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Date of Birth: November 1, 1947

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Home

1 Apple Ridge Way
East Brunswick, NJ 08816
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Citizen: U.S.A.

EDUCATION

Ph.D., Vanderbilt University, 1989; Economics; Specialization - Health Economics - Labor Economics

M.A., Boston University, 1983; Economics; Specialization - Health Economics, Econometrics

M.B.A., Indiana University, Bloomington, 1971; Specialization - Quantitative Business Analysis

M.A., University of Dhaka, 1968; Mathematics

EXPERIENCE

Professor with tenure (2000-Present), Department of Finance and Economics, Rutgers Business School - Newark and New Brunswick, Rutgers University, New Jersey.

Director (2000-Present), MBA in Pharmaceutical Management, Rutgers Business School - Newark and New Brunswick, Rutgers University, New Jersey.

Director (April, 2004 - Present) , The Blanche and Irwin Lerner Center for Pharmaceutical Management Studies, Rutgers Business School - Newark and New Brunswick, Rutgers University, New Jersey.

EXPERIENCE contd.

Professor (2001-2002), Department of Preventive Medicine and Community Health, New Jersey Medical School, University of Medicine and Dentistry , New Jersey.

Associate Member (2001-Present), Institute of Health, Health Care Policy, and Aging Research, and its Center for State Health Policy, Rutgers University, New Brunswick, New Jersey.

Professor (1997-1999) , Department of Health Services Administration, University of Alabama at Birmingham, Birmingham, Alabama.

Professor (secondary appointment) (1998-1999), Department of Health Care Organization and Policy, School of Public Health, The University of Alabama at Birmingham.

Senior Scholar (1997-1999), Lister Hill Center for Health Policy, School of Public Health, The University of Alabama at Birmingham.

Associate Professor (with tenure) (1993- 1997), Department of Health Services Administration, The University of Alabama at Birmingham.

Assistant Professor (1989-1993), Department of Health Services Administration, The University of Alabama at Birmingham.

Research Assistant (1984-1989), Health Policy Center, Vanderbilt Institute of Public Policy Studies, Vanderbilt University.

Associate Professor on leave (1980-1989); Associate Professor (1977-1980); Assistant Professor (1972-1977); Institute of Business Administration; University of Dhaka, Bangladesh.

Faculty, Bangladesh Health Administrators' seminar organized by World Health Organization, 1979.

Develop and coordinate Executive Development Programs, Institute of Business Administration (1977-1980).

Institute of Post-Graduate Medicine and Hospital, Dhaka (1980); Hospital Bed Control System Study.

Power Development Board, Bangladesh National Utility Company (1979-1980), designed and carried out manpower utilization study.

United Nations International Children's Emergency Fund (UNICEF) (1978-1979), evaluation of supply of drinking water-cum-irrigation project involving the entire Bangladesh.

Bangladesh Textile Mills Corporation (1978), Manpower Utilization Study.

EXPERIENCE contd.

Sadharan Bima Corporation, General Insurance Corporation (1977); Manpower Utilization Study.

Bangladesh Chemical Industries Corporation (1977), Optimum Product Mix and Inventory Control System.

Janata Bank (Commercial Bank) (1975-1977), designed and implemented computerized accounts reconciliation system.

Public Agencies and Departments (1974-1976), cost/benefit analysis for project evaluation.

Bangladesh Shilpa Bank (Industrial Bank) (1974), designed and implemented a computerized management information system.

PUBLICATIONS

“Cost Differences Between Academic and Non-Academic Hospitals: A Case Study of Surgical Procedures” , Joe R. Williams, Michael C. Matthews, and **Mahmud Hassan** , Hospital Topics , Vol. 85, No. 1, Winter 2007, pp: 3-10.

“Do Mergers and Acquisitions Create Shareholder Wealth In The Pharmaceutical Industry?” , **Mahmud Hassan**, Dilip K. Patro, Howard P. Tuckman, and Xiaoli Wang, International Journal of Pharmaceutical and Healthcare Marketing , Vol. 1, No. 1, 2007, pp: 58-78.

“Charity Care by Non-profit Hospitals : The Price of Tax-Exempt Debt”, **Mahmud Hassan**, Gerard J. Wedig and Michael A. Morrissey, International Journal of the Economics of Business , Vol. 7, No. 1, 2000, pp: 47-62.

“Staffing Intensity, Skill Mix and Mortality Outcomes: The case of Chronic Obstructive Lung Disease”, Randall H. Robertson and **Mahmud Hassan**. Health Services Management Research, Vol. 12, 1999, pp:258-268.

“Hospital Affiliation and Capital Structure: How will Capital Markets Guide Health Care Restructuring?”, Gerard J. Wedig, **Mahmud Hassan**, Michael Morrissey and R. Lawrence Van Horn, Public Budgeting and Financial Management, Vol.10, No.3, Fall, 1998, pp:413-440.

PUBLICATIONS contd.

“Skill-Specific Staffing Intensity and the Cost of Hospital Care”, Randall H. Robertson, Steven B. Dowd and **Mahmud Hassan**, Health Care Management Review, Vol. 22, No.4, 1997, pp:61-71.

“Office Practice Volume Differential Among Medicaid Physician Participants”, **Mahmud Hassan**, Janet Bronstein and Victoria Johnson, Journal of Economics and Finance, Vol. 20, No. 4, 1997, pp.67-75.

“Tax-Exempt Debt and the Capital Structure of Non-Profit Organizations: An Application to Hospitals”, Gerard J. Wedig, **Mahmud Hassan** and Michael A. Morrissey, The Journal of Finance, Vol. 51, No. 4, September 1996, pp:1247-1283.

“Do Non-Profit Hospitals Pay Their Way?”, Michael A. Morrissey, Gerard J. Wedig and **Mahmud Hassan**, Health Affairs, Vol. 15, No. 4, Winter 1996, pp:132-144.

“Cost Differences Between Low Birthweight Attributable to Smoking and Low Birthweight for All Causes”, Chang Qing Li, Richard A. Windsor and **Mahmud Hassan**, Preventive Medicine, Vol. 23, No. 1, January 1994, pp:28-34.

“The Impact of PPS Legislation on the Systematic Risk of Hospitals” , Elaine M. Asper and **Mahmud Hassan**, Journal of Economics and Finance, Vol. 17, No. 3, Fall, 1993, pp:121-135.

“How Profitable is Medical Malpractice Insurance?”, **Mahmud Hassan**, Inquiry, Vol. 28, No. 1, Spring, 1991, pp: 78-40.

“Equity and Accuracy in Medical Malpractice Insurance Pricing”, Frank A. Sloan, and **Mahmud Hassan**, Journal of Health Economics, Vol. 9, No. 3, November 1990, pp:289-319.

“The Demise of Hospital Philanthropy”, Frank A. Sloan, Thomas J. Hoerger, Michael A. Morrissey, and **Mahmud Hassan**, Economic Inquiry, Vol. 28, No. 4, Oct. 1990, pp:25-743.

“Loss Volatility, Bankruptcy, and Insurer Demand for Reinsurance”, Thomas J. Hoerger, Frank A. Sloan, and **Mahmud Hassan**, Journal of Risk and Uncertainty, Vol. 3, No. 3, September 1990, pp:221-245.

“Medical Malpractice Experience of Physicians: Predictable or Haphazard?”, Frank A. Sloan, Paula M. Mergenhagen, W. Bradley Burfield, Randall R. Bovbjerg, and **Mahmud Hassan**, Journal of American Medical Association, Vol. 262, No. 23, December 15, 1989, pp:3291-3297.

PUBLICATIONS contd.

“Hospital Investment Decisions and the Cost of Capital”, Gerard J. Wedig, **Mahmud Hassan**, and Frank A. Sloan, Journal of Business, Vol. 62, No. 4, Oct. 1989, pp:517-537.

“Capital Structure, Ownership, and the Capital Payment Policy: The Case of Hospitals”, Gerard J. Wedig, Frank A. Sloan, **Mahmud Hassan**, and Michael A. Morrissey, The Journal of Finance, Vol. 43, No. 1, March 1988, pp:21-40.

"Cost of Capital to the Hospital Sector," Frank A. Sloan, Joseph Valvona, **Mahmud Hassan**, and Micael A Morrissey, Journal of Health Economics, Vol. 7, No. 1, March 1988, pp:25-45.

“A Study on Hospital Bed Control System: A Case of IPGMR Hospitals”, **Mahmud Hassan**, The Journal of Management, Business and Economics, Vol. 6, No. 1, January 1980, pp:16-32.

“Some Problems of Hospital Management and General Health Care Systems and Their Possible Solutions by OR Practitioners”, **Mahmud Hassan**, The Journal of Management, Business and Economics, Vol. 5, No. 3, July 1979, pp:324-331.

“Quality Control System in Bangladesh - A Few Examples”, **Mahmud Hassan**, The Journal of Management Business and Economics, Vol. 5, No. 2, April 1979, pp:201-210.

“Operations Research in Decision Making”, **Mahmud Hassan**, The Journal of Management, Business and Economics, Vol. 2, No. 1, January, 1976, pp:95-107.

“Role of Computers in Management Education”, **Mahmud Hassan**, The Journal of Management, Business and Economics, Vol. 1, No. 1, January 1975, pp:82-89.

CURRENT RESEARCH

“Cost of Hospital Acquired Infection:Who Pays for It?”, **Mahmud Hassan**, Howard Tuckman, Robert Patrick, David Kountz, M.D., and Jennifer Kohn. [Revised and re-submitted for publication in Health Economics.]

“Pricing Strategies of Pharmaceutical Products and the Channels of Distribution”, **Mahmud Hassan**, and Howard Tuckman.

FUNDED RESEARCH

Principal Investigator for conducting a “Workshop on Pharmaceutical Management” , funded by Cephalon, Inc, a biotech company, September 1, - December 31, 2005. Total amount approved and funded is \$39,000.

Principal Investigator in a grant for the creation of the “Center for Pharmaceutical Management Studies”, funded by Academic Excellence Fund, Rutgers University, 2003-2004. Total amount approved and funded is \$75,000.

Co-Investigator in a center grant for the creation of the "Rutgers Center for Health Services Research" , funded by the Agency for Healthcare Research and Quality, 2001-2003. Funding for year 1 is \$378,001, and approved \$379,564 for year 2.

Principal Investigator in a study of the Impact of Managed Care on African-Americans, Agency for Health Care Policy and Research, 1997-1999. Total project cost approved and funded: \$71,976.

Co-Principal Investigator and Project Manager in a study of Hospital contracting under managed care, Robert Wood Johnson Foundation, 1996-98. Total project cost approved and funded: \$421,487.

Investigator in a study of the effect of change in the number and qualification of Respiratory Care Practitioners on the cost and quality of hospital care, American Respiratory Care Foundation, 1996-97. Total amount approved and funded: \$9,072.

Principal Investigator in a study of the effect of tax-exempt bonds on non-profit hospitals’ leverage and investment, Lister Hill Center for Health Policy, 1994-95. Total project cost approved and funded: \$18,874.

Investigator in the development of a forecasting model of service demand for the University of Alabama Hospital, 1993. Total project cost approved and funded: \$9,500.

Investigator in a study of physician participation and client provider choice under Medicaid for the Alabama State Medicaid Board, 1991-92. Total project cost approved and funded: \$48,600.

Principal Investigator in a study of the effect of hospitals’ tax-exemption on charity care, Agency for Health Care Policy and Research, 1994. Total project cost approved and funded: \$70,616.

Investigator in a study of the Medical Care Cost Recovery Data Capture project for the Veterans Administration Hospitals, 1995. Total project cost approved and funded: \$99,217.

BOOK CHAPTER

"Chapter 4: Financial Analysis for Health Care Organizations" , **Mahmud Hassan**, in Public Health Leadership and Management: Cases and Context" , edited by Stuart A. Capper, Peter M.Ginter and Linda E. Swayne, Sage Publication , Thousand Oaks, California, 2002.

"Financial Analysis for Health Care Organizations", **Mahmud Hassan**, in Strategic Management of Health Care Organization: Text and Cases, edited by Jack W. Duncan, Peter M. Ginter and Linda E. Swayne, Boston: PWS-Kent, 1992.

BOOK REVIEWS

"Cost and Competition in American Medicine: Theory, Policy and Institutions", Inquiry, Vol. 33, No. 2, Summer, 1996, pp:208-209.

"Framework for Market-Based Hospital Pricing Decisions", Inquiry, Vol. 31, No. 2, Summer, 1994, page 233.

MEDIA APPEARANCES

OP-ED Prescription Drugs are Convenient Scapegoats, in the Record, May 2, 2009.

Interview on Roche-Genentech Merger, The Star Ledger, June 29, 2009.

Interview on Merck-Scherring Plough Merger, Chemistry World, Royal Society of Chemistry, U.K, March 13, 2009.

Interview on Merck-Scherring Plough Merger, The Star Ledger, March 10, 2009.

Interview on Hospital Financial Performance, Press of Atlantic City, August 14, 2006.

Interview on Hospital Closure, Press of Atlantic City, August 2, 2006.

Interview on Generic Drugs, Drug Topics, August 24, 2006.

Interview on Pharmaceutical Managed Care PBMs, The Record, North Jersey News, March 12, 2006.

Interview on Looking Ahead for the Pharmaceutical Industry, The Record, North Jersey News, February 8, 2006.

Interview on Restructuring of Merck & Co. , The Record, North Jersey News, November 29, 2005.

Interview on Vioxx Trial, The Record, North Jersey News, November 4, 2005.

DAILY NEWS PAPERS contd.

Interview on the prevalence of the pharmaceutical industry in New Jersey, New York Times, March 22, 2004.

Interview on the drug makers jump into India , The Star Ledger, New Jersey, March 3, 2004.

Interview on the hostile takeover bid of the Aventis, NJN Television, New Jersey, January 27, 2004.

Interview on the hostile takeover bid of the Aventis , The Star Ledger, New Jersey, January 26, 2004.

Interview on Outsourcing of Pharmaceutical R&D, The Record, North Jersey News, November 21, 2004.

Interview on pharmaceutical pipeline promise, The Star Ledger, New Jersey, May 7, 2003.

Interview on Rutgers Pharmaceutical Management Program, The Record, North Jersey News, March 2, 2001.

Interview on Mergers & Acquisitions Prospects in the Pharmaceutical industry, The Record, North Jersey News, February 4, 2001.

“Is It Time for Health Insurance in Bangladesh?”, The Daily Star, Bangladesh, May 12, 1996.

“Developing the Private Sector Health Services in Bangladesh,” The Daily Star, Dhaka, Bangladesh, February 7, 1995.

PRESENTATIONS AT PROFESSIONAL MEETINGS

“Dynamics of Hospitals’ Dependency on Different Payors in Managed Care Markets”, **Mahmud Hassan**, Michael A. Morrissey, Gerard J. Wedig, and R. Lawrence Van Horn, Association of Health Services Research, Chicago, 1999.

“Managed Care and Access to Health Care Services by the African-American Population”, **Mahmud Hassan**, Norman W. Weissman, and M. Irshad Khan, Association of Health Services Research, Chicago, 1999.

PRESENTATIONS AT PROFESSIONAL MEETINGS contd.

“Charity Care: The Price of Tax-Exempt Debt”, **Mahmud Hasssan**, Gerard J. Wedig and Michael A. Morrissey, Annual Meeting of the American Society of Business and Behavioral Science, Las Vegas, February 1998.

“A Dynamic Theory of Managed Health Care Based on Costly Learning”, Gerard J. Wedig, R. Lawrence Van Horn, Michael A. Morrissey, and **Mahmud Hassan**. American Economics Association, Chicago, IL, January 1998.

“Credit Rationing and Non-profit Hospitals’ use of Tax-Exempt Debt”, Gerard J. Wedig, **Mahmud Hassan**, Michael A. Morrissey and Ray Laurence Van Horn, Annual Meeting of the American Public Health Association, San Diego, November 1995.

“Developing the Private Health Insurance in Bangladesh”, **Mahmud Hassan**, Eastern Economic Association, New York, April 1995.

“Tax-Exempt Debt and the Capital Structure of Non-profit Organizations: An Application to Hospitals”, Gerard J. Wedig, **Mahmud Hassan** and Michael Morrissey, Association of Health Services Research, Chicago, June 1995.

“The Effects of Tax-Exemption on the Supply of Charity Care by Non-profit Hospitals”, **Mahmud Hassan**, Gerard J. Wedig and Michael A. Morrissey, American Economic Association - Health Economics Research Organization, Washington, D.C., January 1995.

“The Extent of Tax-Exemptions on the Supply of Charity Care by Non-profit Hospitals”, **Mahmud Hassan**, Gerard J. Wedig and Michael A. Morrissey, Association of Health Services Research, San Diego, June 1994.

“Corporate Finance and the Social Benefits of Tax-Exempt Bonds”, Gerard J. Wedig, **Mahmud Hassan** and Michael A. Morrissey, Health Economics Workshop, University of Pennsylvania, June 1994.

“Marginal Effects of Diversification on Risk-Return Performance of Publicly Traded Health Care Firms: Implication for the Effects of Health Care Reform”, Randall H. Robertson, **Mahmud Hassan** and S. Robert Hernandez, Association of Health Services Research, San Diego, June 1994.

“Practice Volume Among Medicaid Physician Participants in Alabama”, **Mahmud Hassan**, Janet Bronstein and Victoria Johnson, Association for Health Services Research, Washington, D.C. June 1993, American Public Health Association, San Francisco, October 1993.

PRESENTATIONS AT PROFESSIONAL MEETINGS contd.

“The Impact of PPS Legislation on the Systematic Risk of Hospitals”, Elaine M. Asper and **Mahmud Hassan**, Association of University Programs in Health Administration, Washington, D.C., March 1992.

“Competitive Advantage Through Environmental Linking: The Role of Governing Boards in Preserving Rural Non-profit Community Hospitals”, Randall H. Robertson, **Mahmud Hassan** and S. Robert Hernandez, Academy of Management, Miami, Florida, 1991.

“The Extent of Economies of Scope of Multi-line Insurance - An Application of the Option Pricing Model”, **Mahmud Hassan**. Midwest Finance Association, St. Louis, Missouri, April 1991.

“A Model of ‘Dividends’ in Non Profit Organizations: The Case of Hospitals and Charity Care”, Gerard J. Wedig and **Mahmud Hassan**. Midwest Finance Association, St. Louis, Missouri, April 1991.

“An Option Pricing Model to Estimate the Fair Rate of Return of Property/Liability Insurance”, **Mahmud Hassan**. Midwest Finance Association, Chicago, Illinois, March 1990.

GRANT REVIEWER

Agency for Healthcare Research and Quality, U.S. Department of Health and Human Services, 1993-2000.

JOURNAL REFEREE

Member Editorial Advisory Board – International Journal of Pharmaceutical and Healthcare Marketing , 2006 – present.

Medical Care, Journal of Health Politics, Policy and Law, Hospital & Health Services Administration, Journal of Risk and Insurance.

Member, Editorial Board - Journal of Economics and Finance, 1991-95.

COMPUTER KNOWLEDGE

Languages: FORTRAN, COBOL, BASIC
Software: SAS, LIMDEP

HONORS AND MEMBERSHIPS

Distinguished Service Award - University of Alabama at Birmingham, 1995.

Outstanding Faculty Award - Department of Health Services Administration, 1993.

Listed in Marquis' Who's Who in Finance and Industry, 1992.

Represented University of Dhaka at International Seminar of Business, Hong Kong, organized by Asian Business Schools.

Ford Foundation Fellow at Indiana University; World Health Organization Fellow at Boston University; Member, Senate of the University of Dhaka; Member, Executive Committee, Teachers' Association, Dhaka University; Member, American Economic Association, American Public Health Association, Healthcare Financial Management Association.

AWARDS

Emerald Literary Awards , 2008, Highly Commended Awards, for the publication of "Do Mergers and Acquisitions Create Shareholder Wealth in the Pharmaceutical Industry", published in the International Journal of Pharmaceutical and Healthcare Marketing, Vol. 1, No. 1, 2007.

COMMITTEE ACTIVITIES

Member , MBA Policy Committee, Rutgers Business School , 2005 – present.

Member, Faculty Grievance Committee, Rutgers University – Newark Campus, 2003.

Member, System-wide Hospital Affairs Issues Working Group, Review, Planning, and Implementation Steering Committee, State of New Jersey, 2003.

Chair, Academic Affairs Committee, School of Health Related Professions, UAB (1999).

Chair, Finance and Economics Faculty Forum, AUPHA(1998-1999).

Vice-Chair, Academic Affairs Committee, School of Health Related Professions (1998-1999).

Member, Academic Affairs Committee, School of Health Related Professions (1997-1998).

Member, Sexual Harassment Committee, University of Alabama at Birmingham (1995-1996).

COMMITTEE ACTIVITIES contd.

Member, Ph.D. Admission and Policy Committee, Health Services Administration (1993-1996).

Member, Research Advisory Committee, School of Health Related Professions (1994-1999).

Chair, Academic Affairs Committee, Health Services Administration (1993-1994).

Member, Academic Affairs Committee, Health Services Administration (1990-1993).

Member, Research Committee, Health Services Administration (1989-1991).

Co-chair, Research Committee, Health Services Administration (1992-1994).

Member, Student Affairs Committee, Health Services Administration (1989-90).

Member, Academic Affairs Committee, School of Health Related Professions (1990-1993).

Member, Faculty Affairs Committee, School of Health Related Professions (1991-1992).

Member, Ad-hoc Committee to study the composition of the Academic Affairs Committee of the School of Health Related Professions, 1992.

Judge, Graduate Student Humanistic and Behavioral Research Competition, Graduate School, 1990 and 1994.

FACULTY-STUDENT RESEARCH

Independent Study

“The Impact of PPS Legislation on the Systematic Risk of Hospitals”, Elaine Asper (doctoral student) and Mahmud Hassan, 1990.

“Competitive Advantage through Environmental Linking: The Role of Governing Boards in Preserving Rural Non-profit Community Hospitals”, Randall Robertson (doctoral student), Mahmud Hassan and S. Robert Hernandez (faculty), 1991.

"Impact of Mergers and Acquisitions in the Pharmaceutical Industry" , Warren Czerniak (Executive MBA student) , Mahmud Hassan , 2001.

FACULTY-STUDENT RESEARCH contd.

"Hospital Reimbursements in a Regulated Environment", George Safran MD. (Executive MBA student), and Mahmud Hassan , 2001.

"The Pharmacy Benefit Management Industry" , Robert Poetsch (MBA student) , and Mahmud Hassan , 2001.

"The Pharmaceutical Product Portfolio - A Game Theoretic Approach", John Sun (MBA Student) , Mahmud Hassan , 2001.

"An Overview of the Current Cancer Market" , John Compton (Undergraduate Student), and Mahmud Hassan, 2001.

"The Effect of Prescription Drug Price Controls on Pharmaceutical Research and Development", Edward Trzaska (MBA Students), and Mahmud Hassan, 2002.

"Pharmaceutical Industry M&A - A Study is Post-Merger Performance", Michael Welfeld (MBA Student), and Mahmud Hassan, 2003.

"The Importance of Pharmacoeconomic Models in the Pharmaceutical Industry", Andrew Witriol (MBA Student), and Mahmud Hassan, 2003.

"Mergers and Acquisitions Activity in the Pharmaceutical Industry", Steven Seid (Undergraduate Student), and Mahmud Hassan, 2004.

Supervision of Ph.D. Dissertations

“A Theory of Embedded Real Options: The Stochastic Intertemporal Demand for Health in a General Equilibrium Model with Poisson Events and an Embedded Option”, Chairman, 2006.

“Efficiency Comparisons of Nursing Homes: An Application of Data Envelopment Analysis”, Mei-Ling Tseng, Member, 1990.

“Behavioral, Health, and Economic Impact of Dissemination of Smoking Cessation Interventions for Pregnant Women in The United States”, Chang Li, Member, 1990.

“The Effect of Market Structure on Fiscal Risk of Hospitals”, Elaine Asper, Chairman, 1993.

“Time and Money as Health Care Rationing Agents for the Injured Rural Elderly”, M. Gail Hill, Member, 1993.

“The Marginal Effects of Diversification Strategy on the Financial Performance and Default Risk of Publicly Traded Health Care Firms”, Randall H. Robertson, Chairman, 1994.

Supervision pf Ph.D Dissertations contd.

“The Impact of PPS on Investors’ Perceived Riskiness: A Non-stationarity Test of Hospital Sector Capital Markets”, Chiang-Hsing Yang, Member, 1994.

“The Effects of Market Structure on Organizational Performance: An Empirical Analysis of Hospitals”, Patrick A. Asubonteng, Member, 1996.

“Longitudinal Effects of Multi-Institutional System: Social and Economic Implications”, Debra H. Tennyson, Member, 1996.

“The Utilization of Health Services in China: Influencing Factors”, Qing Li, Member, 1996.

“Income Distribution and Health Outcomes: An Assessment of the Role of Poverty”, Donna Rickert, Member 1998.

“A Study of Tennessee Managed Care”, Doug Smith, Member, 1999.