

## Rebecca T. Slifkin

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### A. Personal

Department of Health Policy and Management  
Gillings School of Global Public Health  
The University of North Carolina at Chapel Hill  
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### B. Education

Ph.D. (Health Economics minor) December, 1994  
Department of Health Policy and Administration, School of Public Health  
University of North Carolina at Chapel Hill

Master of Health Care Administration December, 1991  
Department of Health Policy and Administration, School of Public Health  
University of North Carolina at Chapel Hill

Master of Art May, 1978  
American University  
Washington, D.C.

### C. Professional Experience

*March 2018-Present*  
Clinical Professor, Department of Health Policy and Management, The University of North Carolina at Chapel Hill

*February 2017-Present*  
Associate Chair, Department of Health Policy and Management, The University of North Carolina at Chapel Hill

*August 2015- February 2017*  
Clinical Associate Professor, Department of Health Policy and Management, The University of North Carolina at Chapel Hill  
Senior Research Fellow, Cecil G. Sheps Center for Health Services Research

*August 2010- July 2015*  
Director (Senior Executive Service), Office of Planning, Analysis, and Evaluation (OPAE), Health Resources and Services Administration (HRSA), U.S. Department of Health & Human Services, Rockville, MD. HRSA is the primary Federal agency responsible for improving access to health care for vulnerable populations (annual budget of 9-11 billion). Directed the operations of a 40 person office located in the Office of the HRSA Administrator. Personal responsibilities and OPAE activities included:

- Served as the HRSA lead for all ACA implementation issues, including facilitation of collaborations with the Center for Medicare and Medicaid Services, the Assistant Secretary for Planning and Evaluation, and the Office of Health Reform; led HRSA's outreach and enrollment efforts; aligned HRSA program policy with ACA requirements, including interaction with the White House Domestic Policy Council staff; responsible for ACA education for HRSA staff and grantees; led HRSA's interaction with the Innovation Center around new models of care.

*Revised 6/01/20*

- Served as the HRSA research lead, responsible for increasing the quality and rigor of intra- and extra-mural research; staffed the HRSA administrator on the Patient Centered Outcomes Research Trust Fund Leadership Council (PCORTF); oversee a 2 million dollar PCORTF project.
- Served as HRSA's Health Data Lead, working with HHS' Chief Technology Officer; coordinated HRSA's "big data" efforts in support of healthdata.gov and the development of the federal government's HIT Strategic Plan
- Conducted internal evaluations; coordinated HRSA's data collection efforts; consulted with HRSA offices and bureaus on their design of funding solicitations, evaluation protocols, and data collection tools.
- Conducted cross-agency policy analysis of issues arising from legislation, budget proposals, regulatory actions and federal and state program or policy and their impact on HRSA populations and providers; advised programs regarding the implications of new payment policies; proactively developed solutions to ensure the viability of safety net providers.
- Coordinated strategic planning; supported implementation of the National Quality Strategy; consulted across HRSA on performance and quality measures development and alignment, use of performance/quality measurement, monitoring and analysis, and reporting to promote the improvement, accountability, and transparency of HRSA programs and activities.
- Coordinated HRSA's programmatic interaction other Federal agencies, State and local governments (including legislatures), and the national organizations that represent State and local officials; manage and coordinate study engagements with the Government Accountability Office and the HHS Office of the Inspector General Office of Evaluation and Inspection.

*2003- August 2010*

Research Associate Professor, Department of Social Medicine, School of Medicine, University of North Carolina at Chapel Hill

*1999 - 2003*

Research Assistant Professor, Department of Social Medicine, School of Medicine, University of North Carolina at Chapel Hill

*1993 - 2010*

Cecil G. Sheps Center for Health Services Research, University of North Carolina at Chapel Hill

Director, Rural Health Research Program (2008-2010); Director, NC Rural Health Research and Policy Analysis Center (2000-2010); Director, Program on Health Care Economics and Finance (1996-2008); Associate Director, National Research Service Award Training Program (1998-2002); Research Fellow (1993-1996); Senior Research Fellow (1996-2010).

- Principal Investigator on grants and contracts totaling \$13, 074,386, with funding from the Health Resources and Services Administration, the Centers for Medicare and Medicaid Services, the State of North Carolina (North Carolina Division of Public Health, North Carolina Division of Medical Assistance, ORDRHD), Golden Leaf Foundation, State of North Carolina State Employee's Health Plan, John Rex Endowment, Kaiser Commission on Medicaid and the Uninsured.
- Co-Principal Investigator on grants totaling \$795,160, with funding from the Robert Wood Johnson Foundation, the Agency for Health Care Policy and Research, and the Health Resources and Services Administration.
- Provided short-term, policy relevant research to federal agencies, congressional staff, and other research centers; consulted with congressional staff numerous times on the potential impact of legislative policies in areas of recognized expertise, including critical access hospitals, pharmacy and Medicare Part D, the 340B program, Medicaid managed care, rural public health departments, access to care for rural Medicare and Medicaid beneficiaries, and Medicare reimbursement issues, including the wage index and the occupation mix.

*1995 – 1996*

Visiting Assistant Professor, Department of Economics and Finance, College of Health Sciences, University of Asmara, Asmara, Eritrea

*1993*

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Research Assistant, "Evaluation of State Risk Pools: The Current and Potential Experience", Robert Wood Johnson Foundation grant, Department of Health Policy and Administration, University of North Carolina at Chapel Hill

1991 – 1993

Research Assistant, "Making Choices and Allocating Resources Near Life's End", Department of Health Policy and Administration and Department of Medicine, University of North Carolina at Chapel Hill

1991

Intern, Rate Setting Division, Division of Medical Assistance, State of North Carolina, Raleigh, North Carolina

#### D. Honors

- 2014 Secretary's Award for Meritorious Service in recognition of exemplary performance and exceptional leadership which advances the mission and goals of HHS, U.S. Department of Health and Human Services
- Exceptional Performance Bonus, 2011-2014, Health Resources and Services Administration
- Time off award for performance, 2013, Health Resources and Services Administration
- National Rural Health Association Distinguished Researcher of the Year 2005
- Cecil G. Sheps Center Distinguished Investigator Award 2004
- Bernard G. Greenberg Award for Excellence in Doctoral Research 1994 for dissertation, "Physician Variation and the Cost of Care at the End of Life"
- Delta Omega (public health honor society)
- Economic doctoral comprehensive exams with honors
- M.A. awarded with distinction.

#### E. Bibliography and Products of Scholarship

##### Books and Chapters

1. Keith J. Mueller, Timothy D. McBride, Andrew F. Coburn, **Rebecca T. Slifkin**, Mary K. Wakefield, R.N. A. Clinton MacKinney, "Bridging Rural Health Research and Policy: Dissemination Strategies" in *Rural Health: Innovative Practices*, Icfai University Press, India, December 2008.
2. Randolph, R., Gaul, K., **Slifkin, R.** "Rural Populations and Health Care Providers: A Map Book" NC Rural Health Research and Policy Analysis Program, 1- 9:19, 2002.
3. **Slifkin, R.T.** "State Laws and Programs that Affect Rural Health Delivery" in *Rural Health in the United States*, Oxford University Press, 84-94, 1999.
4. **Slifkin, R.T.**, Casey M.M. "Medicaid Managed Care in Rural Areas" in *Rural Health in the United States*, Oxford University Press, 95-100, 1999.

##### Refereed papers

1. Singh, G., Kogan, M., **Slifkin, R.** Trends in infant mortality and life expectancy disparities between Appalachia and the rest of the United States, 1990-2012. *Health Affairs*, 36(8), 1423-1432, August 2017.
2. Brand, M., **Slifkin, R.** "Innovations in Oral Health Education and Practice" *Journal of the California Dental Association*, 165-166, March 2016.
3. Radford, A., **Slifkin, R.**, King, J., Lampman, M., Richardson, I., Rutledge, S. "The Relationship Between the Financial Status of Sole Community Retail Pharmacists and their Broader Involvement in the Rural Healthcare Delivery System" *Journal of Rural Health*, 27(2), 176-183, Spring 2011.
4. King, J., Holmes, M., **Slifkin, R.** "Rural-Urban Differences in Children's Medicaid and CHIP Participation" *Inquiry*, 47(2), 150-61, 2010.

5. Richardson, I., **Slifkin, R.**, Randolph, R., Holmes, M. "A Rural-Urban Comparison of Allied Health Professionals' Average Hourly Wage" *Journal of Allied Health*, 39(3), 91-96, Fall 2010.
6. King, J., Freburger, J., **Slifkin, R.** "What does the clinical doctorate in physical therapy mean for rural communities?" *Physiotherapy Research International*, 24-34, 2010.
7. **Slifkin, R.**, Freeman, V., Patterson, D. "Designated Medical Directors for Emergency Medical Services: Recruitment and Roles" *Journal of Rural Health*, 25(4), 392-398, Fall 2009.
8. Pink, G., Holmes, M., **Slifkin, R.**, Thompson, R. "Developing Financial Benchmarks for Critical Access Hospitals" *Health Care Financing Review*, 30(3), 55-69, Spring 2009.
9. Freeman, V., **Slifkin, R.**, Patterson, D. "Recruitment and Retention in Rural and Urban EMS: Results from a National Survey of Local EMS Directors" *Journal of Public Health Management and Practice*, 15(3), 246-252, 2009.
10. Radford, A., Mason, M., Richardson, I., Rutledge, S., Poley, S., Mueller, K., **Slifkin, R.** "Continuing Effects of Medicare Part D on Rural Independent Pharmacies who are the Sole Retail Provider in their Community" *Research in Social and Administrative Pharmacy*, 5(1), 17-30, 2009.
11. Radford, A., **Slifkin, R.**, Schur, C., Cheung, K., Baernholdt, M. "Missing Out on Savings? Rural Hospitals and the 340B Drug Pricing Program" *HFM*, June 2008, 82-85.
12. Reiter, K., **Slifkin, R.**, Holmes, G.M. "The Occupational Mix Adjustment to the Medicare Hospital Wage Index: Why the rural impact is less than expected" *Journal of Rural Health*, 24(2), 148-153. 2008.
13. Pink, G.H., Holmes, G.M., Thompson, R.E., **Slifkin, R.T.** "Variations in Financial Performance Among Peer Groups of Critical Access Hospitals" *Journal of Rural Health*, 23(4), 299-305. 2007.
14. Radford, A., **Slifkin, R.**, Fraser, R., Mason, M., Mueller, K. "The Experience of Rural Independent Pharmacies with Medicare Part D: Reports from the Field" *Journal of Rural Health*, 23(4), 286-293. 2007.
15. Freeman, V.A., Walsh, J., Rudolf, M., **Slifkin, R.**, Skinner, AC. "Intensive Care in Critical Access Hospitals" *Journal of Rural Health*, 23(2), 116-123. 2007.
16. Skinner, A.C., **Slifkin, R.T.** "Rural/Urban Differences in Barriers to and Burden of Care for Children with Special Health Care Needs" *Journal of Rural Health*, 23(2), 150-157. 2007.
17. Pink, G.H., Holmes, G.M., D'Alpe, C., Strunk, L., McGee, P., **Slifkin, R.** "Financial Indicators for Critical Access Hospitals" *Journal of Rural Health*, 22(3), 229-236. 2006.
18. Holmes, G.M., **Slifkin, R.**, Randolph, R., Poley, S. "The Effect of Rural Hospital Closures on Community Economic Health". *Health Services Research*, 41(2), 467-485. 2006.
19. Skinner, A. C., **Slifkin, R.**, Mayer, M. "The Effect of Rural Residence on Dental Unmet Need for Children with Special Health Care Needs". *Journal of Rural Health*, 22(1), 36-42. 2006
20. Mayer, M., **Slifkin, R.**, Cockrell, A. "The Effect of Rural Residence and Other Social Vulnerabilities on Subjective Measures of Unmet Need" *Medical Care Research and Review*, 62(5), 617-628. 2005.
21. Rural Policy Research Institute Health Panel: Mueller, K.J., Coburn, A.F., MacKinney, A.C., McBride, T.D., **Slifkin, R.T.**, Wakefield, M.K. "Understanding the Impacts of the Medicare Modernization Act: A Call for Rural Health Services Research". *Journal of Rural Health*, 21(3), 194-197. 2005.
22. Fraher, E.P., **Slifkin, R.T.**, Smith, L., Randolph, R., Rudolf, M., Holmes, G.M. "Implications of the *Medicare Prescription Drug, Improvement, and Modernization Act of 2003* for the Financial Viability of Rural Pharmacies", *Journal of Rural Health*, 21(2), 114-121, 2005.
23. Pink, G.H., **Slifkin, R.T.**, Coburn, A.F., Gale, J. "Comparative Performance Data for Critical Access Hospitals" *Journal of Rural Health*, 20(4), 374-382, 2004.
24. **Slifkin, R.**, Silberman, P., Freeman, V. "Moving from Medicaid to North Carolina Health Choice: Changes in Access to Dental Care for NC Children" *NC Medical Journal*, 65(1), 6-11, 2004.
25. Mayer, M., Cockrell, A., **Slifkin, R.** "Unmet Need for Routine and Specialty Care: Data from the National Survey of Children with Special Health Care Needs" *Pediatrics*, 113(2), e109-e115, 2004.
26. **Slifkin, R.**, Randolph, R., Ricketts, T. "The Changing Metropolitan Designation Process and Rural America" *Journal of Rural Health*, 20(1), 1-6, 2004.

27. Dalton, K., **Slifkin, R.**, Poley, S., Fruhbeis, M. "Choosing to Convert to Critical Access Hospital Status" *Health Care Financing Review*, 25(1), 115-132, 2003.
28. **Slifkin, R.**, Freeman, V., Silberman, P. "Effect of the North Carolina State Children's Health Insurance Program on Beneficiary Access to Care" *Archives of Pediatric & Adolescent Medicine*, 156, 1223-1229, 2002.
29. Silberman, P., Poley, S., James, K., **Slifkin, R.** "Tracking Medicaid Managed Care in Rural Communities: A 50-State Follow Up" *Health Affairs*, 21(4), 255-263, 2002.
30. Dalton, K., **Slifkin, R.**, Howard, H. "Rural Hospital Wages and the Area Wage Index." *Health Care Financing Review*, 24(1), 155-175, 2002.
31. **Slifkin, R.** "Developing Policies Responsive to Barriers to Health Care Among Rural Residents: What Do We Need to Know?" *Journal of Rural Health*, 18(S): 233-241, 2002.
32. Mofidi, M., **Slifkin, R.**, Freeman, V., Silberman, P. "The Impact of a State Child's Health Insurance Program on Access to Dental Care" *Journal of the American Dental Association*. 133:707-14, 2002.
33. **Slifkin, R.**, Silberman, P., Reif, S. "The Effect of Medicaid Managed Care on Rural Public Health Departments." *Journal of Rural Health*, 17(3):187-196, 2001.
34. Dalton, K., **Slifkin, R.**, Howard, H. "The Role of Critical Access Hospital Status in Mitigating the Effects of New Prospective Payment Systems Under Medicare." *Journal of Rural Health*. 16(4):357-370, 2000.
35. Konrad, T.R., **Slifkin, R.T.**, Stevens, C., Miller, J. "Using the American Medical Association Physician Masterfile to Measure Physician Supply in Small Towns." *Journal of Rural Health* 16(2):162-167, 2000.
36. **Slifkin, R.T.**, Popkin, B., Dalton, K. "The Effect of Graduate Medical Education Funding on Rural Hospitals." *Journal of Health Care for the Poor and Underserved* 11(2):231-242, 2000.
37. Stearns, S.C., **Slifkin, R.T.**, Edin, H.M. "Access to Care for Rural Medicare Beneficiaries." *Journal of Rural Health* 16(1):62-73, 2000.
38. **Slifkin, R.T.**, Freeman, V.A., Biddle, A.K. "Costs of Developing Childhood Immunization Registries: Case Studies from Four All Kids Count Projects." *Journal of Public Health Management and Practice* 5(5):67-81, September 1999.
39. Felt-Lisk, S, Silberman, P., Hoag, S., **Slifkin, R.** "Medicaid Managed Care in Rural Areas: Lessons from 10 States' Experiences." *Health Affairs* 18(2):238-245, March/April 1999.
40. Mayer, M.L., Clark, S.J., Konrad, T.R., Freeman, V.A., **Slifkin, R.T.** "The Role of State Policies and Programs in Buffering the Effects of Poverty on Children's Immunization Receipt." *The American Journal of Public Health* 89(2):164-170, February 1999.
41. **Slifkin, R.**, Hoag, S., Silberman, P., Felt-Lisk, S, Popkin, B. "Medicaid Managed Care Programs in Rural Areas: A Fifty State Review." *Health Affairs* 17(6):217-227 November/December 1998.
42. **Slifkin, R.**, Clark, S., Strandhoy, S., Konrad, T. "Public-Sector Immunization Coverage in Eleven States: The Status of Rural Areas." *Journal of Rural Health* 13(4):334-341, Fall 1997.
43. **Slifkin, R.T.**, Kilpatrick, K.E., Johnsen, M.C., Bollen, K.A. "Resident-Based Reimbursement System for Intermediate Care Facilities for the Mentally Retarded." *Health Care Financing Review* 18(3):61-72 Spring, 1997.
44. Stearns, S., **Slifkin, R.**, Thorpe, K., Mroz, T. "The Structure and Experience of State Risk Pools: 1988-1994." *Medical Care Research and Review* 54(2): 224-238, June 1997.
45. **Slifkin, R.**, Ricketts, T, Howard, A. "The Potential Effects of Managed Competition: Consumer Choice in Rural Areas". *Health Care Financing Review* 17(4): 143-156, Summer, 1996.
46. Stearns, S., **Slifkin, R.** "State Risk Pools and Mental Health Care Use." *Health Affairs* 14(3):185, 221-231, Fall 1995.
47. Ricketts, T., Tropman, S., **Slifkin, R.**, Konrad, T. "Migration of Obstetricians-Gynecologists Into and Out of Rural Areas, 1985-1990." 1995. *Medical Care* 34(5):428-438.
48. Ricketts, T., **Slifkin, R.**, Johnson-Webb, K. "Patterns of HMO Service Areas in Rural Counties." 1995. *Health Care Financing Review* 17(1) Fall, 99-113.
49. Danis, M., Mutran, E., Garrett, J., Stearns, S., **Slifkin, R.**, Hanson, L., Williams, J., Churchill, L., "A Prospective Study of the Impact of Patient Preferences upon Life-Sustaining Treatment and Hospital Cost." 1995. *Critical Care Medicine* 24(11):1811-1817.

#### Other

1. Silberman, P., **Slifkin, R.** "ACA escapes repeal, but it could still be hobbled" Op-Ed, *News and Observer*, April 4, 2017.
2. Silberman, P., **Slifkin, R.** "GOP health care plan would drive up NC premiums" Op-Ed, *News and Observer*, March 22, 2017.
3. **Slifkin, R.T.** "A Farewell to Thomas C. Rosenthal, DM, Editor, and Andrew Danzo, Associate Editor. *Journal of Rural Health*, 25(4):331, Fall 2009.
4. **Slifkin, R.T.** "Rural Cancer Care: A Challenge" *Rural Roads*,5(3): 14-15, National Rural Health Association, 2007.

#### Other: Working papers and reports

1. Freeman, V., Randolph, R., Poley, S., Friedman, S., **Slifkin, R.** "[Pediatric Care in Rural Hospital Emergency Departments.](#)" 2010 NC RHRP Working Paper and Final Report Series No. 96.
2. Rural Policy Research Institute Health Panel: Coburn, A.F., MacKinney, A.C., McBride, T.D., Mueller, K.J., **Slifkin, R.T.** and Ziller, E. "Assuring Health Coverage for Rural People Through Health Reform." October 28, 2009.
3. Rural Policy Research Institute Health Panel: Coburn, A.F., MacKinney, A.C., McBride, T.D., Mueller, K.J., **Slifkin, R.T.** "A Rural Perspective/Commentary Regarding (Description of Policy Options) Financing Comprehensive Health Care Reform: Proposed Health System Savings and Revenue Options" June 12, 2009.
4. Rural Policy Research Institute Health Panel: Coburn, A.F., MacKinney, A.C., McBride, T.D., Mueller, K.J., **Slifkin, R.T.** "A Rural Perspective/Commentary Regarding the Senate Finance Committee's Report, "Expanding Health Care Coverage: Proposals to Provide Affordable Coverage to All Americans."" June 2009.
5. Rural Policy Research Institute Health Panel: Coburn, A.F., MacKinney, A.C., McBride, T.D., Mueller, K.J., **Slifkin, R.T.** "A Rural Perspective/Commentary Regarding the Senate Finance Committee's Report, "Transforming the Health Care Delivery System: Proposals to Improve Patient Care and Reduce health Care Costs."" May 26 2009.
6. Richardson, I., **Slifkin, R.**, Randolph, R., Holmes, M. "A Rural-Urban Comparison of Allied Health Average Hourly Wages." 2009 NC RHRP Working Paper and Final Report Series No. 96.
7. Freeman, V., Richardson, I., **Slifkin, R.** "Medicare Beneficiaries' Access to Pharmacy Services in Small Rural Towns: Implications of Contracting Patterns of Sole Community Pharmacies with Part D Plans." 2009 NC RHRP Working Paper and Final Report Series No. 95.
8. Rural Policy Research Institute Health Panel: Coburn, A.F., MacKinney, A.C., McBride, T.D., Mueller, K.J., **Slifkin, R.T.**, Wakefield, M.K. "CMS Value-Based Purchasing Program and Critical Access Hospitals." January 2009.
9. Rural Policy Research Institute Health Panel: Coburn, A.F., MacKinney, A.C., McBride, T.D., Mueller, K.J., **Slifkin, R.T.**, Wakefield, M.K. "Rural Policy Research Institute Health Panel Response to CMS' Report to Congress: Plan to Implement a Medicare Hospital Value-Based Purchasing Program." October 2008.
10. Freburger, J., King, J., **Slifkin, R.** "[The Trend Towards the Clinical Doctorate in Allied Health: Implications for Rural Communities.](#)" 2008 NC RHRP Working Paper and Final Report Series No. 94.
11. Pink, G., Howard, A., Holmes, M., Thompson, R. **Slifkin, R.** "Differences in Measurement of Operating Margin" Flex Monitoring Team Briefing Paper #17, March 2008.
12. **Slifkin, R.**, Pink, G., Radford, A. "Assessment of the Financial Status of Ashe Memorial Hospital and Strategic Options for Future Stability." 2008. Cecil G. Sheps Center for Health Services Research submitted to the NC Golden Leaf Foundation.
13. Freeman, V., Patterson, D., **Slifkin, R.** "Issues in Staffing Emergency Medical Services: A National Survey of Local Rural and Urban EMS Directors." 2008 NC RHRP Working Paper and Final Report Series No. 93.
14. Gale, J., Lenardson, J., Gregg, W., Casey, M., Richardson, I., Rutledge, S., **Slifkin, R.** "State Initiatives Funded by the Medicare Rural Hospital Flexibility Grant Program." 2007. Flex Monitoring Team Briefing Paper #15.
15. Radford, A., Mason, M., Richardson, I., Rutledge, S., Poley, S., Mueller, K., **Slifkin, R.** "One Year In: Sole Community Rural Independent Pharmacies and Medicare Part D." 2007. NC RHRP Working Paper and Final Report Series No. 92.

16. Rural Policy Research Institute Health Panel: Mueller, K.J., Coburn, A.F., Fluharty, C.W., MacKinney, A.C., McBride, T.D., **Slifkin, R.T.**, Wakefield, M.K. "Bridging Rural Health Research and Policy: Dissemination Strategies." August 2007.
17. King, J., Geiger, L., Silberman, P., **Slifkin, R.** [State Profiles of Medicaid and SCHIP in Rural and Urban Areas.](#) 2007. NC RHRP Working Paper Series No. 91.
18. Pink, G., Holmes, M., **Slifkin, R.** "CAH Financial Indicators Report: Summary of Indicator Medians by State" Data Summary Report #3, August 2007.
19. Schur, C., Cheung, K., Radford, A., **Slifkin, R.**, Baernholtz, M. "340B Drug Pricing Program: Results of a Survey of Participating Rural Hospitals." 2007. NC RHRP Working Paper Series No. 90.
20. Sprague, J., Bellamy, G., **Slifkin, R.**, Silberman, P. "Medicaid Reform: A Rural Perspective." NRHA Issue Paper, May 2007.
21. Patterson, P.D., Freeman, V.A., Moore, C.G., **Slifkin, R.T.** [Becoming an Emergency Medical Technician: Urban-Rural Differences in Motivation and Job Satisfaction.](#) 2007. NC RHRP Working Paper Series No. 89.
22. Gale, J., Coburn, A., Gregg, W., Freeman, V., **Slifkin, R.** "Exploring the Community Impact of Critical Access Hospitals." 2007. Flex Monitoring Team Briefing Paper #14.
23. Radford, A., **Slifkin, R.**, Baernholtz, M., Schur, C., Cheung, K. "340B Drug Pricing Program: Results of a Survey of Eligible but not Participating Rural Hospitals." 2007. NC RHRP Working Paper Series No. 88.
24. Radford, A., **Slifkin, R.**, Fraser, R., Mason, M., Mueller, K. "The Experience of Sole Community Rural Independent Pharmacies with Medicare Part D: Reports from the Field." 2006. NC RHRP Working Paper Series No. 87.
25. Reiter, K., **Slifkin, R.**, Holmes, M. "A Primer on the Occupational Mix Adjustment to the Medicare Wage Index." 2006. NC RHRP Working Paper Series No. 86.
26. Silberman, P., Brogan, L., Moore, P., **Slifkin, R.** "Premium Assistance Programs for Low Income Families: How Well Does it Work in Rural Areas? 2006. NC RHRP Working Paper Series No. 85.
27. **Slifkin, R.**, Groves, J., Moore, C., Greene, S. "Evaluation of the Effectiveness of the Diabetes Health Improvement Program and the Diabetes and Coronary Artery Disease with Telephonic Outreach Health Improvement Program." January 2006.
28. Rural Policy Research Institute Health Panel: Mueller, K.J., Coburn, A.F., Fluharty, C.W., MacKinney, A.C., McBride, T.D., **Slifkin, R.T.**, Wakefield, M.K. "The Institute of Medicine Rural Health Report: Next Steps in Legislation and Programs." P2006-1.
29. Freeman, V., **Slifkin, R.T.**, Skinner, A., Schwartz, R. "Rural and Urban Parents Report on Access to Health Care for their Children with Medicaid Managed Care." 2005. NC RHRP Working Paper Series No. 84.
30. Dalton, K., Park, J., Howard, A., **Slifkin, R.** "Trends in Skilled Nursing and Swing Bed use in Rural Areas, 1996-2003." 2005. NC RHRP Working Paper Series No. 83.
31. Pink, G., Holmes, M., **Slifkin, R.** "CAH Financial Indicators Report: Summary of Indicator Medians by State" Data Summary Report #1, October 2005.
32. Silberman, P., Rudolf, M., Brogan, L., Poley, S., **Slifkin, R.T.**, Moore, C. "The Impact of Medicaid Cuts on Rural Communities." 2005. NC RHRP Working Paper Series No. 82.
33. Pink, G., Holmes, G.M., D'Alpe, C., Strunk, L., McGee, P., **Slifkin, R.T.** "Financial Indicators for Critical Access Hospitals." 2005. Flex Monitoring Team Briefing Paper Number 7.
34. Poley, S., **Slifkin, R.** "Community Involvement of Critical Access Hospitals: Results from the 2004 National CAH Survey." 2005. Flex Monitoring Team Briefing Paper Number 6.
35. Freeman, V., Walsh, J., Rudolf, M., **Slifkin, R.** "Intensive Care in Critical Access Hospitals." 2005. NC RHRP Working Paper Series No. 81.
36. Rural Policy Research Institute Health Panel: Mueller, K.J., Coburn, A.F., Fluharty, C.W., MacKinney, A.C., McBride, T.D., **Slifkin, R.T.**, Wakefield, M.K. "Impacts of the Medicare Modernization Act on Rural Health Systems and Beneficiaries". P2005-01

37. Greene, S., Holmes, G., **Slifkin, R.**, Freeman, V., Howard, H. "Cesarean Section Patterns in Rural Hospitals." 2004. NC RHRP Working Paper Series No. 80.
38. Muller, K., **Slifkin, R.T.**, Shambaugh-Miller, M., Randolph, R. "[Definition of Rural in the Context of MMA Access Standards for Prescription Drug Plans.](#)" 2004. NC RHRP Working Paper Series No. 79.
39. Dalton, K., **Slifkin, R.T.** "[Rural-Urban Issues in the Wage Index Adjustment for Prospective Payment in Skilled Nursing Facilities.](#)" 2003. NC RHRP Working Paper Series No. 78.
40. Silberman, P., Rudolf, M., D'Alpe, C., Randolph, R., **Slifkin, R.T.** "[The Impact of the Medicaid Budgetary Crisis on Rural Communities.](#)" 2003. NC RHRP Working Paper Series No. 77
41. Silberman, P., Poley, S., **Slifkin, R.T.** "Innovative Primary Care Case Management Programs Operating in Rural Communities: Case Studies of Three States." January 2003. NC RHRP Working Paper Series No. 76.
42. Freeman, V., **Slifkin, R.**, Schwartz, R., Farel, A. "A Cross-Insurance Comparison of North Carolina Children with Special Health Care Needs" Final report to the NC Division of Public Health, January 2003.
43. Coburn, A., Fluharty, C., Hart, P, MacKinney, C., McBride, T., Mueller, K., **Slifkin, R.**, Wakefield, M. "An Assessment of Proposals for a Medicare Outpatient Prescription Drug Benefit: The Rural Perspective." January 2003. RUPRI Rural Health Panel P2003-1.
44. Silberman, P., **Slifkin, R.**, Walsh, J., Poley, S. The North Carolina Health Choice Enrollment Cap of 2001: Health Risks and Financial Hardships for Working Families, January 2003, Kaiser Commission on Medicaid and the Uninsured.
45. Dalton, K., Van Houtven, C., **Slifkin, R.**, Poley, S., Howard, A. "Background Paper: Rural and Urban Differences in Nursing Home and Skilled Nursing Supply." September, 2002. NC RHRP Working Paper Series, No. 74.
46. Silberman, P., Walsh, J., Poley, S., **Slifkin, R.** "North Carolina Health Choice Enrollment Cap: Focus Group Report" Interim report to the Kaiser Commission on Medicaid and the Uninsured, May 2002.
47. Randolph, R, **Slifkin, R.**, Whitener, L, Wulfsberg, A. "Impacts of Multiple Race Reporting on Rural Health Policy and Data Analysis." May 2002. NC RHRP Working Paper Series, No. 73.
48. **Slifkin, R.**, Freeman, V., Silberman, P., Schwartz, B. "Assessing the Effects of the North Carolina Health Choice Program on Beneficiary Access to Care." Final report to the NC Division of Medical Assistance, September 2001.
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2. Pink, G., **Slifkin, R.**, Howard, H. "[A Financial Comparison of Rural Hospitals With Special Medicare Payment Provisions to Hospitals Paid Under Prospective Payment](#)" May 2010. NC RHRP Findings Brief #95.
3. King, J. **Slifkin, R.** "[A Case Study of Rural Health Care in the Economic Downturn.](#)" (2009).
4. King, J., **Slifkin, R.**, Holmes, R. "[Characteristics of Rural & Urban Children Who Qualify For Medicaid or CHIP But Are Not Enrolled](#)" July 2009. NC RHRP Findings Brief #91.
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6. Freeman, V., Richardson, I., **Slifkin, R.** "Sole Community Pharmacies and Part D Participation: Implications for Rural Residents" February 2009. NC RHRP Findings Brief #87.
7. Freburger, J., King, J., **Slifkin, R.** "[What Does the Allied Health Clinical Doctorate Mean for Rural Areas?](#)" December 2008. NC RHRP Findings Brief #86.

8. Freeman, V., **Slifkin, R.**, Patterson, D. "Challenges for Rural Emergency Medical Services: Medical Oversight." May 2008. NC RHRP Findings Brief #85.
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24. Dalton, K., Holmes, M., **Slifkin, R.** "Unstable Demand and Cost per Case in Low-Volume Hospitals" (2003) NC RHRP *Findings Brief #76*.
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#### **Other: Presentations and Speeches**

1. **Slifkin, R.** The Health Resources and Services Administration: Celebrating 35 years and looking forward. AcademyHealth 2018 Annual Research Meeting. Seattle, WA, June 25, 2018.
2. **Slifkin, R.** "HRSA 101" Capital Region on Capitol Hill 2015: A Symposium hosted by Congressman Paul Tonko. Washington, D.C., May 1, 2015
3. **Slifkin, R.** Keynote speaker, "Federal Efforts in Delivery System Reform" National Rural Health Association Annual Meeting, Philadelphia, PA, April 15, 2015.
4. **Slifkin, R.** "Next Steps in Public Health: Advancing the Transition to a High Performance Rural Health System" Washington University at St. Louis, March 20, 2015.
5. **Slifkin, R.** "HRSA's Role in Federal Health Policy" American Association of Colleges of Osteopathic Medicine, Chevy Chase, MD, December 5, 2014.
6. **Slifkin, R.** Affordable Care Act panel, The National Association of Free & Charitable Clinics, Baltimore, MD, October 29, 2013.
7. **Slifkin, R.** "Importance of the Affordable Care Act to People Living With HIV/AIDS" Ryan White Care Act Program All Grantees meeting, Washington, D.C., September, 2013.
8. **Slifkin, R.** "The Affordable Care Act's Impact on Rural Communities" Veteran's Administration, Washington, DC, August 7, 2013.
9. **Slifkin, R.** "The Affordable Care Act's Impact on Rural Communities" White House Rural Council/Rural Philanthropies meeting, Washington, DC, July 23, 2013.
10. **Slifkin, R.** "Advancing the Maternal and Child Health Vision: What is the Future of Title V in the Era of Health Reform" plenary session panel, Association of Maternal and Child Health Programs 2013 Annual Conference, Washington, D.C., February 12, 2013.
11. **Slifkin, R.** "Impact of the Affordable Care Act on Ryan White HIV/AIDS Program" CDC/HRSA Advisor Committee on HIV and STD Prevention and Treatment, Rockville, MD, December 12, 2012.

12. **Slifkin, R.** "A Federal Perspective on Health Equity and the Role of Research" Association of American Medical Colleges, Advisory Panel on Research, Washington, DC, October 24, 2012.
13. **Slifkin, R.** "The Affordable Care Act: Preparing Programs for Implementation" National Alliance of State and Territorial AIDS Directors Annual Meeting, Washington, DC, May 20, 2012.
14. **Slifkin, R.** "Update on Affordable Care Act Implementation: HRSA Perspective" CDC/HRSA Advisor Committee on HIV and STD Prevention and Treatment, Rockville, MD, November 15, 2011.
15. **Slifkin, R.** "Ensuring System Capacity as we Approach 2014: Health Resources and Services Administration Strategies" 2011 National Association of Medicaid Directors Conference, Arlington, VA, November 8, 2011.
16. **Slifkin, R.** Panelist, "Jurisdictions and Geographic Parameters" Best Practices for Community Health Needs Assessment and Implementation Strategy: CDC Public Forum, Atlanta, GA, July 11, 2011.
17. **Slifkin, R.** "Medicare Accountable Care Organizations and the Implications for HRSA Grantees" HRSA Learning Institute, Rockville, MD (Webcast), May 11, 2011.
18. **Slifkin, R.** "Research and Scholarship Activities at HRSA" University of Pittsburgh and Duquesne University annual trip for Agency Briefings, Arlington, VA, March 21, 2011.
19. **Slifkin, R.** "Office of Planning, Analysis and Evaluation: Affordable Care Act Accomplishments" Washington, DC, Friends of HRSA, February 24, 2011.
20. **Slifkin, R.** Health Services Topics Reaction Panel, National Advisory Committee on Rural Health and Human Services, Washington, DC, February 23, 2011.
21. **Slifkin, R.** "Health Reform's Impact on Access to Care" 2010 ASTHO Policy Summit, Colorado Springs, CO, October 19, 2010.
22. King, J., Holmes, M., **Slifkin, R.** "Using the current population survey and the American community survey to examine rural-urban differences in Medicaid and CHIP participation rates" Poster presentation, AcademyHealth annual meeting, June 2010.
23. **Slifkin, R.** "Health Care Reform: What does it mean for allied health?" Southern North Carolina Allied Health Workforce Symposium, Fayetteville, NC, June 9, 2010.
24. **Slifkin, R.** "Health Reform Update" Council for Allied Health in North Carolina, Chapel Hill, NC, May 5, 2010.
25. **Slifkin, R.** "Health Reform 101" Council for Allied Health in North Carolina, Chapel Hill, NC, September 2, 2009.
26. Pink, G., Holmes, M., **Slifkin, R.** "What the CAH FIR can do for you." ORHP Grantee Partnership Meeting, Washington, D.C., September 1, 2009.
27. Pink, G., Holmes, M., **Slifkin, R.** "The financial experience of small rural hospitals in the mid-South compared to the U.S." Seventh Annual Mid-South CAH Conference, Florence, Alabama, August 13, 2009.
28. **Slifkin, R.** "Research Portfolio of the NC RHR & PAC: Rural Hospital Finances and Medicaid" Region D SORH Annual Meeting, Albuquerque, New Mexico, May 2009.
29. Pink, G., Holmes, M., **Slifkin, R.** "Developing Financial Benchmarks for Critical Access Hospitals" Oregon Department of Human Services, Salem, Oregon, May 2009.
30. Pink, G., Holmes, M., **Slifkin, R.** "Developing Financial Benchmarks for Critical Access Hospitals" National Rural Health Association's 32nd Annual Rural Health Conference, Miami Beach, Florida, May 2009.
31. "We've Got a Mailbox, Why Do We Need a Local Pharmacist? The Key Role of Independent Pharmacists in Rural Healthcare Delivery Systems" Concurrent session, National Rural Health Association's 32nd Annual Rural Health Conference, Miami Beach, Florida, May 2009.
32. **Slifkin, R.** The RUPRI Rural Health Panel "Health Care Reform: Considerations for Rural" Briefing for the Senate Rural Health Care Caucus, Room SC-4, Thursday, April 30, Washington D.C.
33. **Slifkin, R.** "Recent and Projected Financial Experience of Rural Hospitals" Briefing for the Congressional Rural Caucus, CVC House Congressional Meeting Room, April 23, 2009.
34. **Slifkin, R.** "Rural Health 101" Briefing for House staff, Washington, D.C., April 15, 2009.
35. **Slifkin, R.** "Rural Health 101" Briefing for Senate staff, Washington, D.C., February 27, 2009.
36. Pink, G., Holmes, M., **Slifkin, R.** The Financial Experience of Small Rural Hospitals, Ohio Flex Critical Access Hospital Meeting, Columbus OH, August 12 2008.

37. Pink, G., Holmes, M., **Slifkin, R.** The Flex Program at 10 Years: The Financial Experience of Small Rural Hospitals. National Conference of State Flex Programs, July 2008.
38. Radford, A., Klepser, D., Mason, M., Richardson, I., Rutledge, S., Skinner, A., Price, J., Hartley, K., Poley, S., Mueller, K., **Slifkin, R.** "Monitoring the Status & Role of Rural Community Pharmacies" 2008 National Conference on Medication Access, Use, & Safety in Rural America, Minneapolis, Minnesota, June 5, 2008.
39. Pink, G., **Slifkin, R.** "The Flex Program at 10 Years: Lessons Learned and Future Directions". National Rural Health Association Annual Meeting, New Orleans, May 2008.
40. Radford, A., Mason, M., Rutledge, S., Richardson, I., Poley, S., Mueller, K, **Slifkin, R.** "Rural Independent Pharmacies and Medicare Part D: Reports from the Field". National Rural Health Association Annual Meeting, New Orleans, May 2008.
41. Shur, C., Cheung, K., **Slifkin, R.** Radford, A. "Barriers and Benefits to Rural Hospital Participation in the 340B Drug Pricing Program" National Rural Health Association Annual Conference, Anchorage, Alaska, May 2007.
42. Freeman, V., **Slifkin, R.**, Patterson, D. "Critical Issues in Rural EMS: Results from a National Survey of Local EMS Directors" National Rural Health Association Annual Conference, Anchorage, Alaska, May 2007.
43. Mueller, K, **Slifkin, R.** "Medicare Part D: How is it working?" National Rural Health Association Annual Conference, Anchorage, Alaska, May 2007.
44. Fraher, E., Randolph, R., **Slifkin, R.** "Retention of U.S. Physicians in Rural Counties, 1991 to 2003: Sex and Race Affect Probability of Long-Term Rural Practice" 10<sup>th</sup> International Medical Workforce Conference, Vancouver, Canada, March, 2007.
45. **Slifkin, R.** "Twenty Years Back and Looking Forward: The Status of Rural Health Providers" National Advisory Committee on rural health. Washington, D.C., February 28, 2007.
46. **Slifkin, R.** "Medicaid: Why it's important to rural health" Rural Health Policy Institute, NRHA, Washington, D.C., February 26, 2007.
47. **Slifkin, R.** "Conversation with Rural Health Research Center Directors", House Staff, Washington, D.C., January 12, 2007.
48. **Slifkin, R.** "Conversation with Rural Health Research Center Directors", Senate Staff, Washington, D.C., January 11, 2007.
49. **Slifkin, R.** "Swing Bed Transfer Policy" The Rural Hospital Issues Group, Washington, D.C., December 11, 2006.
50. Pink, G., **Slifkin, R.** "The Critical Access Hospital Financial Indicators Report" 5<sup>th</sup> Annual CAH Seminar NC and SC Offices of Rural Health, Charlotte, NC, November 2006.
51. Pink, G., Holmes, M., **Slifkin, R.** "The Critical Access Hospital Financial Indicators Report: Peer Groups and State Results" National Rural Health Association Critical Access Hospital Conference, St. Louis, Missouri, October 2006.
52. Silberman, P., **Slifkin, R.** "Deficit Reduction Act: Potential Impact of Medicaid Changes on Rural Areas" NOSORH regional meeting, Portland, Maine, September 2006.
53. Pink, G., Holmes, M., **Slifkin, R.** "Understanding and Using Financial Reports from the Flex Monitoring Team", Focus on the Future: 2006 National Conference of State Flex Programs, St. Paul MN, August 2006.
54. Holmes, M.; Pink, G.; **Slifkin, R.** "Impact of Critical Access Hospital Status on Hospital Financial Performance." Academy Health Annual Research Meeting, June, 2006.
55. Dalton, K.; Park, J.; **Slifkin, R.** "Participation in Skilled Nursing Care Following Critical Access Hospital Conversion" Academy Health Annual Research Meeting, June, 2006.
56. Dalton, K.; Park, J.; **Slifkin, R.** "Rural Hospital Participation in Skilled Nursing Care". Academy Health Annual Research Meeting, Long-Term Care Colloquium, June, 2006.
57. **Slifkin, R.** "Importance of Medicaid to Rural People and Providers" State Rural Health Associations Skill-building Conference, National Conference Center. Lansdowne, Virginia. June 2006.
58. Pink, G., Holmes, M., **Slifkin, R.** "Peer Group Variation in Critical Access Hospital Financial Performance" National Rural Health Association Annual Meeting, Reno, Nevada, May 2006.
59. **Slifkin, R.** "Contracting with Medicare Advantage Plans." Rural Hospital Issues Group, Washington, D.C., December 2005.
60. **Slifkin, R.** "Rural Health Research Center Projects" briefing for the U.S. Senate Rural Health Caucuses, Washington, D.C., October 12, 2005.

61. **Slifkin, R.** "Rural Health Research Center Projects" briefing for the U.S. House Rural Health Caucuses, Washington, D.C., October 11, 2005.
62. **Slifkin, R.** "Demystifying Evaluations" Office of Rural Health Policy All Programs Meeting, Washington, D.C., August 2005.
63. **Slifkin, R.** "Demystifying Evaluations" Northeast Region State Offices of Rural Health Annual Meeting, Mystic, Conn. June 2005.
64. Pink, G., **Slifkin, R.** et al. "Developing a Financial Performance Measurement System for CAHs." National Rural Health Association Annual Meeting, New Orleans, May 2005.
65. **Slifkin, R.** "Scanning the Horizon: Areas of Concern for Rural Pharmacies" National Advisory Committee on Rural Health and Human Services, Washington, D.C. March 21, 2005.
66. **Slifkin, R.** "Impacts of the Medicare Modernization Act On Rural Health Systems and Beneficiaries," briefing for the U.S. Senate and U.S. House Rural Health Caucuses, Washington, D.C., February 11, 2005.
67. Silberman, P., Poley, S., Rudolf, M., **Slifkin, R.** "Cutbacks: State budgets, Medicaid, and rural communities" American Public Health Association 132nd Annual Meeting, Washington, DC., November 2004.
68. **Slifkin, R.** "Communicating the Flex Program to a National Audience" National Flex Program Meeting, Chicago, Illinois, June 2004.
69. **Slifkin, R.**, Pink, G. "Financial Performance Measures of Critical Access Hospitals" National Flex Program Meeting, Chicago, Illinois, June 2004.
70. **Slifkin, R.**, Fraher, E., Smith, L., Rudolf, M. "Volume and Payer Type of Prescription Drugs Dispensed in Rural Communities" National Rural Health Association Annual Meeting, San Diego, May 2004.
71. Freeman, V., **Slifkin, R.**, Schwartz, R., Farel, A. "A Cross-Insurance Comparison of North Carolina Children with Special Health Care Needs" American Public Health Association Annual Meeting, San Francisco, November 2003.
72. Gale, J., Coburn, A., **Slifkin, R.**, Fruhbeis, M. "The Role of the States in Enhancing Capacity and Infrastructure Under the Rural Hospital Flexibility Program" National Rural Health Association Annual Meeting, Salt Lake City, Utah, May 15, 2003.
73. Holmes, G., **Slifkin, R.**, Randolph, R. "Hospital Closures and Community Economic Health" National Rural Health Association Annual Meeting, Salt Lake City, Utah, May 14, 2003.
74. **Slifkin, R.** "Medicare Reform in Rural America," briefing co-sponsored by the Rural Health Caucus and the Rural Policy Research Institute, U.S. Congress, Washington, D.C., April 30, 2003.
75. Silberman, P., Poley, S., **Slifkin, R.** "Rural Medicaid Managed Care: Innovative Community Practices" American Public Health Association 130<sup>th</sup> Annual Meeting, Philadelphia, PA, November 12, 2002.
76. Freeman, V., **Slifkin, R.**, Silberman, P., Schwartz, R. "SCHIP: What North Carolina Parents Report" American Public Health Association 130<sup>th</sup> Annual Meeting, Philadelphia, PA, November 11, 2002.
77. **Slifkin, R.** "Estimating the Number of Uninsured Children in NC" NC IOM NC Health Choice Task Force, Raleigh, N.C., November 7, 2002.
78. **Slifkin, R.**, Freeman, V., Schwartz, R. "A Cross-insurance Comparison of Children with Special Health Care Needs" NC IOM NC Health Choice Task Force, Cary, N.C., October 8, 2002.
79. Freeman, V., **Slifkin, R.**, Silberman, P., Schwartz, R. "Assessing the Effects of the North Carolina Health Choice Program on Beneficiary Access to Care". NC IOM NC Health Choice Task Force, Cary, N.C., October 8, 2002.
80. **Slifkin, R.**, Freeman, V., Schwartz, R. "A Cross-insurance Comparison of Children with Special Health Care Needs" NC IOM NC Health Choice Task Force, Cary, N.C., October 8, 2002.
81. **Slifkin, R.** "The Rural Health Research Centers Cooperative Agreement Program" National Organization of State Offices of Rural Health, 13<sup>th</sup> Annual Conference, Charlotte, N.C., September 11, 2002.
82. Mofidi, M, **Slifkin, R.**, Freeman, V, Silberman, P. "The Impact of a State Children's Health Insurance Program on Access to Dental Care" Presented at the Academy for Health Services Research and Policy Annual Meeting, Washington D.C., June 23-25, 2002.
83. Silberman, P, Poley, S, **Slifkin, R.** "Innovative Primary Care Case Management Programs Operating in Rural Communities" Presented at AHRQ User Liaison conferences, Denver, Colorado, June 5, 2002.
84. **Slifkin, R.** "Rural Health Research Center Projects" briefing for the U.S. Senate and U.S. House Rural Health Caucuses, Washington, D.C., March 18, 2002.
85. Mofidi, M, **Slifkin, R.**, Freeman, V, Silberman, P. "Does a New Children's Health Insurance Program (CHIP) Improve Access to Dental Care for Children?" Presented at the 80th General Session and Exhibition of the International

- Association for Dental Research, San Diego, CA, March 6-9, 2002.
86. Randolph, R., Wulfsberg, A., Whitener, L., **Slifkin, R.** "Impacts of Multiple Race Reporting on Rural Health Policy and Data." Presented at the annual meeting of the National Rural Health Association, Dallas, Texas, May 23-25, 2001.
  87. **Slifkin, R.**, Dalton, K. "Hourly Wages and the Hospital Area Wage Index, 1990-1997" Presented at the annual meeting of the National Rural Health Association, Dallas, Texas, May 23-25, 2001.
  88. Poley, S., James, K., Silberman, P., **Slifkin, R.** "Medicaid Managed Care in Rural Areas: Emerging Trends." Presented at the annual meeting of the National Rural Health Association, Dallas, Texas, May 23-25, 2001.
  89. **Slifkin, R.** "Current Issues in Rural Health Policy," briefing Co-Sponsored by the Senate Rural Health Caucus and the Rural Policy Research Institute, U.S. Congress, Washington, D.C., April 2001.
  90. **Slifkin, R.** "The Wage Index and Rural Hospitals: 1990-1997." Presented at the 12<sup>th</sup> annual Rural Health Policy Institute, Washington, D.C., February 5, 2001.
  91. Dalton, K., **Slifkin, R.** "Rural Hospital Wages and Hospital Area Wage Index: 1990-1997." Presentation to the staff of Senators Craig, Helms, Wellstone, Edwards, Harkin, Thomas, Rockefeller and Grassley, Washington, D.C., October 5, 2000.
  92. **Slifkin, R.** "Developing Policies Responsive to Barriers to Health Care Among Rural Residents: What do we Need to Know?" Background paper, Rural Health Research Agenda Setting Conference, Washington, D.C., August 2000.
  93. **Slifkin, R.**, Silberman, P., Reif, R. "The Effect of Market Reform on Rural Public Health Departments" Presented at the National Rural Health Association annual meeting, New Orleans, May 2000.
  94. **Slifkin, R.**, Goldsmith, K., Ricketts, T. "Race and Place: Urban-Rural Differences in Health for Racial and Ethnic Minorities." Poster presentation at the National Rural Health Association annual meeting, New Orleans, May 2000.
  95. Silberman, P., **Slifkin, R.**, Felt-Lisk, S., Hoag, S. "Medicaid Managed Care in Rural Areas" Presented at New York State's Conference, NY State Department of Health, Albany NY, October 1999.
  96. Silberman, P., Felt-Lisk, S., **Slifkin, R.**, Hoag, S. "Medicaid managed care: Ten case studies." Presented at the American Public Health Association annual meeting, November, 1998.
  97. Silberman, P., **Slifkin, R.**, Felt-Lisk, S., Hoag, S. "Implementing Medicaid managed care in rural areas: Lessons from 10 states." Presented to the National Association of State Medicaid Directors Fall 1998 Annual Meeting, Bethesda, MD, October, 1998.
  98. **Slifkin, R.**, Silberman, P., Felt-Lisk, S., Hoag, S. "Medicaid managed care in rural areas." Presented at *"Best Practices" in Managed Care: Rural Issues*, Pennsylvania Department of Public Welfare, Harrisburg, October, 1998.
  99. Dalton, K., Norton, E., **Slifkin, R.**, Kilpatrick, K. "The influence of Medicare's indirect medical education adjustment on hospital sponsorship of graduate medical education" Poster presented at the Association for Health Services Research annual meeting, June 1998.
  100. Felt-Lisk, S., Silberman, P., Hoag, S., **Slifkin, R.** "Medicaid managed care in rural areas: Lessons learned from case studies of 10 states" Presented at the National Rural Health Association annual meeting, Orlando, May, 1998.
  101. **Slifkin, R.**, Hoag, S., Silberman, P., Felt-Lisk, S. "Medicaid managed care in rural areas: A fifty state review" Presented at the National Rural Health Association annual meeting, Orlando, May, 1998.
  102. **Slifkin, R.**, Freeman, V., Biddle, A., Faherty, K., Musselman, D., Guild, P., DeFries, G. "The cost of immunization registries: Four case studies" Presented at the All Kids Count annual registry conference, New Orleans, April, 1998.
  103. Hoag, S., **Slifkin, R.**, Silberman, P., Felt-Lisk, S., Popkin, B., Siegenthaler, L. "Medicaid managed care programs in rural areas: Experiences of States" Presented at the American Public Health Association 125th Annual Meeting, Indianapolis, November, 1997.
  104. **Slifkin, R.**, Freeman, V., Biddle, A., Faherty, K., Musselman, D., Guild, P., DeFries, G. "Assessing the costs of childhood immunization registries" Presented at the American Public Health Association 125th Annual Meeting, Indianapolis, November, 1997.
  105. Felt-Lisk, S., **Slifkin, R.**, Silberman, P., Hoag, S. "Medicaid managed care programs operating in rural areas: A fifty-state overview" Presented at the Alpha Center, Washington D.C., May 1997.
  106. **Slifkin, R.**, Freeman, V., et. al. "Cost and sustainability of Immunization Registries" Workshop panel. Presented at the National Immunization Conference, Detroit, May, 1997.

107. **Slifkin, R.**, Clark, S., Strandhoy, S., Konrad, T. "Public health department immunization coverage in six states: The status of rural areas." Poster presentation at the National Rural Health Association meeting, 1996.
108. Mayer, M., Clark, S., Konrad, R., **Slifkin, R.** "Childhood immunization delivery in rural America: Analysis of a national database." Presented at the annual meeting of the National Rural Health Association, Minneapolis, MN, May 1996.
109. **Slifkin, R.**, Ricketts, T. "HMO penetration in rural areas." Presented at annual meeting of the American Public Health Association. San Diego, CA, October 29-November 2, 1995.
110. Stearns, S., **Slifkin, R.**, Thorpe, K. "State risk pool: A viable solution to access for some populations?" Presented at the Association for Health Services Research annual meeting, June 1995.
111. Ricketts, T., Tropman, S., **Slifkin, R.**, Konrad, T. "Migration of Obstetricians-Gynecologists into and out of rural areas, 1985-1990." Poster presented at the 18th annual conference of the National Rural Health Association, Atlanta GA, May 17-20, 1995.
112. Danis, M., Mutran, E., Garrett, J., Stearns, S., **Slifkin, R.**, Hanson, L., "A prospective study of the impact of patient preferences on life-sustaining treatment and hospital cost." Presented at the Society of General Internal Medicine 1995 Annual Meeting.
113. **Slifkin, R.** "Physician characteristics and the cost of care for terminally ill patients." Poster presentation at the American Public Health Association annual meeting, October, 1994.
114. Stearns, S., **Slifkin, R.** "State risk pools and mental health care use." Presented at the National Institute of Mental Health conference on the Economics of Mental Health, September 20, 1994.
115. **Slifkin, R.**, Ricketts, T. "The potential effects of managed competition: Consumer choice in rural areas." Poster presentation at the Association for Health Services Research annual meeting, June 1994.

#### **F. Teaching Activities**

##### **Courses Taught (all courses are required)**

###### **Fall 2019**

HPM 754.973: Introduction to Health Services System  
*Masters, 3 credit hours*

HPM 600: Introduction to Health Policy and Management  
Instructor of record  
*Undergraduate and Masters, 3 credit hours*

###### **Spring 2019**

HPM 600: Introduction to Health Policy and Management  
Instructor of record  
*Undergraduate and Masters, 3 credit hours*

HPM 352: Introduction to the Health Services System, Part II  
*Undergraduate, 3 credit hours, 44 students*

###### **Fall 2018**

HPM 600: Introduction to Health Policy and Management  
Instructor of record  
*Undergraduate and Masters, 3 credit hours, 116 students*

HPM 350: Introduction to the Health Services System  
*Undergraduate, 3 credit hours, 45 students*

HPM 754: Health care in the United States: Structure and Policy  
*Graduate, 3 credit hours, 66 students*

###### **Spring 2018**



Revised 6/01/20

HPM 600: Introduction to Health Policy and Management  
Instructor of record  
*Undergraduate and Masters, 3 credit hours, 89 students*

HPM 352: Introduction to the Health Services System, Part II  
*Undergraduate, 3 credit hours, 41 students*

**Fall 2017**

HPM 350: Introduction to the Health Services System  
*Undergraduate, 3 credit hours, 42 students*

HPM 754.967: Health care in the United States: Structure and Policy  
*Masters, 4 credit hours, 43 students*

HPM 600: Introduction to Health Policy and Management  
Instructor of record  
*Undergraduate and Masters, 3 credit hours, 97 students*

**Spring 2017**

HPM 352: Introduction to the Health Services System, Part II  
*Undergraduate, 3 credit hours, 39 students*

**Fall 2016**

HPM 350: Introduction to the Health Services System  
*Undergraduate, 3 credit hours, 39 students*

HPM 754.967: Health care in the United States: Structure and Policy  
*Masters, 4 credit hours, 31 students*

**Spring 2016**

HPM 352: Introduction to the Health Services System, Part II  
*Undergraduate, 3 credit hours, 45 students*

HPM 472: Program Evaluation in Health Care  
*MSPH, 3 credit hours, 19 students*

**Fall 2015**

HPM 350: Introduction to the Health Services System  
*Undergraduate, 3 credit hours, 45 students*

Weekly Seminar, National Research Service Award Training Program  
Cecil G. Sheps Center for Health Services Research  
Estimated number of students: 10 1998-2002

Clinical Epidemiology; Department of Social Medicine, School of Medicine,  
University of North Carolina at Chapel Hill.  
Estimated number of students: 15 1998-2000

Health Economics; Fuqua School of Business, Duke University  
Estimated number of students: 25 1998

Regression Analysis; University of Asmara, Asmara, Eritrea  
Estimated number of students: 45 1996

Introduction to Statistics; University of Asmara, Asmara, Eritrea  
Estimated number of students: 45

1995

Intermediate Microeconomics Module; Department of Health Policy and Administration,  
School of Public Health, University of North Carolina at Chapel Hill  
Estimated number of students: 30

1993-1994

#### **Guest lectures**

- Hillman Scholars, June 2020
- HPM 790, April 2016, 2017, 2018, 2019, 2020 “How advocates can effectively work with federal policy makers”
- AMSA/Health Policy Interest Group special event, October 2019 “Medicaid expansion”
- HPM 753, October 2019, “Medicare”
- HPM 350, October 2019, “ACA updates”
- HPM 350, September 2019, “Introduction to the ACA”
- Maternal and Child Health Seminar, School of Dentistry, January 2019 “The impact of the Affordable Care Act on children’s access to health and dental care”
- AMSA/Health Policy Interest Group special event, January 2019 “The Health Care SafetyNet”
- HPM 873, November 2018 “Policy Research”
- Family Medicine Underserved Residency track, February 2018 “Community Health Centers”
- HPM 873, November 2017 “Overview of my portfolio”
- NRSA seminar on Health Services Research, February 20, 2017, ‘Keeping policies going in an era of change.’
- Epi undergrad honors, November 2016 “US Health Care System”
- Outreach for the Undergraduate Healthcare Club, Kenan Flagler, October 2016
- HPM 601, October 2015 “My experience implementing the ACA”
- Research Training Grant in Healthcare Quality and Patient Outcomes Spring 2010 Seminar Series, UNC-CH, April 13, 2010 “The trend towards clinical doctorate in allied health: Implications for rural communities, *And*, what does this study tell us about workforce planning in the US?”
- NRSA Fellows Training Seminar, December 2007. “Medicare Part D and Rural Independent Pharmacies: Difficulty of evaluating a new public program “
- UNC School of Nursing’s T32 Seminars in Health Care Quality and Patient Outcomes, November 2007 “Medicare Part D and the Demise of Rural Independent Pharmacies”.
- Fayetteville State University seminar series, November 2, 2006 “Insurance Coverage, Socioeconomic Status, and Access to Care for Children with Special Health Care Needs: A North Carolina Study”.

#### **Students Advised**

##### ***Doctoral Committees***

Emilee Coulter-Thompson, DrPH candidate, chair, expected graduation August 2021

Caroline Cochran McClain, DrPH candidate, chair, expected graduation August 2021

Jamie Howgate, DrPH candidate, co-chair “Assessing the influence of access to oral health services on absentee rates in elementary schools in Georgia” Start date August 2016, expected graduation August 2020

Megan McGuire, DrPH candidate, member

Courtney Lundquist, DrPH candidate, member “Achieving 90-90-90: Defining, adapting, and applying lessons to accelerate goal achievement” Start date August 2016, Graduated December 2019

John Dunc Williams, PhD candidate, member “Which rural hospitals merge and what happens to them afterwards?” graduated May 2019

Dana Swartzberg Wollins, DrPH candidate, member. Start date August 2015, graduated May 2019

Sara Roszak, DrPH candidate, chair. “Assessing the feasibility and acceptability for delivery and payment of preventive screenings in community pharmacy settings.” Start date August 2016, graduated May 2019

Alexandra Zuber, DrPH candidate, chair. “Protecting American health from climate change: What is needed to expand adaptation planning by small U.S. states, cities, and tribal territories? Start date August 2015, Graduated August 2018

David Adler, DrPH candidate, member. “What role did stakeholders play in Medicaid expansion debates under the Affordable Care Act?” Start date August 2014, Graduated May 2018

Ye Zhu, PhD candidate, member. “Pathways of care following hospital discharge: The roles of type of post-acute care and patient socioeconomic status” Start date August 2011 Graduated May 2018

Kathryn Andersen Clark, Maternal and Child Health, member. “Intimate partner violence during pregnancy and the use of health services health-related services, police and legal services, and non-professional support” Graduated 2002

Ruth Benedict, Maternal and Child Health, member. “Determinants and patterns of ancillary and enabling service use and family adaptation among children with functional limitations” Graduated 2001

Jan Ostermann, Health Policy and Administration, member. “Hospital choices for cardiac surgery” Graduated 2000

Kathleen Dalton, Health Policy and Administration, member. “Assessment of the influence of Medicare Graduate Medical Education payments on hospital sponsorship of residency training” Graduated 1999

George Mark Holmes, Department of Economics, member. “Three essays on the effect of federal subsidies on physician location” Graduated 1999

### ***Masters Papers***

Abby Hoffmaster, MSPH first reader, “Hearing Loss and Loneliness among Medicare Beneficiaries “Graduated May 2020

Catherine Whiting, MSPH first reader, “An Injury to one is a Concern to All” Graduated May 2020

Nisha Vashisht, MSPH first reader, “Analyzing provider retention in Federally Qualified Health Centers in North Carolina” Graduated May 2019

Emily Gamble, MSPH first reader, “Community Paramedicine Models, Outcomes, and Barriers in a Rural Setting” Graduated May 2017.

Emily Vreeland, MSPH second reader, “Assessing Proposed Reforms to Medicaid Financing” Graduated May 2017.

Olivia Pham, MSPH first reader, “An analysis of the impact of provider supply on state-level telemedicine legislation” Graduated May 2016.

### ***Other Academic Advising***

23 2U MPH advisees, end dates unknown: Ashely Barker, Emilio Berdiel, Jean Braun, Krsihna Dutt, Hannah Fletcher, Meenakshi Gopal, Laura Heslin, Marissa Kneeland, Lauren Latten, Grace Lee, Kellie Markert, Stephanie Marshall, Kimberly Nelson, Lauren Parrish, Mishka Peart, Sophia Platcow, Maria Ramirez Perez, Kathryn Reynolds, Emily Ritter, Dana Saavedra Roman, Amy Sobel, John Thorton, Eboni Winford

Gayathri Das, BSPH, start date August 2018, graduated May 2020

Julia Kelly, BSPH, start date August 2018, graduated May 2020  
Shreya Shah, BSPH, start date August 2018, graduated May 2020  
Tabeen Zain, BSPH, start date August 2018, graduated May 2020  
Manisha Dubey, BSPH, start date August 2018, graduated May 2020  
Valerie Evivie, BSPH, start date August 2018, graduated May 2020  
Ariella Hirsch, BSPH, start date August 2018, graduated May 2020  
Catherine Whiting, MSPH, start date August 2018, graduated May 2020  
Brian Huggins, MPH, start date August 2018, graduated May 2020  
Micaela Acomb, MSPH candidate, start date August 2017, graduated May 2020  
Gaby Aboulafia, BSPH, start date August 2017, graduated May 2019  
Anna Berrier, BSPH, start date August 2017, graduated May 2019  
Hannah Crook, BSPH, start date August 2017, graduated May 2019  
Sanah Ahmed, BSPH, start date August 2017, graduated May 2019  
Connie Longmate, BSPH, start date August 2017, graduated May 2019  
Rida Shams, BSPH, start date August 2017, graduated May 2019  
Graduated, Taruni Santanam, BSPH  
Graduated, Holly Ozgun, BSPH  
Graduated, Jordan Drake, BSPH  
Graduated, Anna Dodson, BSPH  
Graduated, Emily Vreeland, MSPH  
Graduated, Haley Samuel-Jakubos, BSPH  
Graduated, Luzita Francis, BSPH  
Graduated, Camille Fulbright, BSPH  
Completed, Shouri Gottiparthi, Faculty Advisor, Honors Contract

#### **Faculty Mentoring**

Susan Helm-Murtagh  
Bill Gentry  
Ciara Zachery

#### **G. Research (Principal Investigator or Co-PI listed only)**

##### ***Funded Research – Active***

DHHS Contract # 30-190436. Principal investigator, \$ \$114,922, 7/1/19-6/30-20 (45% effort)

A17-1592. Principal Investigator, \$52,284, "Rural Frontier Health Integration Project" 9/1/17-8/31/20, Research Triangle Institute (4% effort).

##### ***Funded Research -Completed***

A16-0773. Principal Investigator, \$39,990, "IPA with HRSA Office of Planning , Analysis, and Evaluation" 1/1/2016 – 12/31/2016, DHHS Health Resources and Services Administration (HRSA) (20% effort).

*Note: Percent effort on contracts and grants from 1996-2010 are estimates. Promotions in my previous positions at the Sheps Center and Social Medicine did not require tracking this information. I have been told that records regarding percent effort for this time period are no longer available from the University. Of note, during this period I brought in over 13 million dollars as PI, and always completely covered my own salary and that of several staff, as well as portions of collaborators' salaries.*

2-U1G-RH07633-04. Principal Investigator, \$1,050,000, "Rapid Response to Requests for Rural Data Analysis and Issue Specific Rural Research Studies" 9/1/09-8/31/11, Federal Office of Rural Health Policy (estimated 25% effort).

HSH250200927060P. Principal Investigator, \$30,000, "Evaluation of the PAP Program". 9/01/09 – 8/31/10, Health Resources and Services Administration (estimated 10% effort).

5-U1CRH03714-04. Principal Investigator, \$2,760,000, "North Carolina Rural Health Research and Policy Analysis Center". 09/08 – 08/012, Federal Office of Rural Health Policy (estimated 30% effort).

5-U1G-RH07633-02. Principal Investigator, \$1,125,000, "Rapid Response to Requests for Rural Data Analysis and Issue Specific Rural Research Studies" 9/1/06-8/31/09, Federal Office of Rural Health Policy (estimated 25% effort).

HHSM-500-2006-00011C. Principal Investigator, \$240,957, "Identification of ZIP Code Areas Eligible for HPSA and PSA Bonus Payments" 04/04/06-03/31/11, Centers for Medicare and Medicaid Services (estimated 10% effort).

1-U1C-RH-03714-01. Principal Investigator, \$2,000,000, "North Carolina Rural Health Research and Policy Analysis Center". 09/04 – 08/08, Federal Office of Rural Health Policy (estimated 30% effort).

No UNC #. Principal Investigator, \$31,029, "Assessment of the financial status of Ashe Memorial Hospital and evaluation of their proposal to the Golden Leaf Foundation" 11/01/07-3/31/08, Golden Leaf Foundation (estimated 10% effort).

S6656567101. Principal Investigator, \$1,480,000, "Medicare Rural Hospital Flexibility Program Evaluation". 9/03-8/08, Federal Office of Rural Health Policy (estimated 20% effort).

No UNC #. Principal Investigator, \$15,000, "Evaluation of HCAP" 9/1/06-2/28/07, subcontract with AccessCare (estimated 5% effort).

5-U1CRH03714-02. Principal Investigator, \$81,092, "Rapid and Flexible Analysis of Data from the Centers for Medicare and Medicaid Services." 09/05 – 08/06, Supplement to Center Grant, Federal Office of Rural Health Policy (estimated 10% effort).

90005736. Principal Investigator, \$103,101, "Technical Assistance to the ORDRHD." 09/05-06/08, State of North Carolina (estimated 5% effort).

HHS233200500092P. Principal Investigator, \$79,700, "Rapid and Flexible Analysis of Data from the Centers for Medicare and Medicaid Services." 01/05 – 12/05, Federal Office of Rural Health Policy (estimated 25% effort).

HHSM-500-2005-00006C. Principal Investigator, \$38,347, "Identification of ZIP Code Areas Eligible for HPSA Bonus Payments." 2/01/05-12/31/05. Centers for Medicare and Medicaid Services (estimated 10% effort).

No UNC #. Principal Investigator, \$50,000, "An Evaluation of State Employees' Health Plan Disease Management Programs". 9/04-8/05, State of North Carolina State Employee's Health Plan (estimated 20% effort).

No UNC #. Principal Investigator, \$58,844, "Identification of ZIP Code Areas Eligible for Medicare Physician scarcity and HPSA Bonus Payments." 02/04 – 08/04, Federal Office of Rural Health Policy (estimated 10% effort).

1-U1C-RH-00027-01. Principal Investigator, \$3,117,512, "North Carolina Rural Health Research and Policy Analysis Center". 09/00 – 08/04, Federal Office of Rural Health Policy (estimated 30% effort).

5-U27-RH00236-04. Principal Investigator \$252,000, "Rural Hospital Flexibility Program Review". 09/02 – 08/03, Federal Office of Rural Health Policy (estimated 15% effort).

No UNC #. Co-Principal Investigator, \$23,989, "Wake County Children's Health Service Database: A Feasibility Study". 09/02 – 01/03, John Rex Endowment (estimated 10% effort).

01-1283B2/00-1750D. Principal Investigator, \$108,000, "The Effects of Enrollment Caps on Children Eligible for a Public Health Insurance Program". 12 /15/01 – 12/30/02, Kaiser Commission on Medicaid and the Uninsured (estimated 40% effort).

00865-01. Principal Investigator, \$154,597, "A Cross-Insurance Comparison of Access to Care for Children with Special Health Care Needs". 02/00-06/02, North Carolina Division of Public Health (estimated 20% effort).

No UNC #. Principal Investigator, \$177,624, "Assessing the Effects of the North Carolina Health Choice Program on Beneficiary Access to Care". 03/99-02/01, North Carolina Division of Medical Assistance (estimated 30% effort).

No UNC #. Co-Principal Investigator, \$500,000, "North Carolina Rural Health Research and Policy Analysis Center." 09/99-08/00, Federal Office of Rural Health Policy (estimated 35% effort).

No UNC #. Principal Investigator, \$97,594, "Administration and Validation of the DDP for all Residents of Privately Owned ICF/MR." 07/97-08/98, North Carolina Division of Medical Assistance (estimated 35% effort).

No UNC #. Principal Investigator, \$45,195, "Assessing the Cost of Immunization Registry Systems" (Supplement to All Kids Count Evaluation, G. DeFriese, Principal Investigator) 01/98-04/98, Robert Wood Johnson Foundation (estimated 25% effort).

No UNC #. Principal Investigator, \$249,965, "Monitoring the Experience and Consequences of Medicaid Managed Care in Rural Areas" (Delivery order, AHCP Rural Center, Thomas Ricketts, principal investigator), 09/96-08/98, Agency for Health Care Policy and Research (estimated 30% effort).

## H. PROFESSIONAL SERVICE

### Community Service

Board of Directors Foundation for Health Leadership and Innovation	2016-2017
Editorial Board, <i>Journal of Rural Health</i> (Chair, 2007-2009)	2004-2010
Board of Directors, Piedmont Health Services. Treasurer and Chairperson, Finance Committee	2003-2010
Rural Policy Research Institute Rural Health Panel A national expert panel committed to producing objective analyses of the impacts of public policy on rural people and places.	2000-2010
Frontier and Rural Expert Panel, National Center for Frontier Communities Governance Affairs Committee, National Rural Health Association	2005-2008 2003-2006
Chair, Finance workgroup, Health Care Delivery System Steering Committee Ministry of Health, Asmara, Eritrea	1995-1996
Editorial Fellow, <i>Health Services Research</i>	1994-1995

*Reviewer, 1994-2010: Health Services Research; Health Affairs; Journal of Rural Health; Health Care Financing Review; Journal of Health Care for the Poor and Underserved; Medical Care; Journal of Health Politics, Policy and Law; North Carolina Medical Journal; Sage Publications; Journal of General Internal Medicine; Women's Health Issues; The Gerontologist.*

### Department, School, and University Service

Women in Healthcare Leadership Symposium, moderator. January 25, 2019

SHAC Carolina get covered Teach-in. April 2, 2018.

*Revised 6/01/20*

AcademyHealth Policy Day, February 2018. Advised students on program design and content. Facilitated policy options discussion.

Carolina Health Task Force, Summer 2017. Task force convened by Chancellor Folt with the goal of identifying impactful, sustainable and scalable options for the University of North Carolina at Chapel Hill to pursue in order to improve rural health.

DrPH Advisory Committee, May 2017-present. Set program policy, participate in the admissions process, handle problems.

Chair, Appeals and Reinstatement Committee, Spring 2017- present. Adjudicate student appeals for reinstatement.  
Executive Advisory Committee, Fall 2016-present. Set program policy, participate in the admissions process, handle problems.

BSPH Advisory Committee, Fall 2015-present. Set program policy, participate in the admissions process, handle problems.

Kenan Flagler eMBA course development committee, Fall 2015-Fall 2019. Develop course content.