & Bai, G. (2024). Insurance type and social determinants of health for individuals seeking gender-affirming care in the United States. General of General Internal Medicine. In press.
- Plummer, E., Socal, M. P., & Bai, G. (2024) Estimation of tax benefit of US nonprofit hospitals. JAMA. In press.
- Messac, L., Janke, A. T., Rogers, L. H., Fonfield, I., Walker, J., Rushbanks, E., Becker, N. V., & Bai, G. (2024). US nonprofit hospitals have widely varying criteria to decide who qualifies for free and discounted charity care. Health Affairs. 43(11), 1569-1577.
- Richman, B., Plummer, E., & Bai, G. (2024). The curious persistence of site-dependent payments. JAMA Health Forum. 5(11):e243616.
- Jiang, J., Ross, J. S., & Bai, G. (2024). Unveiling the adoption and barriers of telemedicine in U.S. hospitals: a comprehensive analysis (2017-2022). Journal of General Internal Medicine. 39(13), 2438-2445.
- Wang, Y., Liu, V., Wang, Y., Bai, G. & Hsia, R. Y. (2024). Emergency department trauma activation fees by payer types in the United States. JAMA Surgery. 159(6), 718-720.
- Hyman, D., Letchuman, S., & Bai, G. (2024). Health insurance coverage: Is broader always better? JAMA Internal Medicine. 184(3), 233-234.
- Curran, J., Wang, Y., Kang, S. Y., Xuan, A., Anderson, G. F., Bai, G., & Alexander, G. C. (2024). Characteristics of prescription drug fills using pharmacy-pharmacy benefits manager (PBM) discount programs: the “GoodRx” model. Value in Health. 27(1), 35-42.

- Wang, Y., Meiselbach, M., Xu, J., Bai, G., & Anderson, G. F. (2024). Do insurers with greater market power negotiate consistently lower prices for hospital care? evidence from hospital price transparency data. Medical Care Research and Review. 81(1), 78-84.
- Gibbons, J. B., Cram, P., Meiselbach, M. K., Anderson, G. F., & Bai, G. (2023). Comparison of social determinants of health in Medicaid vs. commercial health plans. Health Affairs Scholar. qxad074.
- Plummer, E., & Bai, G. (2023). Nonprofit hospitals' property tax benefits: evidence from Indiana. Journal of Property Tax Assessment & Administration. 20(2), 2.
- Jiang, J., Cram, P., Qi, K., & Bai, G. (2024). Challenges and dynamics of public health reporting and data exchange during COVID-19: insights from U.S. hospitals. Health Affairs Scholar. 2(1), qxad080.
- Socal, M., Wang, Y., Plummer, P., Anderson, G. F., & Bai, G. (2024). Spending on over-the-counter prescription drugs in the Medicare Part D Program. JAMA. 331(1), 72-75.
- Wang, Y., Wang, Y., Plummer, E., Chernew, M. E., Anderson, G. F., & Bai, G. (2023). Facility fees at hospitals and ambulatory surgery centers for colonoscopy procedures. JAMA Health Forum. 4(12):e234025.
- Meiselbach, M., Bai, G., & Anderson, G. F. (2023). Charges of COVID-19 diagnostic testing and antibody testing across facility types and states. Journal of General Internal Medicine. 38(16), 3640-3643.
- Marr, J., Wang, Y., Xu, J., Bai, G., Anderson, G. F., & Meiselbach, M. K. (2023). Hospital prices in Medicaid managed care. JAMA Network Open. 6(11):e2344841.
- Mattingly, J., Hyman, D., & Bai, G. (2023). Pharmacy benefit managers: history, business practices, economics, and policy. JAMA Health Forum. 4(11):e233804.
- Featured in JAMA Health Forum's Editor's Summary podcast, hosted by Ayanian, J., & Buntin, B.
- Jiang, J., Qi, K., Bai, G., & Schulman, K. (2023). Pharmacy benefit manager pricing and spread pricing for high-utilization generic drugs. Health Affairs Scholar. qxad056.
- Mattingly, J., Ben-Umeh, K. C., Bai, G., & Anderson, G. F. (2023). Pharmacy benefit manager pricing and spread pricing for high-utilization generic drugs. JAMA Health Forum. 4(10), e233660.
- Socal, M., & Bai, G. (2023). Insulins and the evolving landscape of U.S. prescription drug pricing. Annals of Internal Medicine. 176(9), 1259-1260.
- Meiselbach, M. K., Wang, Y., Xu, J. F., Bai, G., Anderson, G. F. (2023). Commercial plans pay more than twice what Medicare Advantage plans pay when negotiated by the same insurer and hospital. Health Affairs. 42(8), 1110-1118.
- Hyland, M., Sachs, R. M., Robillard, L., Hayford, T. B., & Bai, G. (2023). Spending and utilization of clinician-administered drugs in Medicare. JAMA Health Forum. 4(9), e232941.
- Bai, G., Letchuman, S., & Hyman, D. A. (2023). Do nonprofit hospitals deserve their tax exemption? The New England Journal of Medicine. 389(3), 196-197.

- Wang, Y., Plummer, E., Wang, Y., Cram, P., & Bai, G. (2023). Comparison of commercial negotiated price and cash price between physician-owned hospitals and other hospitals in the same hospital referral region. *JAMA Network Open*. 6(6), e2319980.
- Plummer, E., Letchuman, S., Fang, S., & Bai, G. (2023). Financial characteristics of nonprofit social welfare organizations in the US health care system. *JAMA Health Forum*. 4(6), e231507.
- Saraswathula, A., Merck, S., Bai, G., Weston, C., Skinner, E., Taylor, A., Demski, R., Kachalia, A., Wu, A., & Berry, S. (2023). The volume and cost of external quality metric reporting: evidence from an academic medical center. *JAMA*. 329(21), 1840-1847.
- Plummer, E., Percy, A., & Bai, G. (2023). 2011-2021 trends of premiums, claims, and enrollment for fully-insured large group, small group, and individual health plans. *JAMA Network Open*. 6(4), e238791.
- Wang, Y., Meiselbach, M. K., Cox, S., Anderson, G. F., & Bai, G. (2023). The relationship among cash prices, negotiated rates, and chargemaster prices for shoppable hospital services. *Health Affairs*. 42(4), 516-525.
- Bai, G., Demirkan, S., Zare, H., & Anderson, G. F. (2023). Trustee compensation and charity care provision in U.S. nonprofit hospitals. *Health Affairs*. 42(4), 526-530.
- Wang, Y., Bai, G., & Anderson, G. F. (2023). U.S. hospitals' administrative expenses increased sharply during COVID-19. *Journal of General Internal Medicine*. 38(8), 1887-1893.
- Jiang, J., Malhotra, A., & Bai, G. (2023). Factors associated with hospital commercial price for magnetic resonance imaging of brain. *JAMA Network Open*. 6(3), e233875.
- Bai, G., Simon, K., & Cram, P. (2023). Hospital health equity performance measures. *JAMA*. 329(9), 764-764.
- Jiang, J., Gupta, S., Anderson, G. F., & Bai, G. (2023). Commercial COVID-19 PCR test price in U.S. hospitals. *Journal of General Internal Medicine*. 38(5), 1341-1343.
- Jiang, J., Krishnan, R., & Bai, G. (2023). Price transparency in hospitals: current research and future directions. *JAMA Network Open*. 6(1), e2249588.
- Jiang, J., Forman, H., Gupta, S., & Bai, G. (2023). Price variability for common radiology services within U.S. hospitals. *Radiology*. 306(3): e221815.
- Featured in an editorial by Arenson, R. L. and a podcast by Nicola, R.
- Olson, A., Rajgopal, S., & Bai, G. (2022). Comparison of resident COVID-19 mortality between unionized and nonunionized private nursing homes. *PLOS ONE*, e0276301.
- Bai, G., Rajgopal, S., Srivastava, R., & Zhao., R. (2022). Profitability and risk-return comparison across health care industries, evidence from publicly traded companies 2010-2019. *PLOS ONE*. 17(11), e0275245.
- Socal, M. P., Cordeiro, T., Anderson, G. F., & Bai, G. (2022). Estimating savings opportunities from therapeutic substitutions of high-cost generic medications. *JAMA Network Open*. 5(11), e2239868.
- Goodman, C., Flanigan, A., Probst, J. C., & Bai, G. (2022). Comparison of US hospital charity care policies before versus after onset of the Covid-19 pandemic. *JAMA Network Open*. 5(9), e2233629.

- Mattingly, T. J., Lewis, M., Socal, M. P., & Bai, G. (2022). State-level policy efforts to regulate pharmacy benefit managers (PBMs). Research in Social and Administrative Pharmacy. 18(11), 3995-4002.
- Qi, K., Jiang, J., & Bai, G. (2022). Land, buildings, and equipment acquisitions in U.S. hospitals: a fifteen-year perspective. PLOS ONE. 17(8), e0272370.
- Halliday, T., Tan, C., Juarez, R., Colby, S., & Bai, G. (2022). Financial implications of COVID-19 polymerase chain reaction tests on independent laboratories. Journal of General Internal Medicine. 37(10), 2617-2619.
- Liao, J. M., Bai, G., Forman, H. P., White, A. A., & Lee, C. I. (2022). JACR Health policy expert panel: hospital price transparency. Journal of the American College of Radiology. 19(6), 792-794.
- Hashim, F., Hennayake, S., Walsh, C. M., Dun, C., Paturzo, J. G., Das, I. D., Stewart, E. A., Vervoort, D., Teinor, J. A., Schochet, M. A., Keslar, A., Bai, G., & Makary, M. (2022). Characteristics of US hospitals using extraordinary collections actions against patients for unpaid medical bills: a cross-sectional study. BMJ Open. 12, e060501.
- Yang, W., Bai, G., & Anderson, G. (2022). COVID-19 and hospital financial viability in the United States. JAMA Health Forum. 3(5), e221018.
- Plummer, E., Socal, M., Ballreich, J., Anderson, G., & Bai, G. (2022). Trends of prescription drug manufacturer rebates in commercial health insurance plans, 2015-2019. JAMA Health Forum. 3(5), e220888.
- Jiang, J., Culbertson, N., & Bai, G. (2022). The effectiveness of email alerting on reducing hospital employees' unauthorized access to protected health information. JAMA Network Open. 5(4), e227247.
- Balagura, L., Dun, C., Meyer, A., Hennayake, S., Walsh, C., Kung, C., Cary, B., Migliarese, F., Dai, T., Bai, G., Sutcliffe, K., & Makary, M. (2022). NIH funding of COVID-19 research in 2020: a cross-sectional study. BMJ Open. 12, e059041.
- Vervoort D., & Bai, G. (2022). The identification of outlier medical specialties from examining the association between the change in charges and the change in Medicare payments from 2010 to 2019. Journal of General Internal Medicine. 37(12), 3220-3223.
- Bai, G., Zare, H., & Hyman, D. (2022). Unreimbursed Medicaid costs and hospital ownership type. JAMA Network Open. 5(2), e2148232.
- Jiang, J., Polsky, D., Littlejohn, J., Wang, Y., Zare, H., & Bai, G. (2022). Factors associated with compliance to the hospital Price Transparency Final Rule: a national landscape study. Journal of General Internal Medicine. 37(14), 3577-3584.
- Jiang, J., Makary, M., & Bai, G. (2022). Commercial negotiated prices for CMS-specified shoppable surgery services in U.S. hospitals. International Journal of Surgery. 95, 106107.
- Meiselbach, M., Eisenberg, M., Bai, G., Sen A., & Anderson, G. F. (2022). Labor market concentration and worker contributions to health insurance premiums. Medical Care Research & Review. 79(2), 198-206.
- Jiang, J., Makary, M., & Bai, G. (2022). Commercial Negotiated Prices for CMS-specified Shoppable Radiology Services in U.S. Hospitals. Radiology. 302(3), 622-624.

- Featured in an editorial by Forman, H. P. and a podcast by Nicola, R. and Chu, L.
- Featured by the Wall Street Journal.

- Gong, J. H., Bai, G., Vervoort, D., Eltorai, A. M., Giladi, A. M., & Long, C. (2022). Decreasing Medicare utilization, reimbursement, and reimbursement-to-charge ratio of reconstructive plastic surgery procedures: 2010 to 2019. Annals of Plastic Surgery. 88(5), 549-554.
- Bai, G., Zare, H., Eisenberg, M., Polsky, D., & Anderson, G. F. (2022). Comparison of trends in nonprofit hospitals' charity care eligibility policies between Medicaid expansion States and Medicaid nonexpansion States. Medical Care Research and Review. 79(3), 458-468.
- Bai, G., Park, A., Wang, Y., Overton, H., Bruhn, W., & Makary, M. A. (2022). The commissions paid to brokers by for fully-insured health plans. Medical Care Research & Review, 79(1), 133-140.
- Jiang, J., Makary, M., & Bai, G. (2021). Comparison of cash prices to commercial negotiated prices for 70 hospital services. JAMA Network Open, 4(12), e2140526.
- Socal, M., & Bai, G. (2021). Bipartisan federal legislation to address insulin access and affordability. Diabetes Spectrum, 34(4), 394-398.
- Liljenquist, D., Dai, T., & Bai, G. (2021). A nonprofit public utility approach to enhance next-generation vaccine manufacturing capacity. Population Health Management, 24(5), 546-547.
- Socal, M., Bai G., Cordeiro, T., & Anderson, G. F. (2021). Association between waste-free formularies and prescription drug spending among self-insured employers. JAMA Network Open, 4(10), e2131486.
- Zare, H., Bai, G., Albrecht C., Choe J., Anderson G. F. (2021). Hospital inpatient charges of COVID-19 diagnostic tests ranged from \$10 to \$1,390. Population Health Management, 24(4), 433-435.
- Paturzo, J. G., Hashim, F., Dun, C., Boctor, M. J., Bruhn, W. E., Walsh, C., Bai, G., & Makary, M. A. (2021). Trends in hospital lawsuits filed against patients for unpaid bills following published research about this activity. JAMA Network Open, 4(8), e2121926.
- Eisenberg, M., Meiselbach, M., Sen A., Bai, G., & Anderson, G. F. (2021). Large self-insured employers lack power to effectively negotiate hospital prices. The American Journal of Managed Care, 27(7), 290-296.
- Liljenquist, D., Bai, G., Sarpatwari, A., Anderson, G. F. (2021). A nonprofit approach to address foreign dependence of generic drugs. The Journal of Law, Medicine & Ethics, 49, 30-33.
- Bai, G., Zare, H., Eisenberg, M., Polsky, D., & Anderson, G. F. (2021). Analysis suggests government and nonprofit hospitals' charity care is not aligned with their favorable tax treatment. Health Affairs, 40(4), 629-636.
- Socal, M., Ezebilo, I., Bai, G., & Anderson, G. F. (2021). Biosimilar formulary placement in Medicare Part D Prescription Drug Plans: A case study of infliximab. American Journal of Health-System Pharmacy, 3(1), 216-221.
- Socal, M., Bai, G., & Anderson, G. F. (2021). Factors associated with dispensing of branded medications in the Medicare Part D program. JAMA Network Open, 4(3), e210483.

- Kang, S., Socal, M., Bai, G., & Anderson, G. F. (2021). Off-label coverage of high-cost drugs by independent charity patient assistance programs. Journal of General Internal Medicine, 36(2), 555-556.
- Olson, A., Barrick J., Tayler, B., Rajgopal S., & Bai, G. (2020). Lobbying expenditures of the health sector during the COVID-19 Pandemic. Journal of General Internal Medicine, 35(10), 3133-3136.
- Bai, G., Yehia F., Chen, W., & Anderson, G. F. (2020). Investment income of U.S. Nonprofit hospitals in 2017. Journal of General Internal Medicine, 35(9), 2818-2820.
- Bai, G., & Zare, H. (2020). Hospital cost structure and the implications on cost management during COVID-19. Journal of General Internal Medicine, 35(9), 2807-2809.
- Dai, T., Bai, G., & Anderson, G. F. (2020). PPE supply chain needs data transparency and stress testing. Journal of General Internal Medicine, 35(9), 2748-2749.
- Socal, M., Garrett, J. B., Tayler, W. B., Bai, G., & Anderson, G. F. (2020). Naming convention, interchangeability, and patient interest in biosimilars. Diabetes Spectrum, 33(3), 273-279.
- Bai, G., Yehia F., Chen, W., & Anderson, G. F. (2020). Varying trends in the financial viability of rural hospitals in the US, 2011-2017, Health Affairs, 39(6), 942-948.
- Socal, M., Anderson, K., Sen, A., Bai, G., & Anderson, G. F. (2020). Biosimilar uptake in Medicare Part B varied across hospital outpatient departments and physician practices: the case of filgrastim. Value in Health, 23(4), 481-486.
- Bai, G., Yehia F., & Anderson, G. F. (2020). The charity care provision of U.S. nonprofit hospitals. JAMA Internal Medicine, 180(4), 606-607.
- Kang, S., Bai, G., DiStefano M., Socal, M., Yehia F., & Anderson, G. F. (2020). Comparative approaches to drug pricing. Annual Review of Public Health, 41, 499-512.
- Jiang, J., & Bai, G. (2020). Types of information compromised in breaches of protected health information. Annals of Internal Medicine, 172(2), 159-160.
- Kang, S., Sen, A., Bai, G., & Anderson, G. F. (2019). Financial eligibility criteria and medication coverage for independent charity patient assistance programs. JAMA, 322(5), 422-429.
 - Featured in the editorial by Kraschel, K., & Curfman, G.
- Bai, G., Chanmugam A., Suslow, V. Y., & Anderson, G.F. (2019). Air ambulance with sky high charges. Health Affairs, 38(7), 1195-1200.
 - Featured in Annals of Emergency Medicine News & Perspective.
- Socal, M., Bai, G., & Anderson, G. F. (2019). Favorable formulary placement of branded drugs in Medicare Prescription Drug Plans when generics are available. JAMA Internal Medicine, 179(6), 832-833.
- Bai, G., Kelen G. D., Frick, K. D., & Anderson, G. F. (2019). Nurse practitioners and physician assistants in emergency medical services who billed independently, 2012-2016. American Journal of Emergency Medicine, 37(5), 928-932.
- Karas, L., Kang, S., Bai, G., Feldman, R., & Anderson, G. F. (2019). Pharmaceutical industry funding to patient-advocacy organization: a cross-national comparison of disclosure codes and regulation. Hastings International and Comparative Law Review, 42(2), 453-484.

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- Garrett, J., Tayler W., Bai, G., Social, M., Trujillo, A., & Anderson, G. F. (2019). Consumer responses to price disclosure in direct-to-consumer pharmaceutical advertising. JAMA Internal Medicine, 179(3), 435-437.
- Featured in the editorial by Sarpatwari, A., & Kesselheim, A. S.
 - Cited nine times by the HHS final rule to require drug pricing transparency.
- Jiang, J., & Bai, G. (2019). Evaluation of causes of protected health information breaches. JAMA Internal Medicine, 179(2), 265-267.
- Levin J., Ballreich J., Socal M., Bai, G., Anderson, G. F. (2019). Consolidated drug purchasing across federal agencies: a policy to decrease cost sharing for Medicare beneficiaries. Journal of Health Care Finance, 46(1), 1-10.
- Bai, G., & Anderson, G. F. (2018). Market power: price variation among commercial insurers for hospital services. Health Affairs, 37(10), 1615-1622.
- Liljenquist, D., Bai, G., & Anderson, G. F. (2018). Addressing generic-drug market failures—the case for establishing a nonprofit manufacturer. The New England Journal of Medicine, 378(20), 1857-1859.
- Reprinted in NEJM Catalyst.
- Aiken, L. H., Dahlerbruch, J., Todd, B., Bai, G. (2018). The graduate nurse education demonstration: Implications for Medicare policy. The New England Journal of Medicine, 378(25), 2360-2363.
- Bai, G., Bennet, C., Wang, J., & Anderson, G. F. (2018). Access to antihypertensive drugs in China. Circulation, 138(17), 1777-1779.
- Rogers, A., Bai, G., Loss, M., & Anderson, G. F. (2018). Increasing frequency and share of dermatologic procedures billed by non-physician clinicians from 2012-2016. Journal of the American Academy of Dermatology, 79(6), 1159-1161.
- Chen, Y., Barkun, A. N., Adam, V., Bai, G., Sign, V. K. et al. (2018). Cost-effectiveness analysis comparing lumen apposing metal stents with plastic stents in the management of pancreatic walled-off necrosis. Gastrointestinal Endoscopy, 88(2), 267-276.
- Bai, G., Sen, A. P., & Anderson, G. F. (2018). Pharmacy benefit managers, brand-name drug prices, and patient cost sharing. Annals of Internal Medicine, 168(6), 436-437.
- Featured in Johns Hopkins Health Review.
- Mehta, A., Xu, T., Bai, G., Hawley, K., & Makary, M. (2018). The impact of price transparency for surgical services. The American Surgeon, 84(4), 604-608.
- Chen, Y., Barkun, A. N., Adam, V., Bai, G., Sign, V. K. et al. (2018). Plastic stents are more cost-effective than lumen apposing metal stents in the management of pancreatic pseudocysts. Endoscopy International Open, 6: E780-788.
- Xu, T., Park, A., Bai, G., Joo, S., Hutfless, S., Mehta, A., Anderson, G. F., & Makary, M. (2017). Variation in emergency department vs internal medicine excess charges in the United States. JAMA Internal Medicine, 177(8), 1139-1145.

- Rogers, A. T., Bai, G., Lavin, R. A., & Anderson, G. F. (2017). Higher hospital spending on occupational therapy is associated with lower readmission rates. Medical Care Research and Review, 74(6), 668-686.
- Bai, G., Jiang, X., & Flasher, R. (2017). Hospitals risks of data breaches. JAMA Internal Medicine, 177(6), 878-880.
- Bai, G., & Anderson, G. F. (2017). Variation in the ratio of physician charges to Medicare payments by specialty and region. JAMA, 317(3), 315-317.
- Bai, G., Xu, T., Rogers, A. T., & Anderson, G. F. (2017). Hospitals with higher direct cost ratios have lower readmission rates. Journal of Health Care Finance, 43(3), 1-18.
- Bai, G., & Anderson, G. F. (2016). US Hospitals are still using chargemaster markups to maximize revenues. Health Affairs, 35(9), 1658-1664.
- Bai, G., & Anderson, G. F. (2016). A more detailed understanding of factors associated with hospital profitability. Health Affairs, 35(5), 889-897.
- o The second most-read Health Affairs article in 2016
- Bai, G. (2016). Applying variance analysis to understand California hospitals' expense recovery status by patient groups. Accounting Horizons, 30(2), 211-223.
- Bai, G., & Krishnan, R. (2016). Effects of ambiguous common uncertainty on employees' preference for relative performance contracts. The Japanese Accounting Review, 6, 65-93.
- Bai, G., & Anderson, G. F. (2015). Extreme markup: The fifty US hospitals with the highest charge-to-cost ratios. Health Affairs, 34(6), 922-928.
- o Featured in a New York Times editorial.
 - o Used as testimony before the House Ways and Means Committee.
 - o The most-read Health Affairs article in 2015
- Bai, G. (2015). California's hospital fair pricing act reduced the prices actually paid by uninsured patients. Health Affairs, 34(1), 64-70.
- Bai, G., Kajiwara, T., & Liu, J. (2015). The cost of manufacturing disruptions. Strategic Finance, 97(6), 40-45.
- Bai, G., & Krishnan, R. (2015). Do hospitals without physicians on the board deliver lower quality of care? American Journal of Medical Quality, 30(1), 58-65.
- Bai, G. (2015). Hospitals with accounting experts on the board received higher charitable contributions. Journal of Health Care Finance, 42(1), 1-17.
- o Received 2011 American Accounting Association/Grant Thornton Doctoral Dissertation Award.
- Bai, G., Kajiwara, T., & Liu, J. (2015). Measuring the cost of individual disruptions in multistage manufacturing systems. Journal of Management Accounting Research, 28(1), 1-26.
- Bai, G., Hsu, S., & Krishnan, R. (2014). Accounting performance and capacity investment decisions: Evidence from California hospitals. Decision Sciences, 45(2), 309-339.
- Bai, G. (2014). University president compensation: evidence from the United States. Higher Education Studies, 4(6), 1-14.

- Bai, G. (2013). How do board size and occupational background of directors influence social performance in for-profit and non-profit organizations? Evidence from California hospitals. Journal of Business Ethics, 118(1), 171-187.
- Bai, G., & Krishnan, R. (2012). Role of management accounting systems in the development and efficacy of transactive memory systems. Journal of Management Accounting Research, 24(1), 201-220.
- Bai, G., Coronado, F., & Krishnan, R. (2010). The role of performance measure noise in mediating the relation between task complexity and outsourcing. Journal of Management Accounting Research, 22(1), 75-102.
- o Received 2014 Journal of Management Accounting Research Best Paper Award.

Research Comments and Replies

- Xu, T., & Bai, G. (2018). Reducing the burden of catastrophic health expenditures in the United States. Annals of Surgery, 268(1), e21.
- Xu, T., Park, A., & Bai, G. (2018). Service provided by internal medicine physicians compared with emergency physicians: Flawed data—reply. JAMA Internal Medicine, 178(2), 297-297.
- Bai, G., & Anderson, G. F. (2017). Physician charges and Medicare payments—reply. JAMA, 317(17), 1802-1803.
- Bai, G., Jiang, X., & Flasher, R. (2017). The need for better data breach statistics—reply. JAMA Internal Medicine, 177(11), 1696-1697.
- Bai, G., & Anderson, G. F. (2016). Profitable hospitals: the authors reply. Health Affairs, 35(8), 1545.

Policy Comments

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U.S. patients often face costly 'surprise' medical bills from out-of-network specialists. [The Hub at Johns Hopkins](#). January 17, 2017.

Hospitals jack up costs strategically, study finds. [Live Science](#). September 12, 2016.

These hospitals make the most money off patients and they're mostly nonprofits. [The Washington Post](#). May 3, 2016.

For hospitals, prestige leads to profits. [Kaiser Health News](#). May 2, 2016.

Want to bankrupt hospitals? Force them to charge fair prices. [Forbes](#). November 25, 2015.

Want to pay higher prices? Try a for-profit hospital. [Forbes](#). September 25, 2015.

Sticker shock in for-profit Hospitals. [The New York Times](#). June 16, 2015.

Fifty hospitals charge uninsured more than ten times cost of care, study finds. [The Washington Post](#). June 8, 2015.

Some hospitals marking up treatments by as much as 1,000 percent: study. [NBC News](#). June 15, 2015.

At these hospitals, prepare to pay markups of 900 percent or more. [CBS News](#). June 8, 2015.

The hospitals that overcharge patients by 1,000 percent. [The Atlantic](#). June 8, 2015.

Research Grants (PI or Co-PI)

Price Transparency and Community Benefits. [Arnold Ventures](#). 2022-Present

Price Transparency. [PatientRightsAdvocate.org](#). 2022-Present

Evaluating the Effectiveness of the Hospital Price Transparency Rule in Price Reduction. [The National Institute for Health Care Management Foundation](#). 2024

Health Care Pricing for Commercial Payers. [Arnold Ventures](#). 2021-2022

Negotiated Hospital Pricing. [Arnold Ventures](#). 2021-2022

Provision of Hospital Charity Care in the United States. [The Commonwealth Fund & Episcopal Health Foundation](#). 2020-2022

Pharmacy Rebate Study. [Colorado Department of Regulatory Agencies](#). 2021

Study of the Economic Drivers of Pharmaceutical Costs for Employers. Colorado Department of Regulatory Agencies. 2021

Texas Hospital Charity Care. Episcopal Health Foundation, 2020

Supply Chain Impacts on U.S. Healthcare. The Johns Hopkins University Applied Physics Lab. 2020

Honors and Awards

National Level

MANA Action Fund Gift Award. 2022

Top Reviewer. *Annals of Internal Medicine*. 2019 & 2020

The Institute of Management Accountants Research Foundation Emerging Scholar Award. 2014

Journal of Management Accounting Research Best Paper Award. 2014

The Institute of Management Accountants Research Foundation Research Grant. 2013

The American Accounting Association/Grant Thornton Doctoral Dissertation Award. 2011

University Level

The Hopkins Business of Health Initiative Pilot Award. 2021

The Johns Hopkins Alumni Association's Excellence in Teaching Award. 2021

The Hopkins Business of Health Initiative Seed Grant Award. 2020

Johns Hopkins Carey Business School Dean's Awards. 2017-Present

Johns Hopkins Carey Business School Supplemental Research Support Award. 2017-Present

Johns Hopkins Carey Business School Black & Decker Research Fund. 2017-2018

Washington & Lee University Lenfest Summer Research Grant. 2013-2015

Washington & Lee University Mellon Grant for Spring Term Course Development. 2014

Michigan State University Robert P. Poland Doctoral Dissertation Fellowship. 2012

Michigan State University Student Excellence in Teaching Award. 2011

Michigan State University Student Excellence in Research Award. 2008

Michigan State University Marlys and Jack Gray Scholarship. 2007

Michigan State University Summer Recruitment Fellowship. 2007

Eastern Michigan University Distinguished Student Honor. 2006

Dalian University of Technology Japanese Study Excellence Scholarship. 2000

Dalian University of Technology Student Excellence Scholarship. 1997-2000

Presentations, Guest Lectures, and Roundtables

2025

Washington Health Alliance's Forum. Seattle, Washington (scheduled).

Health Purchaser Forum Annual Conference. Dearborn, Michigan (scheduled).

Wharton Undergraduate Healthcare Club 12th Annual Conference. Philadelphia, Pennsylvania (scheduled).

2024

Koch Associate Program Health Policy Panel. Arlington, Virginia (scheduled).

Princeton Conference 2024. Boston, Massachusetts (scheduled).

National Alliance of Healthcare Purchaser Coalitions Annual Forum. Crystal City, Virginia (scheduled).

George Mason University Center for Intellectual Property x Innovation Policy BioPharma Roundtable. Arlington, Virginia (scheduled).

Association for Public Policy Analysis & Management Fall Research Conference. Washington, DC (scheduled).

Georgetown University Health Care Transparency Panel. Washington, DC (scheduled).

Information Technology & Innovation Foundation Conference. Washington DC.

RosettaFest 2024. Washington, DC.

2024 Symposium on Health Policy. Washington, DC.

UTHealth Houston Center for Health Equity Learning Session. Virtual.

Health Reformers Academy: Health Care Financing and Economics Class. Virtual.

Hoover Institution Health Care Policy Working Group. Stanford, California.

The American Bar Association: 2024 Antitrust in Healthcare. Pentagon City, Virginia.

Purchaser Business Group on Health Member Retreat. Half Moon Bay, California.

Pennsylvania Medical Society Physician Leadership Programs. Mechanicsburg, Pennsylvania.

Johns Hopkins Center for Health Services and Outcomes Research Seminar. Baltimore, MD.

Price Transparency Community Lunch and Learning Session. Virtual.

The University of Southern California. Los Angeles, California.

The 3rd Virtual National Health Care Transparency and No Surprise Act Summit. Virtual.

American Medical Society for Sports Medicine Annual Meeting. Baltimore, Maryland.

Carey Business School Connect with Carey Faculty: Accounting. Virtual.

2024 National Alliances of Healthcare Purchase Coalitions Health Policy Summit. Washington, DC.

Carey Business School Mentoring Pannel. Baltimore, Maryland.

Carey Business School Health Care in Europe: Models, Regulation, and Business. Virtual.

Brown University School of Public Health, Health Services Research Seminar. Providence, Rhode Island.

Pennsylvania Medical Society Leadership Meeting. Virtual.

Georgetown Preparatory School Finance Club. Bethesda, Maryland.

Cato Institute Annual State Health Policy Summit. San Antonio, Texas.

2023

Johns Hopkins Drug Discovery Program: Pharmaceutical Enterprise. Baltimore, Maryland.

FREOPP's Freedom & Progress Conference. Washington, DC.

Johns Hopkins Center for Health Services and Outcomes Research Seminar. Baltimore, MD

Peterson Center on Healthcare Employer Roundtable on Health Data Needs. Washington, DC.

The Capitol Forum Health Care Competition Conference, Washington, DC.

Carey Business School Open House Teaching Demonstration. Baltimore, MD.

Annual Architecture of High Value Health Care National Conference. Baltimore, Maryland.

HHS Consumer Support Group Consumer Protection Policy Meeting. Virtual.

House of Representative Health Care Price Transparency Bipartisan Stakeholder Meeting. Washington, DC.

Axios Expert Voices Roundtable. Washington, DC.

2023 Healthcare Economics Summit. Mequon, Wisconsin.

CBO Health Analysis Division. Virtual.

Capital Alpha Partners PBM Webinar for investors. Virtual.

National Alliance Leadership Summits. Nashville, Tennessee.

CMMI senior leadership meeting. Virtual.

CBO Health Analysis Division. Washington, DC.

Senate HELP Committee Price Transparency Roundtable. Washington, DC.

Johns Hopkins/Arnold Ventures Hospital Community Benefit Webinar. Virtual.

Senate HELP Committee member briefing on PBMs. Washington, DC.
You Powered Benefits Symposium. Miami, Florida.
Fierce JP Morgan Drug Pricing Panel. Virtual.
Cato Institute Annual State Health Policy Summit. New Orleans, Louisiana.

2022

Johns Hopkins/Arnold Ventures Price Transparency Webinar. Virtual.
Cato Institute Junior Academics Health Policy Symposium. Washington, DC.
FREOPP's Freedom & Progress Conference. Washington, DC.
Johns Hopkins Carey Business School: The Learning Table. Virtual.
Medicaid Drug Rebate Program Summit. Chicago, Illinois.
Hopkins Business of Health Initiative. Virtual.
Brown University Primary Care and Population Medicine Joint Program. Virtual.
Department of Health and Human Services Office of the Assistant Secretary for Planning and Evaluation Project on Section 204. Virtual.
Bipartisan Policy Center Roundtable on Employer-Sponsored Insurance. Virtual.
National Hospital Price Transparency Conference. Indianapolis, Indiana.
National Consumer League 340B Event. Virtual.
America First Policy Summit. Atlanta, Georgia.
State Policy Network Discussion: Unreimbursed Medicaid Cost Among Nonprofit and For-profit Hospitals. Virtual.
AcademyHealth National Health Policy Conference, Washington, DC.
Congressional Budget Office Health Analysis Division. Virtual.
Barclays Healthcare Symposium. Virtual.

2021

The Hill Rare Disease: A Conversation on Value Assessment. Virtual.
Johns Hopkins Drug Discovery Program: Pharmaceutical Enterprise, Baltimore, Maryland.
Boston University School of Public Health the Next Normal. Virtual.
Brown University Healthcare in America. Virtual.
North Carolina State Treasurer Charity Care Press Conference. Virtual.
Hopkins Business of Health Initiative Summer Data Series. Virtual.
Johns Hopkins/Arnold Ventures Hospital Charity Care Webinar. Virtual.
Georgetown University Center on Health Insurance Reforms Policy Hackathon. Virtual.
Johns Hopkins Tsinghua DrPH program. Virtual.
Policy Roundtables Presentation, AcademyHealth Annual Research Meeting. Virtual.
Johns Hopkins Center for Health Services and Outcomes Research Seminar. Virtual.
Hopkins Business of Health Initiative Annual Retreat. Virtual.
The Deal Economy: Healthcare M&A Seminar. Virtual.
California Health Care Coalition Board of Director Meeting. Virtual.
Johns Hopkins Common Cents Taxes 101, Virtual.
Johns Hopkins University Women's Network Panel. Virtual.
MOSAIC Economic Project Women Changing Policy Workshop. Virtual.
Johns Hopkins School of Medicine Division of Hospital Medicine. Virtual.
National Coalition on Health Care Round Table on Price Transparency. Virtual.

2020

MOSAIC Economic Project Women Changing Policy Workshop. Virtual.
Kent State University College of Business Administration. Virtual.

IBI/Conference Board 2020 Health and Productivity Forum. Virtual.
The Deal Economy: Predictions and Perspectives. Virtual.
Johns Hopkins University Healthcare Affinity Panel. Virtual.
Booz Allen Hamilton International Pricing Index Kaizen Event. Virtual.
Briefing to Japanese Ministry of Health, Labor, of Welfare. Baltimore, Maryland.
Johns Hopkins University and the University of Chicago Alumni Event on Medical Drugs Pricing Reform, New York City. New York.
Presentation of Air Ambulance Charges, Office of Legislative Affairs. The White House, Washington, DC.

2019

Johns Hopkins Drug Discovery Program, Baltimore, Maryland.
North Carolina Health Plan Strategic Planning, Raleigh, North Carolina.
The Foundation for Research on Equal Opportunity (FREOPP) Symposium on Affordable Hospital Care through Competition, Washington, DC.
U.S. News & World Report Healthcare of Tomorrow Conference, Washington, DC.
Association of Health Care Journalists National Cancer Reporting Fellowship, Bethesda, Maryland.
Colorado Department of Health Care Policy & Financing Policy Meeting, Denver, Colorado.
Utah Legislature Health Reform Task Force Meeting, Salt Lake City, Utah.
Centers for Medicare & Medicaid Services Academic Experts and Researchers Listening Session, Washington, DC.
AcademyHealth Annual Research Meeting, Washington, DC.
Bloomberg School of Public Health Pharmaceutical Policy Course, Baltimore, Maryland.
Delaware State Employee Benefits Committee Meeting, Dover, Delaware.

2018

Reforming States Group Steering Committee Meeting, Washington, DC.
Delaware State Employee Benefits Committee Meeting, Dover, Delaware.
15th Annual Symposium of the Journal of Law, Economics, & Policy, Arlington, Virginia.
51st Transportation Law Institute, Louisville, Kentucky.
Johns Hopkins Drug Accessibility & Pricing Symposium, Baltimore, Maryland.
Capital Alpha Partners Drug Pricing Policy Forum, Washington, DC.

2017

Johns Hopkins Drug Discovery Program, Baltimore, Maryland.
Virginia Association of Health Plans Annual Meeting. Richmond, Virginia.
The AAA Managerial Accounting Section Conference. San Juan, Puerto Rico.

2016

The American Accounting Association (AAA) Annual Meeting. New York City, New York.
Johns Hopkins Carey Business School

2015

The AAA Public Interest Section Midyear Meeting. Crystal City, Virginia.

2014

The AAA Government and Nonprofit Section Midyear Meeting. Norwalk, Connecticut.

2013

The AAA Southeast Regional Meeting. Nashville, Tennessee.

The Canadian Academic Accounting Association Annual Conference. Montreal, Canada.

2012

The AAA Managerial Accounting Section Conference. Houston, Texas.

The AAA Government and Nonprofit Section Midyear Meeting. San Diego, California.

Ball State University

Emory University

Indiana University Bloomington

The Pennsylvania State University

The University of Illinois at Urbana-Champaign

The University of Iowa

The University of Norte Dame

The University of Southern California

Washington & Lee University

2011

The AAA Annual Meeting. Denver, Colorado.

The Canadian Academic Accounting Association Annual Conference. Toronto, Canada.

2009

The AAA Managerial Accounting Section Conference. St. Pete Beach, Florida.

Teaching Experience

Health Care Management Consulting & Practicum, Johns Hopkins Carey Business School. 2022-Present

Full Time MBA Innovation Field Project, Johns Hopkins Carey Business School. 2021-Present

Accounting Foundations. Johns Hopkins Carey Business School. 2020-Present

Advanced Financial Accounting. Johns Hopkins Carey Business School. 2016-Present

Financial Accounting and Reporting. Johns Hopkins Carey Business School. 2016-Present

Capital Budgeting (Executive Education). Johns Hopkins Carey Business School. 2019-Present

Management Accounting in China. Washington & Lee University. 2015

Cost Accounting. Washington & Lee University. 2013-2016

Introduction to Managerial Accounting. Washington & Lee University. 2012-2015

Cost and Managerial Accounting. Michigan State University. 2011

Principles of Management Accounting. Michigan State University. 2010

Professional Services

Editorial Review Board

Journal of Management Accounting Research. 2013-2015

Event Organization

Symposium on Health Policy. 2024. Washington, DC.

Innovations in the Biopharmaceutical Industry Conference. 2023. Baltimore, Maryland.

The 3rd Johns Hopkins Symposium on Healthcare Operations. 2021. Baltimore, Maryland.
JHU State Discussion on Hospital Charity Care and Community Benefit, Part II. 2021. Virtual.
JHU State Discussion on Hospital Charity Care and Community Benefit. 2021, Part I. 2021. Virtual.
Accounting Track Co-chair, Decision Sciences Institute Conference. 2016. Austin, Texas.

Reviewer

Accounting Horizons
Accounting, Organization, and Society
AMA Journal of Ethics
American Heart Journal
American Journal of Managed Care
American Journal of Occupational Therapy
Annals of Internal Medicine
Applied Health Economics and Health Policy
BMJ Open
CATO Health Policy Workshop
Circulation
Drug Discovery Today
Elsevier Science & Technology Book Prospectuses
European Accounting Review
Health Affairs
Health Affairs Scholar
Health Economics
Health Policy
Health Service Research
JAMA
JAMA Health Forum
JAMA Internal Medicine
JAMA Network Open
Journal of Business Ethics
Journal of General Internal Medicine
Journal of Governmental and Nonprofit Accounting
Journal of Hand and Microsurgery
Journal of Management Accounting Research
Journal of the National Comprehensive Cancer Network
Lancet Regional Health - Americas
Milbank Quarterly
The National Academies of Sciences, Engineering, and Medicine
The New England Journal of Medicine
NEJM Catalyst Innovations in Care Delivery
Nonprofit and Voluntary Sector Quarterly
North Carolina Medical Journal
Omega: The International Journal of Management Science
Oxford University Press Book Proposal
PLOS ONE
The Research Foundation of the City University of New York
Robert Wood Johnson Foundation Health Data for Action
Service Science

Strategic Management Journal
The Accounting Review
The AAA Management Accounting Section Midyear Meeting
The AAA Government and Nonprofit Section Midyear Meeting

Discussant and Moderator

Association for Public Policy Analysis & Management Fall Research Conference. 2024
AcademyHealth Annual Research Meeting. 2024
The Johns Hopkins Drug Accessibility & Pricing Symposium. 2018
The AAA Management Accounting Section Midyear Meeting. 2013, 2014, 2017
The AAA Government and Nonprofit Section Midyear Meeting. 2011
The AAA Annual Meeting. 2011, 2014
The Canadian Academic Accounting Association Annual Conference. 2011

Graduate Student and Faculty Mentoring

Dissertation Committee Member: Jenny Markell (Bloomberg School of Public Health), 2024
Preliminary Oral Examination Committee Member: Anna Gendron (Bloomberg School of Public Health), 2024
NIH K Award Co-Mentor: Roz Murray (Brown University School of Public Health), 2024
Preliminary Oral Examination Committee Alternate Member: Jianing Li (Bloomberg School of Public Health), 2024
Preliminary Oral Examination Committee Member: Ingrid Wong (Bloomberg School of Public Health), 2024
Preliminary Oral Examination Committee Member: Lauren Barrow (Bloomberg School of Public Health), 2024
Preliminary Oral Examination Committee Member: Jenny Markell (Bloomberg School of Public Health), 2024
Preliminary Oral Examination Committee Chair: Sylvia Pan (Bloomberg School of Public Health), 2024
Preliminary Oral Examination Committee Chair: Ray Fan (Bloomberg School of Public Health), 2023
Capstone Advisor: Ivan Seah (Bloomberg School of Public Health), 2023
Dissertation Committee Alternate Member: So Yeon Kang (Bloomberg School of Public Health), 2023
Doctoral program co-advisor: Emily Hearst (Bloomberg School of Public Health), 2022-present
Preliminary Oral Examination Committee Alternate Member: Angela Liu (Bloomberg School of Public Health), 2022
Dissertation Committee Chair: Yang Wang (Bloomberg School of Public Health), 2022
Preliminary Oral Examination Committee Alternate Member: SoYeon Kang (Bloomberg School of Public Health), 2022
Dissertation Committee Member: Kelly Anderson (Bloomberg School of Public Health), 2021
Preliminary Oral Examination Committee Member: Yang Wang (Bloomberg School of Public Health), 2020
Preliminary Oral Examination Committee Chair: Kelly Anderson (Bloomberg School of Public Health), 2019
Dissertation Committee Alternate Member: Sonal Parasrampurua (Bloomberg School of Public Health), 2019

Preliminary Oral Examination Committee Member: Farah Yehia (Bloomberg School of Public Health), 2018
Preliminary Oral Examination Committee Alternate Member: Jonathan Levin (Bloomberg School of Public Health), 2018
Dissertation Committee Alternate Member: Mariana Socal (Bloomberg School of Public Health), 2017
Dissertation Committee Alternate Member: Jeromie Ballreich (Bloomberg School of Public Health), 2017

Johns Hopkins Carey Business School Service

Curriculum Committee in Accounting, Finance, and Real Estate. 2023-present
Business of Health Taskforce. 2023-2024
Discovery Day Teaching Demonstration. 2023
Sponsored Projects Work Group. 2022-2023
Faculty Reputation Workgroup. 2022-2023
Faculty and Research Search Advisory Committee. 2022
Junior Faculty Promotion Committee. 2022
Accounting Faculty Search Committee Chair. 2022
AACSB CIR Site Visit Faculty Team - Research, Engagement, Societal Impact. 2021
Visiting Accounting Faculty Search Committee Chair. 2021
Faculty Mentor for the 17th Annual KeyBank Minority MBA Student Case Competition. 2021

- o 1st Place Team Winner

Faculty Diversity Initiative Action Plan Committee. 2019-2022
MBA Program Committee on Health, Innovation & Technology. 2018-2020
Sheridan Libraries' Advisory Board. 2017-2020
Library E-Resource Acquisition Committee. 2017-2020
Faculty Recruiting Committee. 2016-2018
Global MBA Curriculum Committee. 2016-2017

Johns Hopkins Bloomberg School of Public Health Service

DrPH program faculty advisor. 2022-Present
Center for Mental Health Leadership Search. 2021

Johns Hopkins University Service

Johns Hopkins Nexus Awards reviewer. 2023-Present
Johns Hopkins Middle States Commission on Higher Education Self-study Visit. 2022
Johns Hopkins University DC Campus Planning Faculty. 2019-2020
Johns Hopkins University and the University of Chicago Alumni Event. 2020

Other Service

Forbes contributor. 2023-Present
Peterson-Milbank program advisory group for state data analytic resources. 2023
U.S. News & World Report Health Equity Working Group. 2023
Cato Health Policy Workshop review. 2023
AcademyHealth Paradigm Project Prototype Review. 2020
Washington & Lee University Fall Faculty Academy. 2015
Washington & Lee University Library Committee. 2014
Washington & Lee University John Gunn Scholarship Committee. 2014

Washington & Lee University Glynn Scholarship Committee. 2013
Washington & Lee University Topinka Scholarship Committee. 2013
Michigan State University AIS Doctoral Program Committee. 2009-2010

Industry Experience

Musashi North America, Inc., Southfield, Michigan. Business Process Reengineering Supervisor.
2006-2007

Lingua Science Corporation, Ann Arbor, Michigan. Accountant. 2005-2006

Yincheng Import and Export Corporation, China. Export Sales Manager. 2002-2003

Liaoning Light Industrial Products Import & Export Corporation, China. Export Account Manager.
2001-2002

Advisory

America First Policy Institute

Paragon Health Institute