

RICHARD A. CULBERTSON

OFFICE

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EDUCATION

University of California San Francisco; San Francisco, California

Doctor of Philosophy in Sociology - 1993.

Dissertation -- "Physician Autonomy: Sociological Theory of the Professions Examined through Physician Participation and Assignment Decisions Under Medicare."

Dissertation Committee: Charlene Harrington, Chair; Philip R. Lee; Carroll L. Estes.

Profs. Harrington, Lee, and Estes are all elected members of the Institute of Medicine.

University of Minnesota; Minneapolis, Minnesota

Master of Hospital and Health Care Administration - 1973

Harvard University; Cambridge, Massachusetts

Majors: Ethics and Counseling

Master of Divinity (Cum Laude) - 1970

Lawrence University; Appleton, Wisconsin

Major: History

Bachelor of Arts (Cum Laude) - Phi Beta Kappa - 1967

PROFESSIONAL EXPERIENCE

Louisiana State University School of Public Health; LSU Health Sciences Center; New Orleans, LA.

Interim Dean of the LSU School of Public Health; November 2012-present

Professor (Tenured) and Director, Health Policy and Systems Management August 2012-present.

Tulane University, New Orleans, Louisiana

Adjunct Professor, Family Medicine, Tulane School of Medicine, 1999-present.

Professor, (Tenured), Global health Systems and Development, School of Public Health 2009-August 2012. Head, Medical Organizations and Systems concentration.

Associate Professor (Tenured), School of Public Health 1997-2009.

Faculty Director, MD/MPH Program in Health Systems Management - A Cooperative Program of Tulane School of Public Health and Tropical Medicine and Tulane School of Medicine. 2007-2012.

Fellow, Newcomb College of Tulane University, 2010-2012.

Fellow, Center for Global Health, Tulane University, 2008-2012.

Director, Doctoral Studies in Health Systems Management. 1997-2002.

Director, Institute for Health Services Research, 1999-2001.

Adjunct Professor, Family Medicine, Tulane School of Medicine. 2009-Present.
Adjunct Associate Professor, Family Medicine, Tulane School of Medicine. 1999-2009.
Interim Chairman, Department of Health Systems Management. 1999-2000.

Indiana University, Bloomington, Indiana

Associate Professor (Tenured), School of Public and Environmental Affairs and Director, Master of Health Administration Program. August 1995 - 1997.
Adjunct Associate Professor of Nursing. 1995 – 1997.

University of Wisconsin, Madison, Wisconsin

Visiting Professor of Preventive Medicine, 1995 - 1996.
Clinical Associate Professor of Family Medicine and Practice; Associate Professor (CHS), Health Systems Management, 1992- 1995.
Associate Professor of Nursing (CHS) 1994-1995.

ADJUNCT FACULTY APPOINTMENTS

University of San Francisco; Adjunct Faculty, College of Professional Studies, Management and Organization. 1990 - 1992.

University of California; San Francisco, California. Lecturer in Family and Community Medicine. 1987 - 1992.

University of Minnesota School of Public Health, Program in Hospital and Health Care Administration.

Adjunct Associate Professor -- 1981 - 1984.
Adjunct Assistant Professor -- 1978 - 1980.
Instructor -- 1976 - 1978.

University of Minnesota, Minneapolis, Minnesota.

Examining member of the Graduate School Faculty, Department of Social and Administrative Pharmacy; concurrent appointment with the above.
Independent Study Programs in Hospital Administration, Patient Care Administration, Nutrition Administration, and Long-Term Care Administration.
Unit Author and Lecturer, Course I, Unit I, "The Management Process," 1978 - 1985.
Course Accountable Faculty Member for: "Principles of Organization and Management," (PH5-751), 1978-1984; "Health Standards, Organization and Evaluation," (PH5-763), 1977-1978; "Organizational Theory," (PH5-741), 1983.

EXECUTIVE EXPERIENCE

University of Wisconsin; Madison, Wisconsin

Director, Programs in Health Management and Associate Professor (CHS)
Departments of Preventive Medicine and Family Medicine (Medical School)
Associate Professor of Nursing. July 1994 - August 1995.

Special Assistant to the Dean for Faculty Practice.
July 1994 - August 1995.

Interim Associate Vice Chancellor, Center for Health Sciences.

Administrative Officer for daily operations of coordinating organization for health science schools and University of Wisconsin Medical Center. Member of Chancellors Advisory Council

of eight senior officers. June 1993 - August 1994.

Associate Dean for Administration of the Medical School and Clinical Associate Professor, Family Medicine and Practice.

Responsible Administrative Officer for Medical School with total financial support of \$250 million. Liaison to Clinical Practice Plan; Member of Boards of University Health Care, Inc. and U-Care HMO. July, 1992 - July 1994.

The Medical Group at University of California, San Francisco, California

Director of Administration and Finance.

Responsible for the financial operations of 807-member Faculty Physician Group with particular emphasis of the development of managed care. Managed care revenues have grown from eight to twenty-two percent of the group's total revenues of approximately \$70 million annually. Fiscally responsible for operation of internal HMO with annual revenues of \$15 million. Ambulatory satellite has been opened with added sites to follow under current planning process. May, 1987 - July, 1992.

Kaiser Foundation Health Plan, Oakland, California

Director of Planning, Northern California Region, Oakland, CA.

Director of Long-Range Facility Planning for Health Maintenance Organization comprised of 2,000,000 members. Instituted sub-area planning concept for new and remodeled building development; successfully demonstrated this method through decision to replace Richmond Kaiser Hospital. August, 1986 - May, 1987.

Los Angeles Medical Center Administrator, (CEO), Kaiser Health Plan

Chief Executive Officer of the nation's largest Health Maintenance Organization hospital.

Responsible for operation of 632 beds and operating budget of \$106,000,000, as well as free-standing skilled nursing facility. Successfully implemented Medical Management Analysis total admission review quality assurance system with support of medical staff. Successfully reduced expense budget by 10% over two years; established DRG modeled revenue system for the hospital. September, 1984 - August, 1986.

St. Paul - Ramsey Medical Center, St. Paul, Minnesota

Deputy Executive Director

As Chief Operating and Acting Chief Financial Officer of the Medical Center, planned and implemented \$9,000,000 operating budget reduction resulting in record operating margin for the Medical Center. Completed on time and under budget the staffing and operation of a totally new information system for patient accounting, general ledger, and patient registration. December, 1983 - August, 1984.

Senior Associate Director

Chief operating officer responsible for administration of 455 bed public general acute teaching hospital affiliated with University of Minnesota. The Medical Center attained positive operating margins for the first time in its history while maintaining its "open-door" policy of accepting all patients regardless of ability to pay. September, 1980 - December, 1983.

Associate Director of the Medical Center

Reporting to Chief Executive Officer; served as principal staff officer. Completed Medical Center Long-Range Plan and secured designation for six tertiary services from local Health Systems Agency. Responsible for management of selected medical departments, external and regulatory

relations, public relations, marketing, management development. 1978 - September, 1980.

University of Minnesota, School of Public Health, Minneapolis, Minnesota

Coordinator, Master's Studies and Assistant Professor of Hospital Administration; Program in Hospital and Health Care Administration.

1976-1978.

Assistant Professor, 1977 - 1978

Instructor, 1976 - 1977

Rhode Island Hospital, Providence, Rhode Island

Assistant Vice President for Planning and Construction. 1973 - 1976.

Principal staff officer reporting to President of the hospital with primary responsibility for long-range planning, regulatory affairs, and management of ongoing construction projects.

Administrative Resident -- 1972 - 1973.

Westminster College, Fulton, Missouri

Visiting Assistant Professor of Religion and Psychology. 1970 - 1971.

Sandusky County Department of Welfare, Fremont, Ohio

Acting Supervisor of Caseworkers -- Summers 1969, 1970, and 1971.

Supervisor of Food Stamp Program -- Summer 1968.

Harvard University, Cambridge, Massachusetts

Proctor in the Divinity School -- 1968 - 1970.

HONORS AND AWARDS

Richard Culbertson Leadership in Health Care Scholarship, established by Aurora HealthCare of Milwaukee, WI, on September 12, 2005

Who's Who in the World, 2005, 2006, 2007, 2008, 2009. Marquis Publications; New Providence, N.J.

Who's Who in America, 2004, 2005, 2006, 2007, 2008, 2009. Marquis Publications, New Providence, N. J.

Who's Who in Medicine and Health, 2009. Marquis Publications, New Providence, N.J.

Medical Group Management Association, Outstanding Recruiter Award, 1990

The Healthcare Forum: Emerging Young Leader in Health Care, 1986

W.K. Kellogg Foundation National Fellow (Group VI)

Project Area - Development of Long-term Care Insurance

Legislation in Areas of Consumer Protection and Comprehensive Finance for Introduction by U.S. Senator Dave Durenberger, (R., MN) as S.263, and S.142, 1985 -1989.

Spurgeon Award for "Exceptional career achievements and outstanding community service on behalf of the citizens of St. Paul"; presented by the Mayor of St. Paul, May, 1982

Outstanding Young Men of America -- U.S. Jaycees - 1981 Edition

University of Minnesota Recreational Sports Program Certificate of Achievement - 1981

East Metro Trustee Council: Resolution of Commendation for Service to the Council - December 20, 1981

ACADEMIC HONORS

Tulane University Hullabaloo (Student Newspaper) "21 Recommended Professors",
November 2010
Tulane university School of Public Health and Tropical Medicine 2007-2008 Undergraduate
Public Health Teaching Award
Tulane University Chapter of the American College of Health Care Executives, Professor of
the Year Award 2002 ; 2006; 2009; and 2010.
Tulane University Delta Omega Public Health Honorary Society; 1999
University of California, San Francisco; School of Nursing - Distinguished Dissertation
Award; June, 1994.
University of Minnesota - Sabra M. Hamilton Award for Outstanding Research Thesis in
Hospital Administration - 1973
Vernon E. Weckwerth Award for Outstanding Article by an Alumnus of the University of
Minnesota Program in Hospital Administration - 1992; Honorable mention 1982, 1985.
Harvard University - Upham Honor Scholarship - 1968
Hopkins High Honor Scholarship - 1969
Lawrence University - Phi Beta Kappa - 1967
William R. Raney Prize in History - 1967
Mace (Honorary Society Recognizing 10 Outstanding Senior Men) - 1966

CONSULTANTSHIPS

HCA, Nashville, TN. National Expert Witness in Quality; Seacoast Foundation for Health vs.
HCA, Portsmouth, N.H.

Dubai Health Care City and Harvard Medical International, Dubai, U.A.E., 2007.
Designed governance process for DHCC and HMI joint venture partners' University
Teaching Hospital in partnership with Anthony Wagner.

University of Wisconsin-Madison, 1999-2000.
Dept of Family Medicine; Fiscal reporting and faculty compensation.

Hospital Corporation of America, 2000. Consultation on development of instructional series,
"Conversations in Ethics: A Clinical Symposium."

Aurora Health Care, Milwaukee, WI., 1997 Consultant to the Board of Directors for System
Board and Governance Restructuring.

University of Wisconsin-Madison, 1995-1996, 2000. Consultant to the Dean, School of
Medicine, for Hospital Restructuring, Milwaukee Campus Relationships, and
Departmental Administrator Organization.

Indiana University, Indianapolis, 1995.
Curriculum Consultation for M.H.A. Program.

Brigham and Women's Hospital, Boston, MA, 1994.
Integration of Clinical Department Billing Systems.

Hermann Hospital, Houston, TX, 1990.
Hospital Faculty Practice Development.

East Metropolitan Trustees Council, St. Paul, MN, 1978 - 1981.

Principal Staff.

Golden Valley Health Center, Golden Valley, MN, March 1978.
Management by Objectives for Administration and Department Heads.

St. Paul-Ramsey Medical Center, St. Paul, MN, June 1977 - 1978.
Planning Consultant.

Health Central Institute, Minneapolis, MN, June 1977 - 1978.
Program Consultant, Long-Range Planning for Hospitals.

Rhode Island Heart Association, Providence, RI, 1976.
Consultant on Administrative Aspects of Stroke Rehabilitation.

PROFESSIONAL MEMBERSHIPS AND OFFICES

Medical Group Management Association
American College of Healthcare Executives (ACHE); Recertified Diplomate – 1977-1995; Faculty Associate 1995 - Present
Association of University Programs in Health Administration
University of Minnesota Program in Hospital and Health Care, Administration Alumni Association
The Healthcare Forum
Association of American Medical Colleges, Group on Faculty Practice
American Sociological Association

EDITORIAL BOARDS

Journal of Public Administration and Management; Editorial Board. 2007-2010..

NATIONAL/INTERNATIONAL COMMITTEES

Member, Scientific Review Panel, Department of Veterans Affairs, Health Services Research, Washington, DC. 2008 – 2010.
Member, Expert Panel on School Closure, Centers for Disease Control, Division of Adolescent and School Health, Atlanta, GA. 2007 – present.
Member, Leadership Development Committee, American Hospital Association, Chicago, IL. 2009-present.
Member, Committee on Governance, American Hospital Association, Chicago, IL. 2006 -2009..
Member, Governance Committee. Association of University Programs in Health Administration (AUPHA). Washington, DC. 2006 - present.
Member, Region 7 Policy Board, American Hospital Association, Chicago, IL. 2006 - 2009.

TEACHING – TULANE UNIVERSITY SCHOOL OF PUBLIC HEALTH

COURSE	TITLE	AGGREGATE ENROLLMENT	SEMESTER(S)
SPHU101	Epidemics, Revolutions, and Response: An Introduction to Public Health – 3 credits	219	Fall 06-11
HSMG616	Medical Practice Management – 3 credits	6	Spr 05
HSMG619	Ethical Concerns in Health Care Management – 2 credits	165	Spr 00-11
EMHA619	Ethical Concerns in Health Care Management – 3 credits	47*	Spr 98-00
HSMG637	Human Resources/Organizational Behavior – 4 credits	95	Spr 06, Fall 07-08
HSMG718	Case Studies in Health Systems Management – 2 credits	192	Spr 02-04, 06-08
EMHA719	Ethical Concerns in Health Care Management – 2 credits	20	Spr 97
ESCD731	Organizational Theory and Analysis – 3 credits	64	Fall 00,02,04,06,08
ESCD761	Seminar in Health Policy Analysis – 3 credits	39	Fall 01,03 Spr 05
HSMG766	Seminar in Health Policy and Politics – 3 credits	71	Spr 01-11
EMHA766	Seminar in Health Policy and Politics – 3 credits	12	Spr 01
HSMG784	Managed Care – 3 credits	31	Spr 98, Fall 99
EMHA784	Managed Care – 3 credits	17*	Sum 98-99
HSMG799	Independent Study – 1-4 credits	27	Various 00-11
GHSD 6010	Comparative Global Health Systems	65	Fall 2011

*some EMHA 1998 enrollment data unavailable

DOCTORAL COMMITTEES

CHAIR:

Angela Shen, Sc.D. awarded 2011
 R. Garcia-Tosi, Sc.D. awarded 2011
 Christine Goeschel, Sc.D. awarded 2010
 Danny Schieffler, Ph.D. awarded 2009
 Thomas J. Stranova, Sc.D. awarded 2007
 Hon-Yi Shi, Dr.P.H. awarded 2005
 Sheila Thomas. Dr.P.H. awarded 2002
 Anthony Keck- candidate
 Frank Bacque- Candidate

DOCTORAL COMMITTEE MEMBER:

C. Belluzo - graduated
 J. Naessens - graduated
 P. McCue - graduated
 S. Chiou - graduated
 P. Robinson - graduated
 B. Harrell - graduated
 C. Moretz - graduated
 S. Hamidi - graduated
 R. Cofield - graduated
 M. VanBree - graduated
 J. Clemmons - graduated
 A. Plyer – graduated
 J. Gill -graduated
 D. Dieter – graduated
 A. Naheed- graduated

INDEPENDENT STUDIES SUPERVISED: HSM799

2002	Semester 3	1 student
2003	Semester 1	2 Students
2004	Semester 1	2 Students
2004	Semester 3	1 Student
2006	Semester 1	8 Students
2006	Semester 2	1 Student
2006	Semester 3	3 Students
2007	Semester 1	1 Student
2007	Semester 3	3 Students
2008	Semester 1	1 Student
2008	Semester 2	2 Students
2008	Semester 3	2 Students
2010	Semester 3	1 student

INTERDEPARTMENTAL TEACHING AND GUEST LECTURES

2011-2012 Foundations of Medicine, Tulane University
Four lectures on the U.S. Health System to full T-1 class of 186 MD Candidates

2002-Present – Tulane University School of Medicine, Department of Family and Community
Medicine; Family Medicine Clerkship Project Advisor and Evaluator
Six sessions annually averaging 10 MD candidates per session

2010 fall- HSMG 603 Prof. M. Diana Guest Lecture-- Ethics and Health Policy

2006 Spring - School of Public Health SPH101 Profs. Capper and Jessop
Guest Lecture on the Field of Health Systems Management

2001-2003 - CHS610 Profs. M. Goodman and C. Johnson
Lectures each semester on Ethics in Public Health

2001-2003 - MMM617 Prof. J. Hughes
Lecture on Organization Theory Applied to Medical Groups

2000 – MMM617 Prof. Hays and Whyte
Lecture on Organizational Dynamics and Health Policy

1999 – MMM617 Prof R. Hays
Lecture on Organizational Dynamics

1999 – MMM718 Profs. Hays and Whyte
Lecture on Organizational Dynamics

1998-2003- Introduction to Community Medicine Prof. T. Hamrick
Lecture on Ethics in Medical Practice Presented six times annually

PUBLICATIONS

PEER-REVIEWED PUBLICATIONS

Culbertson, R. "Ethics in Clinical Research." *Healthcare Executive*. 28(3). May-June, 2013. Pp. 60-61.

Liu, J., Sartor, O., Shi, L., Culbertson, R. "Androgen Deprivation Therapy Versus Radical Prostatectomy As Monotherapy Among Clinically Localized Prostate Cancer Patients." *OncoTargets and Therapy*. Dove Press. Accepted for publication on 4-10-13.

Shi, HY, Hou, Ming-Feng, Culbertson, R. "Breast Cancer Surgery Volume-Cost Associations: Hierarchical Linear Regression and Propensity Score Matching Analysis in a nationwide Taiwan Population." *Surgical Oncology*. An Elsevier publication. Accepted for publication on 5-28-13.

Culbertson, RA, Schieffler, D, Kahn, M. "Response to Paul Bellamy, MD". *The Permanente Journal*. Fall 2012. 16(4). 78.

Shi, HY, Tsai, JT, Chen, YM, Culbertson, R, Chang, HT, Hou, MF. "Predicting Two Year Quality of Life after Breast Cancer Surgery Using Artificial Neural Network and Linear Regression Models." *Breast Cancer Res Treat SCI*, Accepted, *Oncology*, 36(191), 2012.

Schieffler, D, Kahn, M, Culbertson, R, Azevedo, B. "Financial Implications of Increasing Medical School Class Size: Does Tuition Cover Cost?" *The Permanente Journal*. Spring 2012. 16(2): 10-14.

Shi HY, Uen YH, Culbertson, RA, Hui JC, Hou, MF. "Two Year Quality of Life after Breast Cancer Surgery: A Comparison of Three Surgical Procedures." *EJSO-The Journal of Cancer Surgery*. Published online on June 12, 2011. *EJSO* 37 (2011), 695-702.

Naessens, JM, Campbell, CR, Shah, ND, Culbertson, RA. "Effect of illness Severity and Comorbidity on Patient Safety and Adverse Events." *American Journal of Medical Quality*. Vol. 27, 1:Pp. 48-57. January/February 2012.

Goeschel, C, Berenholtz, S, Culbertson, R., Jin, L. Pronovost, P. "Board Quality Scorecards: Measuring Improvement". *American Journal of Medical Quality*. XX(X) 1-7, 4-15-2011.

Chiou, SJ, Campbell C, Myers L, Culbertson R, Horswell R. "Factors Influencing Inappropriate Use of ED visits among Type 2 Diabetics in an Evidence-Based Management Program." *Journal of Evaluation in Clinical Practice* July 13, 2010. Epub.

Chiou, S, Campbell CR, Horswell R, Culbertson RA "Use of the Emergency Department for Less-Urgent Care among Type 2 Diabetics Under a Disease Management Program." *BCM Health Services Research*. 9:223. December 7, 2009.

Naessens JM, Campbell CR, Huddleston JM, Berg, BP, Lefante, JJ, Williams, AR, Culbertson, RA. "A Comparison of Hospital Adverse Events by Three Widely Used Detection Methods." *International Journal for Quality in Health Care*. 21: 301-307. 2009.

Shi HY, Khan MM, Culbertson RA, Chang JK, Wang, JW, Chiu, HC. "Health Related Quality of Life after Total Hip Replacement: A Taiwan Study." *International Orthopaedics*. 33(5): 1217-

1222. 2009.

Culbertson RA and Hughes JA. "The Trustee and Patient Safety: Redefining Boundaries." Advances in Healthcare Management: Patient Safety and Health Care Management. Volume 7, pp. 127-148. JAI Emerald Press, Bingley, U.K. 2008.

Shi HY, Chiu HC, Chang JK, Wang JW, Culbertson RA, Khan MM. "Evaluation and Prediction of Health related Quality of Life for Total Hip Replacement among Chinese in Taiwan." International Orthopaedics. 32(1): 27-32. February 2008. Springer-Verlag Publications.

Martin WF, Long, H.W., Culbertson RA, and Beyt E. "The Masters in Medical Management Degree: An Analysis of Alumni Perceptions." Journal of Health Administration Education. 2007 Fall; 24(4): 391-8.

Naessens JM, Campbell CR, Berg B, Lefante JJ, Williams AR, Culbertson RA. "Effect of Illness Severity and Comorbidity on Patient Safety and Adverse Events." Medical Care. In Revision. 2007.

Naessens JM, Campbell CR, Berg B, Williams AR, Culbertson RA. "Impact of diagnosis-timing indicators on Measures of Quality, Casemix, and Severity Derived from Administrative Data Sources." Medical Care. 45(8) August 2007.

Culbertson RA, Hughes JA, Ford EW. "Entrepreneurship in the Board Room: Board Roles in Managing Innovation and Risk." Advances in Health Care Management. Eds. J. Blair, M. Fottler, E. Ford, G.T. Payne. Vol. 6, Article 8, pp. 191-216. Elsevier Press, Oxford, U. K. 2007.

Naessens JM, Culbertson RA, Lefante JJ, Campbell CR. "When Should a Multi-Campus Hospital Be Considered a Single Entity for Public Reporting on Patient Safety Issues?" Quality Management in Health Care. 16(2):153-165. April/June 2007.

Harrell B and Culbertson RA. "Size Matters: Why Big Foundations Perform Poorly." Philanthropy. (20)4. July-August, 2006. Pp. 15-16.

Culbertson RA, Martin WM. "On Teaching Governance." Journal of Health Administration Education. XXIII, 3, summer 2006. Pp. 249-268.

Younis M, Okojie FA, Whyte EG, Culbertson RA. "Comparison of the Length of Hospitalization of Medicare and Medicaid Patients: The Experience of Two States." The Jackson State University Researcher. XVIII, winter 2002-2003. Pp. 32-37.

Culbertson RA. "A U.S. Perspective on Academic Health Centers: A Future of Increased Diversification." Healthcare Papers. Vol. 2, No. 1, pp. 66-72, 2002.

Culbertson RA. "Doctoral Education in Executive Format, or Fitting the Procrustean Bed: An Exercise in Organizational Change." Journal of Health Administration Education, Summer 2001, Vol. 19, No. 3, pp. 341-358.

Weiner BJ, Culbertson RA, Jones RF, Dickler R. "Organizational Models for Medical School/Clinical Enterprise Relationships". Academic Medicine. February, 2001, 76:2, pp. 113-124.

Culbertson RA. "The Changing Face of the Leader". Administration and Policy in Mental Health, May 2000, 27:5, pp. 269-286.

Culbertson RA. "Health Care As A Social Good: Trauma Care and the Kindness of Strangers". Journal of Health and Human Services Administration. 21:(3), Winter 1999, 346-363.

Paller MS and Culbertson RA. "Under New Medical Regulations: Can We Still Educate for Uncertainty?" Academic Medicine. October 1998. 71:10, pp. 1033-1035.

Culbertson RA. "Academic Faculty Practices: Issues for Viability in Competitive Managed Care Markets." Journal of Health Politics, Policy and Law, December 1997, 22:(6), 1359-1383.

Culbertson RA and Lee PR. "Medicare and Physician Autonomy." Health Care Financing Review, Volume 18, Number 2, Winter 1996, pp. 115-130.

Culbertson RA, Goode LD, and Dickler RM. "Organizational Models of Medical School Relationships to the Clinical Enterprise." Academic Medicine, Volume 71, Number 10, November 1996, pp. 1258-1271.

Culbertson RA. "How Successfully Can Academic Faculty Practices Compete in Developing Managed Care Markets?" Academic Medicine, Volume 71, Number 8, August 1996, pp. 42-54.

Culbertson RA. "Health Care Reform and Medical Education." Professional Scholar. Vol. 2, No. 10, December 1993, Pp. 4-6.

Estes CL, Binney E, Culbertson RA. "The Gerontological Imagination: Social Influence on the Development of Gerontology 1945-Present." International Journal of Aging and Human Development. Vol. 35(1), 1992, Pp. 49-67.

Culbertson RA. "National Practitioner Data Bank Has Implications for Nursing." Nursing Outlook. Vol. 39, No. 4, May-June 1991, Pp. 102-103, 142.

Culbertson RA. "The Medicare Assignment Controversy: The Construction of Public-Professional Conflict," Journal of Aging and Social Policy, Vol. 3, No.4, 1991, Pp. 47-68.

Harrington C and Culbertson RA. "Nurses Left Out of Health Care Reimbursement Reform." Nursing Outlook, Vol.38, No. 4, July-August 1990, Pp. 156-158.

Lee PR and Culbertson RA. "Legislated Clinical Medicine." Commissioned editorial. The Lancet, Vol. 335, April 28, 1990, Pp. 1004-1006.

White MS and Culbertson RA. "Health Manpower Oversupply: Implications for Nurse Practitioners and Physician Assistants: A Model." Hospital and Health Services Administration, Vol. 30, No. 1, January- February 1985, Pp. 100-115.

White MS and Culbertson RA. "The Oversupply of Physicians: Implications for Hospital Planning," Hospital Progress: Journal of the Catholic Hospital Association, February 1981, Pp. 28-31.

Culbertson RA. "The Governing Body and the Nursing Administrator: An Emerging Relationship," Journal of Nursing Administration, February 1979, Vol. IX, No. 2, Pp. 11-13.

Culbertson RA. "Shell Space Construction: Future Hedge or Hazard", Hospital Progress: Journal of the Catholic Hospital Association, November 1976, Pp. 86-103.

McCann BC and Culbertson RA. "Comparison of Two Systems for Stroke Rehabilitation in a General Hospital," Journal of the American Geriatrics Society, May 1976, Vol. XXIV, No. 5, Pp. 211-216.

BOOK CHAPTERS

Richard A. Culbertson. "Boards of Directors". Encyclopedia of Health Care Management, editor Michael Stahl. Pp. 46-48. Sage Publications, Irvine, CA. 2003.

Richard A. Culbertson. "Access to Healthcare." Encyclopedia of Health Care Management, editor Michael Stahl. Pp. 2-5. Sage Publications, Irvine, CA. 2003.

Richard A. Culbertson. "Health Care as a Social Good." In The Nation's Health, 6th Ed., pp.166-180. Eds. Philip Lee and Carroll Estes. 2001. Jones and Bartlett, Sudbury, MA.

Richard A. Culbertson. "The Hospital," Chapter 2, Clinical Laboratory Management, Eds. Karni, Viskochil and Amos. Little, Brown, Inc., 1982.

OTHER PUBLICATIONS

Richard A. Culbertson, Leslie Goode, and Robert Dickler. Organizational Models: Medical School Relationships to the Clinical Enterprise. Monograph published by the Association of American Medical Colleges, Washington, D.C., August 1996.

R. Culbertson. Academic Faculty Under Conditions of Managed Care: Policy Implications for Future Viability of Clinical Service, Education and Research. Published monograph supported by the Robert Wood Foundation, Princeton, NJ, November 1995.

R. Culbertson. Academic Faculty Under Conditions of Managed Care: Comparison of Contracting Attributes in Maturing United States Health Care Markets; Published monograph supported by the Robert Wood Foundation, Princeton, NJ, November, 1995.

R. Culbertson. "The Management Process," Unit I, Course I, Independent Study Programs for Hospital Administrators, Nutrition Administrators, and Patient Care Administrators, University of Minnesota, Minneapolis, MN, 1979. Revised 1981.

PUBLISHED INTERVIEWS

Disaster Preparedness: When Your Community Needs You Most. Interview by Susan Meyers. Trustee. 60(9), 8-11. October 2007.

Aurora BayCare Medical Center: A Successful Hospital Joint Venture. Board Room Press. Page 7. The Governance Institute, San Diego, CA. August 2006.

Spotlight on Aurora Health Care: For the Good of the Whole -- As Healthcare Organizations

Merge How Can They Build a Board that Supports the New Mission? Spencer Stuart's Life Sciences Monitor. Summer 1999.

PRESENTATIONS

PRESENTATIONS AT SCIENTIFIC/PROFESSIONAL MEETINGS

American Medical Association, Section on International Medical Graduates, "International Migration of Physicians: Implications for Global Health. With Prof. David Hotchkiss. New Orleans, LA. November 11, 2011.

Tulane Community Health Policy Action Committee and Office of the Senior VP For Health Sciences. "Healthcare Reform: What does it Mean for You?" April 12, 2010.

Association of University Programs in Health Administration (AUPHA) Annual Meeting. "Doctoral Education and Minority Student Recruitment/Retention." Concurrent session. With M. Martin, M. Khan, and R. Hernandez. June 30, 2009.

University of California-San Francisco Department of Sociology, 40 years of Health Policy Studies at UCSF, San Francisco, Ca. February 6, 2009.

Tulane University Family Medicine Symposium on Rural Health Manpower. "Literature Review: Influencers on Physician Choice to Practice in Rural Areas." With A. Keck. New Orleans, LA. June 12, 2004.

Academy for Health Services Research Annual Meeting. With M. Khan, et.al. "Estimating the Breakeven Price for a new Technology: Case Study of Detecting Organ Rejection in Cardiac Transplantation Patients." Poster presentation. With M. Khan, et al. San Diego, CA. June 8, 2004.

Association of University Programs in Health Administration (AUPHA) Annual Meeting. "On Teaching and Researching Ethical Governance". Concurrent session. With R. Norling, J. Rice, and M. Martin. San Diego, Ca. June 5, 2004.

National Human Subjects Protection Workshop. U.S. Food and Drug Administration. "Issues in Gene Therapy Research: Ethical Implications". New Orleans, LA. June 6, 2003.

Association of University Programs in Health Administration, Annual Leadership Conference, "The Practitioner Educator Interface: An Emphasis on Governance". Chicago, IL. March 19, 2003.

Tulane University Department of Medicine Grand Rounds. "The Medical School –Clinical Enterprise Relationship: Its Current State and Prospects for the Future. April 11, 2001.

Association of University Programs in Health Administration Annual Meeting, Los Angeles, CA. "Doctoral Education in an Executive Format." June 25, 2000.

Department of Veterans Affairs National Educational Series. Transmitted by Satellite from St. Louis, Mo. Studios. "Budget Planning for Health Care Services with Capitated Systems: Specialty Services." July 2, 1998.

Midwest-Great Plains Council of Medical School Deans Annual Meeting. "Policy Implications for Future Viability of Clinical Service, Education, and Research in Academic Health Centers." Chicago, IL. September 21, 1996.

Financing Academic Health Centers-Analytical Issues-An Invitational Conference sponsored by the Assistant Secretary, Department of Health and Human Services and the Association of American Medical Colleges, Washington DC. "Impact of Managed Care on Academic Faculty Practices in Selected Markets." November 9, 1994.

Association of University Programs in Health Administration, Alexandria, VA. "Preparing Graduates for Emerging Careers in Management of Health of Populations." October 29, 1994.

Association of American Medical Colleges, Group on Business Affairs, Tampa, FL. "Physician Productivity the Permanent Way." March 15, 1994.

Association of American Medical Colleges, Group on Faculty Practice, San Diego, CA, "Cooperative Hospital-Medical Group Relations: An Imperative For Managed Care," August 14, 1991.

University Hospital Consortium, Board of Directors, Ft. Myers, FL, "Cooperative Hospital-Medical Group Relations: An Imperative For Managed Care," January 10, 1991.

Gerontological Society of America, Annual Meeting, "The Gerontological Imagination: Social Influences On The Development Of Gerontology." with C.L. Estes and E.A. Binney. November 17, 1990.

Society of Teachers of Family and Community Medicine, Annual Educational Meeting, San Francisco, CA; Physician Payment Reform's Impact on Family Medicine. October 21, 1990.

American Sociological Association, Section on Aging, Washington, D.C., "The Medicare Assignment Controversy," August 11, 1990.

Society for the Study of Social Problems, Annual Meeting, Washington, D.C., "Urban Youth at Risk: The Collapse of the Los Angeles Trauma Network," August 9, 1990.

American Hospital Association, "Medical Staff Marketing: Fourth National Forum," Physician Marketing for the Decentralized Group, Hilton Head, SC, October 26, 1988.

American Public Health Association Annual Meeting; "The Effect of Physician Oversupply on New Health Professionals," Los Angeles, CA, November 4, 1981.

EXTERNAL LECTURES/SEMINARS

Tulane University School of Medicine Primary Care Week. "The Presidential Candidates' Health Plans Impact on Primary Care." New Orleans, LA. October 24, 2008.

Tulane University Medical Center Dean's Forum. "The 2008 Presidential Candidates' Health Care Platforms." With M. Litchfield, MD. New Orleans, LA. October 22, 2008.

Tulane Health Services Research Lecture Series. "Organizational Forms for Academic Medical centers: An Outcomes Analysis". New Orleans, LA. March 23, 2004.

Central California Faculty Medical Group of Fresno, Ca., Annual leadership retreat. "National Trends in University-Faculty Practice Relationships". Fish Camp, CA. March 30-31, 2003.

Tulane University, Department of Medicine Grand Rounds, "The Medical School Dean and Clinical Enterprise." April 11, 2001.

Tulane University, Department of Family Medicine. "Managed Care for Family Physicians: Current Issues." Family Practice, 1999. A case-based clinical update. May 15, 1999.

Lifecare of New Orleans Executive Staff. New Orleans "Hospital Ethics Committees: Role and Function." June 3, 1998.

Blue Cross and Blue Shield of Louisiana Officers Strategic Planning Retreat. Baton Rouge, LA. "The Changing Health Care Market in Louisiana: Emerging Opportunities. April 8, 1998.

Slidell Memorial Hospital Governance and Medical Staff Retreat. New Orleans, LA. "Medicare Fraud and Abuse." January 11, 1998.

Aurora Healthcare, Inc. Annual Meeting. Milwaukee, WI. "Plan for Restructuring System Governance." September 16, 1997.

U.S. Department of Health and Human Services. Invited Testimony at Hearing on the Future Viability of Academic Medical Centers Co-Chaired by J. Eisenberg, M.D. and C. Sumaya, M.D., Chicago, IL. "Managed Care and Academic Faculty Practice: Policy Implications." August 27, 1997.

Office of the Deputy Assistant Secretary for Health, Presentation to the Executive Staff. Washington, D.C. "Managed Care and Academic Faculty Practice: Policy Implications." July 31, 1997.

Indiana Hospital & Health Association, Madison, IN and Indianapolis IN. "1997 Governing Board Educational Series: Accepting Financial Risk: Why, When, and How?" March 17 and 18, 1997.

Indiana Hospital & Health Association Management Institute, Fort Wayne, IN. "Managed Care." February 4, 1997.

Indiana Academy of Family Physicians Practice Management/Managed Care Conference, Indianapolis, IN. "Integrated Delivery Systems of Health Care: The Future in Indiana." January 24, 1997.

Department of Social and Behavioral Sciences, University of California, San Francisco. "Organizational Models: Medical School Relationships to the Clinical Enterprise." November 11, 1996.

U.S. Department of Veterans Affairs. Chief Fiscal Officers' Annual Meeting. "The Changing Role of the Chief Financial Officer." Las Vegas, NV. July 16, 1996.

U.S. Department of Veterans Affairs. Management Training Program, Reno, NV. "Management of Risk in the Private Sector: Implications for the Veterans Affairs System."

June 26, 1996.

Regenstrief Institute, Indiana University School of Medicine, Indianapolis. "The Medical School and the Clinical Enterprise: Organizational Models." June 5, 1996.

Texas Hospital Association, San Antonio, TX., "Market Management of Advanced Health Care Markets." Annual Meeting, June 2, 1996.

Veterans Affairs. Management Training Program, Tampa, FL. "Management Under Capitation - Fiscal and Market." January 31, 1996.

Department of Engineering Professional Development, University of Wisconsin-Madison, Madison, WI. "Structuring Responsive Health Facilities." April 18, 1995.

Graduate Program in Sociology, University of California, San Francisco. "Physician Autonomy: Implications for Health Reform and Sociological Theory." October 8, 1993.

Programs in Health Management, University of Wisconsin-Madison Medical School, Madison, WI. "Physician Autonomy: Implications for Health Reform and Sociological Theory." October 15, 1993.

Northern California Physician Relations Group. Berkeley, CA. "Physician Practice Opportunity Assessment." April 12, 1992.

Association of Administrators in Academic Pediatrics. Western Regional Meeting, San Francisco, CA. "Hospital-Medical Group Cooperation." February 27, 1992.

University of Minnesota Program in Hospital and Health Care Administration, Faculty Retreat, Minneapolis, MN, "Review of the Minnesota M.H.A. Program and Curriculum - The Report of the Educational Policy Advisory Committee," June 14, 1991.

North Carolina Memorial Hospital, Hospital Managers' Forum, Chapel Hill, NC, "Hospital-Medical Group Cooperation: The Way to Success in a Managed Care World," May 21, 1991.

Lawyers Club of San Francisco, "Changing Patterns in Health Care Finance," Sonoma, CA, April 29, 1989.

Casa Aeronautica Gerontologica, "Elderly Populations and Their Adjustment to New Cultures: Health, Economic, and Housing Issues." Rio de Janeiro, Brazil, March 26, 1987.

Oswaldo Cruz Foundation, "Changing Patterns in U.S. Health Care Finance," Rio de Janeiro, Brazil, March 26, 1987.

Centro Medico Familia, "Changing Patterns in U.S. Health Care Finance." Buenos Aires, Argentina, March 22, 1987.

Kaiser Permanente Southern California Region Symposium on Elder Care. "Elderly Populations: An International Comparison," Los Angeles, CA, December 10, 1986.

Kaiser Permanente Interregional Conference, "Life After Prospective Payment," Newport Beach, CA, January 29, 1985.

South Western Health System Annual Trustee Workshop, "Life Under Prospective Payment," Albuquerque, NM, April 6, 1984.

Faculty of the Department of Family Medicine, University of Minnesota School of Medicine, "Management Processes: Planning and Organizing," April 1982 and 1983.

Minnesota Medical Association, "Medical Staff Leadership," St. Paul, MN, March 25, 1983.

Veterans Administration Continuing Medical Education; "Conflict and Change Management for Physicians," Minneapolis, MN, May 11, 1983.

Upper Midwest Hospital Conference Instructional Seminar; "Planning for Middle Managers," Minneapolis, MN, May 12, 1982.

Florida Hospital Purchasing and Material Managers Annual Meeting; "Time Management," Orlando, FL, October 14, 1981.

Hayes-Hill Associates, Chicago, IL; Seminar Presentation on "Marketing and Strategic Planning for Hospitals in the 80's," June 12, 1980.

Midway Hospital, St. Paul, MN; Presentation on "Long-Range Planning" for Hospital Trustees, Medical Staff, and Administration Symposium, May 25, 1978.

GRANTS AND CONTRACTS

Louisiana Clinical Trials Consortium Center Grant: An Inter-Institutional Proposal of Tulane University, LSU Health Sciences Center, and Pennington Research Center. Head of Ethics Section in Key Function 3: "Design, Biostatistics, and Ethics Resource." \$5 million for five years with 20% time personal commitment and funding allocated. Submitted to National Institutes of Health October 2011.

Tulane Rural Immersion Program. Rural Public Health Section Head. Awarded by Josiah Macy Foundation, 2010, \$450,000 for 3 years. 15% effort.

Distance Learning and Rural Pre-Doctoral Curriculum: Pre-Doctoral Training in Primary Care, Evaluation Consultant (8% time), HRSA/DHHS, 2003. \$566,000.

Literature Review of Influencers on Physician Choice to Practice in Rural Areas. The Louisiana Department of Health and Hospitals Bureau of Primary Care and Rural Health and the North Louisiana Area Health Education Center. R. Culbertson, P.I., with A. Keck. 2003-2004. \$2500.

The Clinical Enterprise and Medical School Organization, R. Culbertson, P.I., Association of American Medical Colleges (AAMC), Washington, D.C. 2000. \$49,000.

Analysis of the Effect of Health Care Reform on Physician Practice Plans in Academic Health Centers, R. Culbertson, P.I., Robert Wood Johnson Foundation, Princeton, NJ, 1994.

\$39,000.

Academic Faculty Practice and Managed Competition: The Experience of Academic Faculty Practices in Highly Evolved Managed Care Markets, R. Culbertson, P.I., Department of Health and Human Services, Public Health Service, Washington, DC, 1993. \$25,000.

W.K. Kellogg Foundation National Leadership Award. R. Culbertson, P.I., 1985-1988. \$150,000.

SERVICE

UNIVERSITY/SCHOOL/DEPARTMENT

Special Assistant to the President of Tulane University for NCAA Certification. 1999-2001, Chair, NCAA Certification 2010-2011. Certification successfully awarded 2001 and 2011.
Chair, General Faculty of the School of Public Health, Tulane University, 2006-2007.
Vice Chair, General Faculty of the School of Public Health, Tulane University. 2005.
School of Public Health Member, Graduate Council of Tulane University, 2006-present.
Member, Undergraduate Curriculum in Public Health Steering Committee, Tulane University. 2006-Present.
Member, Steering Committee of the Tulane University Murphy Institute Center for Ethics and Public Affairs, 2004-present.
Chair, Tulane University Committee on Intercollegiate Athletics, 2002-2005, 2010-present.
University Senator, Tulane University, 2002-2005.
Member, Committee on Athletics of the Board of Administrators, Tulane University, 2002-2005, 2010-present..
Member, Search Committee for Charles Wilson, M.D. Chair in Neurosurgery, 2002-2003.
Member, Search Committee for Sr. Vice President for the Health Sciences. 1999.
Member, Search Committee for Dean, School of Medicine, 2000-2001.
Chairman, Doctoral Studies Committee, School of Public Health and Tropical Medicine. 1998-2001.
Member, Budgetary Affairs Committee; Indiana University-Indianapolis. 1996 - 1997.
Member, Program Review and Assessment committee; Indiana University-Indianapolis. 1995 - 1996.
Member, Provost Search Committee, University of Wisconsin-Madison 1993-1994.
Chairman, Subcommittee on Governance for LCME Accreditation; University of Wisconsin Medical School, 1994-1995.
Member, Chairman, Department of Medicine Search Committee, University of Wisconsin - Madison. 1993.
Member, Chairman of Department of Surgery Search Committee; University of Wisconsin - Madison, 1994-1995.
Chairman, Educational Policy Advisory Committee University of Minnesota, School of Public Health, Program in Hospital and Health Care Administration -- 1990-1993.
Chairman of Curriculum Committee University of Minnesota, School of Public Health, Program in Hospital and Health Care Administration -- 1978-1979;
Chairman of Admissions Committee University of Minnesota, School of Public Health, Program in Hospital and Health Care Administration -- 1976-1978;
Member, Educational Policy Committee for School of Public Health University of Minnesota, School of Public Health, Program in Hospital and Health Care Administration -- 1976-1978.

COMMUNITY AND PROFESSIONAL SERVICE

- Member, Committee on Governance. American Hospital Association, Chicago, IL. 2006 – present.
- Member, Regional Policy Board 7 (Arkansas, Louisiana, Oklahoma, Texas), American Hospital Association, Chicago, IL. 2006 – present.
- Member, Leadership Development Committee on Governance. American Hospital Association, Chicago, IL. 2008 – present.
- Member, Governance Committee, Association of University Programs in Healthcare Administration (AUPHA), Washington, DC. 2006 – present.
- Reviewer, Public Administration. Blackwell Publishing, Hoboken, NJ. 2008.
- Chairman, Board of Directors, Aurora Healthcare, Milwaukee, WI., 2002-2005.; and Member, Board of Directors 1994-2007.
- Member, Governing Board, Touro Infirmary, New Orleans, 2004-2009.
- Member, Quality of Care and Strategic Planning Committees of the Governing Board, Touro Infirmary, New Orleans, LA., 2002-2009.
- Member, Board of Directors, Touro Foundation, New Orleans, LA. 2004-2007.
- Member, Annual Meeting Planning Committee, Association of University Programs in Healthcare Administration (AUPHA). Washington, DC, 2005.
- Member, Committee on Governmental Affairs, Association of University Programs in Healthcare Administration (AUPHA). Washington, D.C., 2001-2002.
- Reviewer, Journal of Healthcare Management; Chicago, IL 2000.
- Reviewer, Healthcare Financial Review; Rockville, MD. 1997-1998.
- Member, Board of Directors, Eldercare of Dane County, Madison, WI, 1995.
- Member, Steering Committee, Wisconsin Peer Review Organization (WIPRO), Madison, WI, 1994-1995.
- Member, Board of Directors and Executive Committee, U-Care HMO, Inc. - 1994-95.
- Member, Board of Directors and Executive Committee, University Health Care, Inc. - 1994-95
- Member, Board of Directors, University of Minnesota, Program in Hospital and Health Care Administration Alumni Foundation, Minneapolis, MN, 1990 - 1993; 1981 - 1984. Chairman, Education Policy Advisory Committee.
- Member, Long-Range Planning Committee, Laguna Honda Hospital, San Francisco, CA, 1989 - 1992.
- Member, Annual Meeting Planning Committee, The Healthcare Forum, San Francisco, CA, 1988, 1990 - 1992.
- Member, Emerging Leaders Alumni Group, The Healthcare Forum, San Francisco, CA, 1988 - present.
- Member, Audit Committee, California Hospital Association, Sacramento, CA, 1985 - 1987.
- Commissioner, Accrediting Commission for Programs in Nurse Anesthesia, American Association of Nurse Anesthetists, Park Ridge, IL, 1985-1986.
- Member, Economics Committee, Hospital Council of Southern California, 1985 - 1986.
- Member, Blue Ribbon Commission on "Life at Any Price?", Minnesota Coalition on Health Care Costs, Minneapolis, MN, 1983 - 1984.
- Member, Minnesota Council on Health Promotion and Wellness, 1981 - 1983. Chairman, Finance Committee.
- Member, Board of Directors, Humane Society of Ramsey County, St. Paul, MN, 1979 - 1984.
- President, Board of Directors, Humane Society of Ramsey County, St. Paul, MN, 1982 - 1984.
- Member, Planning Committee for Twin Cities Semi-annual Trustee Symposium, 1979 - 1984.
- Member, Minnesota Hospital Association Committee on Planning and Regulatory Affairs, 1981 - 1984.

Member, Hospital Data Processing Council Steering Committee, Hospital Shared Systems, Inc., Minneapolis, MN, 1980 - 1983.

Member, Instructional Conference Committee, Upper Midwest Hospital Conference, 1979 - 1982.

Chairman, Eleventh Institute, University of Minnesota Program in Hospital and Health Care Administration, 1980 - 1981.

Member, Emergency Medical Services Task Force, Metropolitan Health Board (HSA) of the Metropolitan Council, 1979 - 1980.

Member, Hospital Administration Registration Board, State of Minnesota Department of Health, Minneapolis, MN, 1976 - 1978, 1980.

Member, Health Services Occupations Advisory Council, Minnesota State Department of Health, 1980.

Member, National Advisory Committee, Experimental Training and Placement of Blind Persons in Allied Health Professions, St. Mary's Junior College, Minneapolis, MN, 1978 - 1980.

Member, Long-Range Energy Planning Committee, University of Minnesota, 1977 - 1978.

Member of the Corporation, Hattie Ide Chaffee Home, East Providence, RI, 1974 - 1976.

Butler Hospital Alcoholism Advisory Council, Providence, RI, 1974 - 1976.

Board of Directors, Interfaith Health Care Ministries, Providence, RI, 1975 - 1976.

Brown University Rehabilitation Task Force, Providence, R.I., 1975 - 1976.

Providence Mental Health Center Joint Conference Committee, Providence, RI, 1974 - 1976.