

CURRICULUM VITA
ANTHONY R. KOVNER, PH.D.

EDUCATION

B.A. Cornell University, Ithaca, NY, 1957.
M.P.A. Cornell University, Graduate School of Business and Public Administration, 1963.
Ph.D. University of Pittsburgh, Graduate School of Public and International Affairs, Pittsburgh, PA, 1966.

CURRENT POSITIONS

Professor, Program in Health Policy and Management, Wagner Graduate School of Public Service, New York University.

Director, Kovner-Behrman Annual Forum, NYU/Wagner

LEADERSHIP EXPERIENCE

2007-2014 Director of the Executive MPA in Management, Concentration for Nurse Leaders
1983-2009 Board Member, Lutheran Medical Center, Member of the Executive Committee, Chair of the Quality Committee
1986-2009 Board Member. Health Plus, Vice-Chair
1979-89, 2001-6 Director, Program in Health Care Policy and Management, NYU/Wagner
1989-94 Director, Hospital Community Benefit Standards Program
1987-91 Senior Program Consultant, Hospital-Based Rural Health Care Program
1988-89 Associate Director, Training Program for Senior Health Care Managers of Public Hospitals
1985-87 Director, Advanced Management for Clinicians
1981-86 Senior Program Consultant, Rural Hospital Program of Extended-Care
1977-79 Chief Executive Officer, Newcomb Hospital, Vineland, NJ
1974-77 Senior Health Care Consultant, United Automobile, Aerospace and Agricultural Implement Workers of America, Detroit, MI
1970-74 Director, Graduate Program in Health Care Administration, Wharton School, University of Pennsylvania, Philadelphia, PA
1969-70 Executive Administrator, University of Pennsylvania Medical Group, Philadelphia, PA
1967-69 Associate Director, Gouverneur Health Services Program, New York
1966-67 Assistant Director, Beth Israel Medical Center, New York
1958-60 Administrator, Hunts Point Home, Bronx, NY

TEACHING EXPERIENCE

1979-Present Professor, Wagner Graduate School of Public Service,
New York University
1970-74 Assistant Professor, Graduate Program in Health Care Administration,
Wharton School, University of Pennsylvania

PUBLICATIONS

BOOKS

Friedman, L.H. and Kovner, A.R., *101 Careers in Healthcare Management*, New York: Springer, 2013.

McAlearney, A.S. and Kovner, A.R. *Health Services Management: Cases, Readings and Commentary*, Chicago: Health Administration Press, 10th Edition, 2013.

Kovner, A.R. and R. D'Aquila and D Fine, *Evidence-Based Management in Healthcare*, Chicago: Health Administration Press, 2009.

Kovner, A.R. and J. Knickman (Eds.). *Health Care Delivery in the United States*. New York, Springer, 10th edition, 2011.

Kovner, A.R., A. McAlearney and D. Neuhauser (Eds.). *Health Services Management: Cases, Readings and Commentary*. Chicago: Health Administration Press, 9th edition, 2009.

Kovner, A.R. *Health Care Management in Mind: Eight Careers*. New York, Springer, 2000.

Kovner A.R. and A.H. Channing. *A Career Guide for Health Services Managers*. Chicago, Health Administration Press, 3rd edition, 2000.

Kovner, A.R., with T. Holland and R. Ritvo. *Improving Board Effectiveness*. Chicago, American Hospital Publishing, 1997.

Kovner, A.R. and D. Kindig (Eds.). *The Role of the Physician Executive: Cases and Commentary*. Chicago, Health Administration Press, 1992.

Kovner, A.R. *Really Managing: The Work of Effective CEOs in Large Health Organizations*. Chicago, Health Administration Press, 1988.

Kovner, A.R. and S.P. Martin (eds.). *Community Health and Medical Care*. New York: Grune and Stratton, 1978.

BOOK CHAPTERS

Kovner, A.R. "Adventures in the Evidence-Based Management Trade," in *The Oxford Handbook of Evidence-Based Management*, D. Rousseau, ed. New York: Oxford, 2012, 183-190.

Kovner, A.R. "Evidence-Based Management at Two New York City Medical Centers," in A.R. Kovner, R. D'Aquila and D Fine, *Evidence-Based Management in Healthcare*, Chicago: Health Administration Press, 2009, 45-52.

Rundall T.G. and A. R. Kovner, "Evidence-Based Management reconsidered: 18 Months Later," *Evidence-Based Management in Healthcare*, Chicago: Health Administration Press, 2009, 79-82.

Kovner, A.R., with J. Knickman. "The State of Health Delivery in the United States," in A.R. Kovner and J. Knickman (Eds.), *Health Care Delivery in the United States*. New York: Springer, 9th edition, 2008. 2-12.

Kovner, A.R. "Governance, Management and Accountability," in A.R. Kovner and J. Knickman (Eds.), *Health Care Delivery in the United States*. New York, Springer, 9th edition, 2008, pp 382-407.

Knickman J. and A. R. Kovner, "The Future of Health Care Delivery in the United States," in Kovner and Knickman (eds) *Health Care Delivery in the United States*, New York, Springer 9th edition, 2008, pp 508-526.

Kovner, A.R., "Hospitals," in A.R. Kovner and S. Jonas (Eds.), *Health Care Delivery in the United States*. New York, Springer, 7th edition, 2002, pp 145-72.

Kovner, A.R. "Health Maintenance Organizations and Managed Care," in Kovner, A.R. and S. Jonas (Eds.), *Health Care Delivery in the United States*. New York, Springer, 6th edition, 1999, pp 279-306.

Kovner, A.R. "The RWJ Hospital-Based Demonstration and State Rural Health Policy," with J.M. Kiel, in L. Straub. and N. Walzer (Eds.). *Rural Health Care: Care Innovation in a Changing Environment*. Westport, CT: Praeger, 1992, pp 147-60.

Kovner, A.R. "Futures," in A.R. Kovner (Ed.), *Health Care Delivery in the United States*. New York: Springer, 4th Edition, 1990, pp 510-32.

Kovner, A.R. "The Robert Wood Johnson Demonstration Program," with Hila Richardson, in Wiener, J. (Ed.), *Swing Beds: Assessing Flexible Health Care in Rural Communities*. Washington, DC: The Brookings Institution, 1987, pp 24-41.

Kovner, A.R. "Governance," in Kovner, A.R. and Martin, S.P., (Eds.), *Community Health & Medical Care*. New York: Grune and Stratton, 1978, pp. 317-46.

Kovner, A.R. "Futures," with S. Martin, in Kovner, A.R. and Martin, S.P., (Eds.), *Community Health & Medical Care*. New York: Grune and Stratton, 1978, pp 413-42.

Kovner, A.R. "HMOs and the United Autoworkers," *Health Maintenance Organizations*. R.A. Zelten and S. Bray (Eds.). Philadelphia, PA: Leonard Davis Institute, 1977, pp. 217-26.

Kovner, A.R. "The Hospital Administrator and Organizational Effectiveness," *Organizational Research on Health Institutions*, B. Georgopoulos (Ed.). The Institute of Social Research, University of Michigan, 1972, pp 355-376.

Kovner, A.R. "Impact of National Health Insurance Plans on the Consumer," Discussion of Kindig-Sidel paper, National Health Insurance, Eilers, R.D. and Irwin, S. Moyerman, (Eds.), 1971, pp. 68-75.

ARTICLES

Kovner, A.R., "Evidence-Based Management: Implications for Nonprofit Organizations," Nonprofit Management & Leadership, Vol 24, No 3, Spring 2014, 417-424.

D'Aquila R, P. Follows, M. Zaccognino and AR Kovner, "Speeding Patient Discharges Safely at Yale New Haven Hospital," March 29, 2011, [http: www.healthleadersmedia.com/content/LED-264256/Speeding-Patient-Discharges-Safely](http://www.healthleadersmedia.com/content/LED-264256/Speeding-Patient-Discharges-Safely).

Kovner, AR, "Paul Ellwood in First Person: An Oral History," Interview, 2010, Chicago: Health Research and Educational Trust.

Kovner, AR, "Teaching a Capstone Course: Using Evidence-Based Management," Journal of Health Administration Education, Winter 2010, 1-8

Sandman David, and AR Kovner, "A Philanthropy Tackles Growth in Health Costs at the State Level," Health Affairs, 29, No 7 (2010), 1411-1414.

Kovner, A.R. with T.G. Rundall, "The Promise of Evidence-Based Management," Frontiers of Health Services Management, Vol 22, No 3, Spring 2006, 3-22.

Kovner, A.R., with C.T. Kovner (published as Anonymous), "Dear Chief Executive Officer: The Perceptions of a Recently Discharged Patient," Quality Management of Health Care, Vol 14, No 4, Fall 2005, 219-223.

Kovner, A.R., "Teaching Evidence-Based Health Care Management: Some Critical Issues and an Overview of the Special Issue," Journal of Health Administration Education, 20 (4) Fall 2003, 221-4.

Kovner, A.R., "Evidence-Based Trends: A Course in Health Services Management," Journal of Health Administration Education, 20 (4), Fall 2003, 235-242.

Kovner, A.R., "Agenda Setting for Health Care Management Research: Report of a Conference," Health Care Management Review, 28 (4), 319-322.

Kovner, A.R., "Managers, Teachers, Researchers: Sharing Experience in Health Care," Health Care Management Review, 2002, 27 (4), pp. 68-75

Kovner, A.R., "Interview from the Field: A Conversation with Anthony R. Kovner on Management Research," The Journal of Health Administration, 20:1, Winter 2002, pp. 84-87.

Kovner, A.R., "The Future of Health Care Management Education: An Evidence-Based Approach," Journal of Health Administration Education, 2001, pp 107-116.

Kovner, A.R., "Better Information for the Board," Journal of Healthcare Management, 46:1, Jan-Feb 2001, pp 53-66.

Kovner, A.R., with J.J. Elton and J. Billings, "Transforming Health Management: An Evidence Based Approach," Frontiers of Health Services Management, 16:4, Summer 2000, pp 3-24.

Kovner, A.R. with M. Sparer and L. Brown, "Implementing Medicaid Managed Care: The new York City Story," Journal of Health Care Finance, 26:1, Fall 1999, pp 1-17, also published as "Implementing Medicaid Managed Care: the New York City Story," Managed Care Quarterly, 7:4, Autumn 1999, pp 49-61.

Kovner, A.R., with R. Ritvo and T. Holland, "Board Development in Two Hospitals: Lessons from Demonstrations," Hospital and Health Services Administration, 42:1, Spring 1997, pp 87-99.

Kovner, A.R., with others, "Management Development for Mid-Level Managers: Results of a Demonstration Project," Hospital and Health Services Administration, 41:4, Winter 1996, pp. 485-502.

Kovner, A.R., "Strategic Leadership: A New Course for Clinician Managers," Journal of Health Administration Education, 13:3, Summer 1995, pp 473-83.

Kovner, A.R. (Ed.), "Community Benefit Programs for Health Care Organizations," Journal of Health Administration Education, 12:3, Summer 1994, pp 253-382.

Kovner, A.R., "Community Benefit and Health Care Reform: Some Critical Issues," The Journal of Health Administration Education, 12:3, Summer 1994, 253-58.

Kovner, A.R., "The Hospital Community Standards Program and Health Reform," Hospital and Health Services Administration, 39:2, Summer 1994, pp 147-60.

Kovner, A.R., with J. Kiel and D. Runde, "State Health Policy and Rural Hospitals," The Journal

of Rural Health, 8:3, Summer 1992, pp 205-12.

Kovner, A.R., with J. Kiel and D Runde, "State Health Policy and Rural Hospitals," The Journal of Rural Health, 8:3, Summer 1992, pp 205-12.

Kovner, A.R., with P. Hattis, "Benefitting Communities," Health Management Quarterly, 12:4, Fourth Quarter, 1990, pp 6-10.

Kovner, A.R. "Improving Hospital Boards Effectiveness: An Update," Frontiers of Health Services Management, 6:3, Spring 1990, pp. 3-27.

Kovner, A.R., with V. Rodwin, "New York University's Advanced Management Program for Physicians," The Journal of Health Administration Education, 7:4, Fall 1989, pp 702-10.

Kovner, A.R. "The Hospital-Based Rural Health Care Program: A Consortium Approach," Hospital and Health Services Administration, Fall 1989, pp. 325-332.

Kovner, A.R. "The Work of Effective CEOs in Four Large Health Organizations," Hospital and Health Services Administration, August 1987, pp. 285-305.

Kovner, A.R. and Richardson, Hila, "Swing Beds: Experience and Future Directions," Health Affairs, 6:3, Fall 1987, pp 61-74.

Kovner, A.R., "Reflections on Health Management Education," The Journal of Health Administration Education, 4:3, Summer 1986, pp 359-71.

Kovner, A.R., "Implementing Swing Bed Services in Small Rural Hospitals," with H. Richardson, The Journal of Rural Health, January 1986, pp 46-60.

Kovner, A.R., "Physician Participation in Hospital Strategic Decision-making," with M. Chin, Hospital and Health Services Administration, November - December 1985, pp 64-79. Reprinted in *Hospital Leadership and Accountability*, S. Leven (ed.), Ann Arbor, MI, Health Administration Press, 1992, pp 119-34.

Kovner, A.R., "Improving the Effectiveness of Hospital Governing Boards," Frontiers of Health Services Management, August 1985, pp. 4-33.

Kovner, A.R., "Hospital Governance and Market Share," Inquiry, Fall 1981, pp 255-65.

Kovner, A.R., "How -- and How Not -- to Improve Board Performance," Trustee, August 1978, pp. 29-34.

Kovner, A.R., "Improving Community Hospital Board Behavior," Medical Care, February 1978, pp. 79-89.

Kovner, A.R., "Point of View: Consumer Expectations of Ambulatory Care," with H. Smits, Health Care Management Review, Winter 1978, pp. 69-75.

Kovner, A.R., "State Regulation of Health Care Costs," with Edward J. Lusk, Medical Care, August 1975, pp. 619-29.

Kovner, A.R., "Governing Boards," Hospital Administration, Winter 1975, pp 65-72.

Kovner, A.R., "Hospital Board Members as Policy Makers: Role, Priority, and Qualifications," Medical Care, December 1974, pp 971-82.

Kovner, A.R., "Qualifications of Trustees to Make Major Policy Decisions," Trustee, September 1974, pp 10-15.

Kovner, A.R. "Effective Hospital Budgeting," with E.J. Lusk, Hospital Administration, Fall 1973, pp 44-64.

Kovner, A.R., "Organizing a Faculty in Health Care Administration," Program Notes, Association of University Programs in Hospital and Health Care Administration, October 1972, pp 30-4.

Kovner, A.R., "Trustee Responsibility for Quality Care," Proceedings of the 27th Annual Raymond P. Sloan Institute, Colby College, Waterville, MA, October 14, 1971.

Kovner, A.R., "Continuity of Care Maintained in Family-Centered Outpatient Unit," with M. Seacat, Hospitals, July 1969.

Kovner, A.R., "The Social Technician: A New Occupation with a Future?" with G. Adelson, Social Casework, July 1969.

Kovner, A.R., "Relating a Neighborhood Health Center to a Hospital: A Case History," with S.B. Kahane, G. Katz, and C.G. Sheps. Medical Care, March - April 1969.

CASE STUDIES

D'Aquila RP, P Follows, M Zaccagnino, and AR Kovner, Moving the Needle: Managing Safe Patient Flow at Yale-New Haven Hospital, in McAlearney AS and AR Kovner (eds) *Health Services Management: Cases, Readings and Commentary*, 10th edition, 2012, 110-116.

Kaplan, DM and AR Kovner, "A New Faculty Practice Administrator in the Department of Surgery, in McAlearney AS and AR Kovners (eds) *Health Services Management: Cases, Readings and Commentary*, 10th edition, 2012, 39-50

Kovner, AR, "Where the Rubber Hits the Road: Physician-Phelps Hospital Relationships." in

McAlearney AS and AR Kovner (eds) *Health Services Management: Cases, Readings and Commentary*, 10th edition, 2012, 270-276.

Manzano,W and AR Kovner, “Getting from Good to Great: Nursing and Patient Care,” in McAlearney, AS and AR Kovner, *Health Services Management: Cases, Readings and Commentary*, 10th edition, 2012, 277-286.

Kovner, AR, “Managing Relationships: Take Care of Your Nurses,” in McAlearney, AS and AR Kovner, (eds) *Health Services Management: cases, Readings and Commentary*, 10th edition, 2012, 295-300.

Kovner, AR, “What More Evidence Do You Need,” Harvard Business Review, May-June 2010, 1-5.

Kovner, A. R. “Improving Financial Performance in the Orthopedic Unit,” 2009, in AR Kovner, A McAlearney and D Neuhauser (eds) *Health Services Management: Cases, Readings and Commentary*, 9th edition, 2009, 116-123.

Kovner, A. R. “Financial Reporting to the Board,” 2009, in Kovner, McAlearney & Neuhauser op.cit., 142-145.

C Caine and A. R. Kovner, “Patient Satisfaction in an Inner-City Hospital,” 2009, in Kovner, McAlearney & Neuhauser, op. cit., 415-418.

Kovner, A.R., “A Work Force of Choice,” 2008, unpublished.

Kovner, A.R., “Managing Relationships: Taking Care of Your Nurses,” 2009, in Kovner, McAlearney & Neuhauser, op. cit., 287-291.

Kovner, A.R., “Strategy in the Department of Nursing,” 2008, unpublished.

Kovner, A.R. “Two Pounds of Rice,” 2008, unpublished.

Kovner, A.R., “Reorganizing Primary Care at Mount Sinai Hospital,” in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: Readings, Cases and Commentary*, 8th edition, 2004, pp 163-172.

Kovner, A.R., “The Physician-Led Organization,” in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 6th edition, 2001, pp 117-142.

Kovner, A.R., with J.J. Donnellan and others, “In a State of Change: Veterans Affairs and HMOs,” in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 5th edition, Chicago: Health Administration Press, 1997, pp 145-52.

Kovner, A.R., with M. Stein, "Physician Specialists in Inpatient Care," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 5th edition, 1997, pp 61-3.

Kovner, A.R., "Assessing Medicaid Managed Care in Eastern State," Journal of Policy Analysis and Management, 15:2, Spring 1996, pp 276-284, and 16:2, Spring 1997, pp 298-310.

Kovner, A.R., "A New Faculty Practice Administrator for the Department of Medicine," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 5th edition, 1997, pp 9-22.

Kovner, A.R., with L. Liebhaber, "A Proposal for the Restructuring of Wise Medical Center," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 5th edition, 1997, pp 75-82.

Kovner, A.R. and S.A. Finkler, "Managing Health Care in Midwest County," 1994, unpublished.

Kovner, A.R., "West IPA and Venture HMO: part 2," in D. Kindig and A.R. Kovner (Eds.), *The Role of the Physician Executive: Cases and Commentary*, Ann Arbor: Health Administration Press, 1992, pp 41-59.

Kovner, A.R. "The Case of the Unhealthy Hospital," Harvard Business Review, Sept.-Oct., 1991, pp 12-16.

Kovner, A.R. "Public Hospital," in Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 4th Edition, 1989, pp. 41-59.

Kovner, A.R. Harbor-UCLA Medical Center: Nursing Shortage, 1989, unpublished.

Kovner, A.R., with Mark McDougle, The Samaritan Hospital, Part 2, 1988, unpublished.

Kovner, A.R. "West IPA and Venture HMO," in Kovner and Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 4th edition, 1994, pp 113-120.

Kovner, A.R., "Cost Containment for Rich Products," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 4th edition, 1994, pp 177-188.

Kovner, A.R. "The Associate Director and the Controllers," in A.R. Kovner and D. Neuhauser, (Eds.), *Health Services Management: A Book of Cases*, 2nd edition, 1986, pp 25-36.

Kovner, A.R. "Paying the Radiologists," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 2nd edition, 1986, pp 127-139.

Kovner, A.R., with J. Goodwin, "Dr. Amos and Western Hospital," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 2nd edition, 1986, 140-158.

Kovner, A.R. "A New Group Practice Administration for the Department of Medicine," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, 2nd edition, 1986, pp 9-24.

OTHER SHORT CASE STUDIES

Kovner, A.R., "A New Chief of OB-GYN: The Next Three Years," and "Case of the Crippled Children," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: Readings, Cases, and Commentary*, 8th edition, 2004, 297-8, 362-3.

Kovner, A.R., "Manager Morale in Uptown Hospital," "ER at Queens Hospital Center," "Sparks Medical Center and The Board of Trustees," "Working with Doctors at Suburban Community Hospital," "Complaining Doctor and Ambulatory Care," "Doctors and the Capital Budget," "Doctors and New Medical Day Care Program for the Terminally Ill," "Average Length of Stay," "The Conflicted HMO Manager." And, with J. Castiglione, "The Great Mosaic: Multiculturalism at Seaview Nursing Home," in A.R. Kovner and D. Neuhauser (Eds.), *Health Services Management: A Book of Cases*, Chicago: Health Administration Press, 5th edition, 1997, pp 31-90.

AWARDS

2009	Teacher of the Year, NYU/Wagner
2002	Distinguished Trustee Award, United Hospital Fund
1999	The Gary L. Filerman Prize for Educational Leadership, from the Association of University Programs in Health Administration
1990	The Dean Conley Award from The American College of Healthcare Executives, Outstanding Healthcare Article of the Year

PRINCIPAL IN AWARDED GRANTS

Rationale for Significant Investments in Nursing (Robert Wood Johnson Foundation, 2005-6)	\$23,000
Factors Associated with Use of Management Research in Health Systems (Center for Health Management Research, 2004-5)	\$89, 013

Small Conference Grant: Agenda Setting for Health Care Management Research (Agency for Healthcare Research and Quality, 2003)	\$48,875
State Health Leadership Initiative Evaluation (Robert Wood Johnson Foundation 2001-02)	\$95,080
Fitting Board Information to Board Function (United Hospital Fund, 1999-2000)	\$50,000
Response of Providers to Medicaid Managed Care (Commonwealth Fund, 1996-2000)	\$40,000
Mid-Level Government Officials, Feasibility Study (Pew Charitable Trusts 1992-1994)	\$35,000
RUGS II, Nursing Home Payment Pricing, Evaluation (Robert Wood Johnson Foundation, 1992-3)	\$258,533
The Hospital-Based Rural Health Care Program (Robert Wood Johnson Foundation, 1987-92)	\$1,100,000
Implementing Community Benefit Standards, (WK Kellogg Foundation, 1989 - 94)	\$1,104,100
State Health Policy & Rural Health Care, (Robert Wood Johnson Foundation, 1989-90)	\$40,874
Health Administration Curricula for Care of AIDS Patients, (Health Resources and Services Administration, 1987-8)	\$24,000
The Advanced Management Program for Clinicians, (WK Kellogg Foundation, 1985-88)	\$465,549
Health Services Management, (Robert Wood Johnson Foundation, 1985)	\$17,102
Rural Hospital Program of Extended Care Services, (Robert Wood Johnson Foundation, 1981-86)	\$1,200,000
A Study of Effective Management, (Pew Foundation, 1985-86)	\$23,800

Graduate Program in Health Administration, Department of Health and Human Services, 1985-88)	\$230,000
Continuing Management Education, (HIP-HMO, 1985-86)	\$5,000
Faculty Development in Health Policy & Management, (Commonwealth Fund, 1984-85)	\$25,000
Curriculum Development Challenge Fund Grant, (New York University, 1984-85)	\$3,500
Curriculum Development Challenge Fund Grant, (New York University, 1984)	\$7,000
Medical Leadership Participation in Hospital Decision-Making (Empire Blue Cross and Blue Shield, 1983-84)	\$93,312

SELECTED MEMBERSHIPS

2011 to present	Academic Council, Center for Evidence-Based Management, Amsterdam, Holland
2011	Judge, Health Leaders Media Leadership Team Awards
2005-2011	NYU Faculty Senate, University Council, Benefits and Governance Committees
1980-5	Benefits Committee, NYU Faculty Senate
2006	Senior Scholar, Department of Health Policy, Jefferson Medical College, Philadelphia, PA
2002-2007	Herman Biggs Society
2001 to present	Health Policy Forum, United Hospital Fund
2001-2007	National Advisory Committee, Health Program, University of Pittsburgh, School of Public Health
2000-2006	Filerman Prize Committee, Association of University Programs in Health Administration
1998-2009	Fellow, New York Academy of Medicine

2002-2005	National Center for Healthcare Leadership, Recruitment and Diversity Council and Fellowship Task Force
1997-8	Educational Advisory Committee, Guggenheim Museum, New York
1997-8	Medical Advisory Board, Oxford Health Plan Foundation, New York
1995-2001	Vladeck Fellowship Review Committee
1988-2001	President's Council, United Hospital Fund
1983-2009	Governing Board, Lutheran Medical Center, Brooklyn, NY.
1985-88, 1994-2004	Governing Board, Augustana Nursing Home, Brooklyn, NY
1996-2009	Governing Board (and Vice Chair), Health Plus, Brooklyn, NY
1991-6	Baxter Prize Committee, Association of University Programs of Health Administration
1989-1993	Task Force on Small Group Health Insurance, Council on Health Care Financing, NYS
1991	Rural Health Committee, American Medical Association
1988 to 1995	Quality Assurance Council, Lutheran Medical Center
1998-91	Governing Board, Association of University Programs of Health Administration
1998-92	National Advisory Board, Administrative Medicine Non-Residential Program, Madison WI
1987	Task Force on Rural Health Strategies, New York State Department of Health, Albany, NY
1985-1988	Advisory Council, Elderplan, Brooklyn, NY
1985	Advisory Committee, Health Capital Project, Macy Foundation, New York, NY
1984-1990	National Advisory Committee, Program of Faculty Fellowships in Health Care Finance, The Robert Wood Johnson Foundation

1987-90 Chairman, Task Force on Governance, Association of University Programs in Health and Hospital Administration, Washington, D.C.

1982-83 Steering Committee, Church's Role in Health and Health Care, Lutheran Church of America, New York, NY

1982-84 Advisory Committee on Doctoral Students Awards, The Health Services Improvement Fund, Blue Cross and Blue Shield of Greater New York

1980-84 Chairperson, Institutional Research Committee, Association of University Programs in Hospital and Health Services Administration

1980-90 Advisory Board, GLS Consulting Firm

1979-1983 Hudgens "Young Administrator of the Year" Committee, American College of Hospital Administrators

1978-1979 Health Professions Educational Advisory Council, State of New Jersey

1978-1979 Council on Government Relations, New Jersey Hospital Association

1978-83 Advisory Committee, The Hospital-Sponsored Ambulatory Dental Services Program, The Robert Wood Johnson Foundation

1978 Senior Fellow, Leonard Davis Institute

1978-1980 Regional Advisory Committee, National Health Care Management Center, Leonard Davis Institute

1978-9 Governing Board, National Council for Homemakers-Home Health Services

1978-9 HSA Advisory Council, Cumberland County (Chairperson - 1979)

1977 Governing Board, Group Health Association of America

1977-8 National Advisory Council, Leonard Davis Institute of Health Economics, University of Pennsylvania, Wharton School

1977 Corporate Member, Delta Dental Plan of Michigan

1977 Corporate Member, Blue Cross and Blue Shield of Michigan

1976-7 Governing Board, Visiting Nurses Association of Metropolitan Detroit

- 1976-7 Governing Board, Michigan Cancer Foundation
- 1975-7 Governing Board, Metropolitan Hospital and Health Centers, Detroit, MI
- 1974 Governing Board, West Philadelphia Mental Health Consortium

EDITORSHIPS AND EDITORIAL BOARDS

Guest Editor, Special Issue, “Teaching Evidence-Based Management,” Journal of Health Administration Education, 20 (4).

Guest Editor, Forum “Agenda Setting for Health Care,” Health Care Management Review, 2003, 28 (4).

Editor, Management Series, American College of Healthcare Executives, 1987-95.

Editorial Board, Health Care Management Review, 1983-93, 2000 to present.

Editorial Board, Hospital and Health Care Administration, 1983 to 1987.

Editorial Board, Medical Care, 1970 to 1974.

SELECTED CONSULTING (Since 1985)

- 2013 St. Luke’s Episcopal Medical Center, Houston TX (Evidence-Based Management).
- 2010 Carpedia (Discharge Planning Case Study)
- 2010 Phelps Hospital (Hospital-Medical Staff Relations)
- 2010 Sills, Cummis (Expert Witness on Hospital Governance)
- 2009 Memorial Sloan Kettering (Nursing Leadership)
- 2009 New York State Health Foundation (Cost Containment)
- 2007-8 New York Presbyterian Hospital & Health Care System (Nursing Leadership)
- 1991-2010 Montefiore Medical Center (Management Development)
- 2002 Raynes, McCarty, Binder, Ross & Mundy, Philadelphia, PA (Expert Witness on Hospital Governance)
- 2002-3 Visiting Nurse Service of New York (Management Education for Nurse Managers)
- 2002 Hanify & King, Boston, MA (Expert Witness on Hospital Governance)
- 2000 Mount Sinai NYU Health Systems (Management Education for Physicians)
- 1999 Bellevue Hospital (Management Education for Physicians)

1998 to 2008	St. Barnabas Health System, Livingston, NJ (Management Development)
1998	Cornell Medical College (Management Education for Physicians)
1996-2000	Hartford Institute for Advanced Geriatric Practice at NYU (Governance and Strategic Planning)
2000	Oxford Health Plans (Management Education for Physicians)
1995	Helen Fuld Medical Center, Trenton, NJ (Board Development)
1995	Yonsei Medical Center, Seoul, Korea (Management Development)
1994-5	Doar and Devorkin (Expert Witness on Hospital Governance)
1994-5	Fortis Inc, Milwaukee, WI (HMO Development)
1993-5	New York Downtown Hospital (Management Development)
1993-4	Brandeis University, Waltham, MA (Board Development)
1992-3	American Academy of Orthopaedic Surgeons, Chicago, IL (Board Development)
1991-4	HIP-HMO, New York, NY (Management Development)
1991-7	Clara Maass Health System, Belleville, NJ (Board and Management Development)
1991-4	Frisbie Memorial Hospital, Rochester, NH (Board Development)
1990, 1992	Aetna Health Plans, Princeton, NJ, (Management Development)
1989, 1992	American College of Healthcare Executives, Chicago, IL (Fellowship examination in hospital governance)
1990	Health Policy Institute, University of Pittsburgh, PA, (Curriculum development)
1990	Palisades General Hospital, Bayonne, NJ, (Hospital governance)
1990	Ohio State University, Columbus, OH (Program review)
1990	American Express, New York, NY (HMO product development)
1989, 1992	American College of Physician Executives, Tampa, FL (Management education for physicians)
1989	Tomar, Simonoff, Adourian and O'Brien, Haddonfield, NJ (Expert witness on hospital governance)
1990	Bellevue Hospital, New York City, NY (Management development)
1987	Goldman, Kaplan, & Marshall, Philadelphia, PA (Expert witness on hospital governance)
1985	Middletown Hospital, Middletown, CT (Hospital governance)

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