

ARTHUR J. RUBENS

ADDRESS

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EDUCATION

1990 **Dr.P.H. Doctor of Public Health**
University of Pittsburgh
Department of Health Services Administration

Major, Health Services Administration/Program Evaluation

1982 **M.P.A. Master of Public Administration**
University of North Florida

Major, Public Administration with emphasis in Policy Analysis

1980 **M.S.H. Master of Science, Health Services**
University of North Florida

Major, Community Health Services

1979 **B.A. Bachelor of Arts, Sociology**
University of North Florida

Major, Sociology; Minor: Political Science

1980-Present
Attended multiple continuing education workshops and seminars in Management, Health and Distance Learning. Training in Leadership Development, 360 Assessment (LPI and Benchmark), and Myers Briggs Type Indicator (MBTI®) Counselor.

PROFESSIONAL EXPERIENCE**Academic**

- 1996 - present **Florida Gulf Coast University**
Fort Myers, Florida
- 2004-present **Associate Professor**
College of Business (AACSB Accredited)
Department of Management
Serve as faculty member in Management Department teaching management courses in BS, MBA, EMBA, and International MBA programs.
- 1999-2004 **Director, Sponsored Projects and Programs**
College of Business, Center for Leadership & Innovation
Associate Professor of Management
College of Business, Department of Management & Marketing
Held joint administrative and faculty positions in the College of Business as Director of Sponsored Projects and Programs and management faculty teaching in BS, MBA, EMBA, and International MBA programs.
- 1996 – 1999 **Associate Professor and Chair** (Joint appointment)
School of Public and Social Services, Division of Public Admin.
College of Business, Department of Management and Marketing
Served as founding chair for the MPA program and as lead faculty for development of health administration concentrations in MPA, MBA, and MS programs.
- 2001 – present **Adjunct Faculty** (International Programs)
- Teach undergraduate and graduate management courses in multiple international programs:
- Copenhagen Business School, Copenhagen, Denmark (2007-present)
International Summer Program (undergraduate, OB class and graduate Leadership Development class)
 - Hebei Mishu College, Shijiazhuang, China (2005-present)
Keuka College, B.S. Program in Business, (Leadership Development)
 - University of Wurtzburg, Fort Myers (2003-present)
EMBA Summer Program (Leadership Development)
 - GFS Wirtschaftsfachschule, Berlin, Germany (2001)
Undergraduate Business Program (Contemporary Management)
- 2005 – present **Special Interest Cruise Lecturer**
Special Interest motivational lecturer on Cruise Ships

1991 - 1996 **Northern Illinois University**
Assistant Professor, Public and Community Health Programs
Associate Faculty, Gerontology Program (appointed)
Taught graduate and undergraduate health administration classes in the Bachelor of Science, Master of Public Health, and Gerontology Programs

1988-1991 **University of Pittsburgh**
Research Specialist IV, Graduate School of Public Health
Associate Instructor, Center for Emergency Medicine
Teaching Fellow, Graduate School of Public Health (1988-1989)
Conducted research on nationally funded projects and taught graduate research methods course and various workshops and programs on occupational and emergency medicine.

Private/ Consulting

2004 - present **United Research Consultants, Inc.**
President and Owner
Private, for-profit consultant group providing training, research, and management consulting to government, health, and business organizations.

1988 – 2004 **Independent Consultant**
Provided training, research and consultative services to public and private organizations and agencies.

1988 - 1991 **SOS Technologies of Western Pennsylvania**
1987 – 1988 **SOS Technologies of North Florida**
Private Sub-Contractor/Training
Sub-contractual agreement to provide consultation and health and wellness training for customer base of approximately 750 clients.

Other Experience

1984 - 1987 **Emergency Medical Services Director**
Kings Bay Submarine Base, Kingsland, GA

1982 - 1984 **Clinical Coordinator/Instructor**
Florida Community College of Jacksonville
EMT/Paramedic Program

1987 **Flight Medic**
Life Flight/Baptist Medical Center, Jacksonville, FL

1981 - 1982 **Emergency Room Paramedic**
University of Florida Medical Center at Jacksonville

- 1980 - 1981 **Mental Health Specialist/Counselor**
St. Vincent's Medical Center (Depaul Unit), Jacksonville, FL
(40 bed in-patient psychiatric mental health unit)
- 1979 - 1980 **Program Director**
Volunteers of America, Jacksonville Florida
(Semi-Independent Living Facility for developmental disabled adults)
- 1970 - 1978 Worked in the hospitality industry in a variety of functions in the United States (New York City); Europe (Amsterdam) and the Middle East (Eilat, Israel). Job Titles include Waiter, Bellboy, Auditor (auditor for restaurant, bars, room service, and banquets for Amsterdam Hilton Hotel), and Elevator Operator (Algonquin Hotel, NYC).
- Developed private import/export venture, importing gems and jewelry from Sri Lanka and India and marketing them in Europe (primarily Amsterdam, Holland).

AREAS OF TEACHING EXPERTISE/COURSES TAUGHT

(Average Overall Instructor Rating of 4.5 on 5.0 Scale)

Management: Courses taught in BS; MBA; EMBA; and International MBA Programs

- Introduction to Management;
- Careers in Management;
- Contemporary Issues in Management (MBA and EMBA);
- Management in the US (International MBA Program);
- Challenge of Leadership (MBA and Special Seminars)
- Total Quality Management;
- Organizational Behavior;
- Ethics;
- Human Resource Management;
- Staffing;
- Employment Law (BS, MBA, EMBA, Special Seminars),
- Conflict Management (BS & Special Seminars)

Health Administration/Public Administration: Courses taught in BS; MBA; MPA; MPH

- Health Administration (introductory and capstone);
- Health Policy;
- HR for Health Service Organizations;
- Leadership in Health Organizations;
- Managed Care;
- Research Methods for Health Service Managers.
- Program Evaluation;
- Grant Writing;
- Introduction to Gerontology;
- Ecology of Health (general education course on public health)

Workshops and Seminars:

Since 1986 have developed and conducted large number of professional development workshops, seminars, and comprehensive programs for community and corporate customers through FGCU's Center for Leadership and Innovation and through private consulting company (United Research Consultants, Inc). Multiple programs included training manual, pre-work and post workshops training and assessments. Short descriptions of these programs can be found at university website: <http://www.fgcu.edu/cob/spp/seminars.html> and at private company website: <http://www.urc-inc.org/education.html>. Selected examples of topics is below:

- Communication with the Media
- Process Management/Mapping
- Exceptional Customer Service (Managing Difficult Customers, Phone Skills, etc.)
- Performance Appraisals
- Behavioral Interviewing
- Conflict Resolution and Successful Negotiations
- Leadership and Change (Multiple topics)
- Diversity Awareness
- Managing for Quality
- Employment Law and Legal Issues (Multiple topic areas)
- Grant Writing
- Research Methods (Qualitative and Quantitative Assessments)
- Health Promotion (Multiple topics; Aging, Stress, AIDS, Fitness, Smoking, etc.)

GRANTS/RESEARCH & CONSULTATIVE ACTIVITIES

Since 1988, have conducted numerous consultative and externally funded research projects through university and private company. Projects have ranged from short consultative/research projects to long-term assessment and evaluative programs. Customers come from multiple industries such as large development company, public and private health care systems, government and private companies (See Basic Scholarship and Technical Reports).

Areas of Consultative/Research Expertise

- Organization and Community Focus Groups; Nominal Grouping Sessions
- Workplace Satisfaction Surveys and Comprehensive Organizational Assessments
- Economic Impact Studies (IMPLAN and Fiscal Forecast Models)
- Market Research Analysis
- Employee & Customer Service Questionnaires
- Individual and Group Leadership Skills and 360 Benchmarking
- Development of Performance Appraisal Sys. And Executive Counseling
- Development and Assessment of HR Functions
- Myers Briggs Type Indicator (Certified)
- Individual Self-Assessment Scales
- Organizational Benchmark Surveys and Organizational Performance Audits
- Development of Quality Improvement Standards and Systems in Organizations
- Process Management and Mapping
- Public Opinion Surveys (Phone and Self-Administered)
- Strategic Facilitation (Assistance and Development of Strategic Plan)
- Business Plan Development
- Edge Training and Assessment Tools Provider

PROFESSIONAL CONSULTATIONS (Partial Listing)

Millennium Health, Washington, DC	Moorings Park, Naples, FL
Executive Title Company, Fort Myers, FL	Collier County Government, Naples, FL
Lee County Sheriff's Office, Fort Myers, FL	Hope Hospice, Fort Myers, FL
Community Foundation of Collier County	Florida Council on Aging, Tallahassee, FL
Lee Memorial Health System, Fort Myers, FL	Collier County Airport Authority, Naples, FL
Loyola Medical Center, Maywood IL	Rams Fie, Gaithersburg, MD
Mercy Hospital, Aurora, IL	Fox Chapel School District, Pittsburgh, PA
Illinois Depart. Of Public Health, Springfield, IL	Head Start, Pittsburgh, PA
Aristec Chemical, Clairton, PA	Pittsburgh Job Corp., Pittsburgh, PA
Pittsburgh Rehab. Institute, Pittsburgh, PA	Lockley Manufacturing, Newcastle, PA
Pori International, Weirton, WV	Allegheny Community College, Pittsburgh, PA
Westin William Penn Hotel, Pittsburgh, PA	Mayview State Hospital, Bridgeville, PA
Naples Health Care System, Naples, FL	Allyn International (GE Affiliate)
Charlotte County Sheriff's Office (FL)	Naples Municipal Airport, Naples, FL
Collier County Airport Authority (FL)	Florida's Department of Health (Public Health)
Bonita Bay Development, Bonita Springs, FL	Barron Collier Company, Naples, FL
Pacific Collier, Immokalee, FL	Southwest Florida International Airport (FL)
Bricken & Associates, San Diego, CA	Lee County Government, Fort Myers, FL
Lee County Government, Fort Myers, FL	Keuka College, Keuka, NY
National Institute of Health, Washington, DC	Armstrong College, Oakland, CA
University of Wurtzberg (Germany)	Hebei Mishu College (China)
FGS (Berlin, Germany)	Hendry County Government

CURRICULUM DEVELOPMENT

Served as leader or participants in working with number of university, college and program accreditation bodies. Example of some of these accrediting bodies include:

- Southern Association of Colleges and Schools (SACS)
- Association to Advance Collegiate Colleges of Business (AACSB) (FGCU)
- National Association of Schools of Public Affairs and Administration (NASPAA)
- Association of University Programs in Health Administration (AUPHA)
- American College of Health Care Executives (ACHE)
- American Safety Council and American Red Cross (Florida and Pennsylvania)
- State Programs for Paramedic EMT Programs (Florida, Georgia and Pennsylvania)

Media Productions:

Rubens, A (Script; Off-Line Edit; and assisted production): Emergency Care for the Elderly. ; University Center for Instructional Resources, University of Pittsburgh. Produced for the National Institute of Aging and Alzheimer's Disease Research Foundation, Pittsburgh, PA, 1990. Distributor: Terra Nova Productions, Chicago, IL, 1992.

PROFESSIONAL ASSOCIATIONS

Academy of Business Education, Member (2002 -)
 Academy of Management, Member (1997-)
 Southern Management Association (1999-)
 American Society for Public Administration, Member (1997- 1999)
 Association of University Programs in Health Administration, Member (1994-2001)
 American College of Health Care Executives, Faculty Associate (1994-2001)
 American Public Health Association (APHA), Member (1988 - 1999)

COMMITTEES (Selected List)**Academic****Florida Gulf Coast University**

University, Internal Review Board Committee, Member (2000-present)
 University, Undergraduate Admissions Appeals, Member (2005-present)
 University, Quality Enhancement Program, Member (2006-present)
 University, Salary Equity Committee, Faculty Representative (2005)
 University, Leadership Committee (1999 – 2002)
 University, Grants and Research Committee, Chair (1999- 2002)
 Administrative Process Committee, South. Assoc. for Colleges and Schools (SACS)(1996-1999)
 University Grants and Research, College of Professional Studies, Member (1996 - 1998)
 University Teaching Incentive Program Award, member (1999-)
 Faculty Affairs Committee, Co-Chair (Merit, Promotion, and Tenure) (University) (1996-1997)
 Collective Bargaining Committee, Co-Chair (University and State) (1996-97) (1999-)
Northern Illinois University (1991- 1996)
 Public and Community Health Programs. Curriculum Committee (1991- 1996)
 Gerontology Program, Leadership Award Advisory Committee (1993)
 School of Allied Health, Personnel Committee (1992-1994)
 Graduate School, Council Fellowship Committee (1993-1995)
 University Allocation Subcommittee (1994-1996)
 University, HIV/AIDS Prevention Committee (1994-1996)
 NIU Chapter, Illinois Public Health Association, Faculty Advisor (1992-1996)

Local, State, and National**Florida**

Southwest Florida Quality Network, Executive Board Member (2000-present)
 Smart Growth Task Force, Community Character Committee, Facilitator (2000-present)
 Southwest Florida Chamber of Commerce (1999-present)

Illinois/Pennsylvania:

Northern Illinois Community Health Outreach Program (1991- 1996)
 Illinois Department of Public Health, Injury Surveillance Task Force (1991-1993)
 Illinois Department of Public Health, Organ Transplantation Task Force (1994-1996)
 Illinois Public Health Association, Injury Section, Membership Committee (1991-1996)
 Disaster Medical Assistance Team (DMAT) (1990-1992)
 APHA, ICEHS and Health Administration Scientific Program Committee (1994)

HONORS

- Teaching Fellow; University of Pittsburgh, Department of Health Service Administration
- Dean's List - Graduate; Undergraduate, University of North Florida (1978-1982)
- Nominated as “Outstanding Teacher,” Panhellenic Council, Northern Illinois University (1995)
- Recognized for “Outstanding Service,” University Programming and Activities, Northern Illinois University (1994, 1995)
- Recognized for “Outstanding Service,” Annual Wellness Fair, Employee Wellness and Assistance Program, Northern Illinois University (1993-1996)

TRAVEL

Lived and worked in both Europe and Middle East. Traveled extensively in European, Middle Eastern, African and Asian Countries; 1973-1977.

LANGUAGES

Dutch - good, French - fair, Spanish - basic

EDITORIAL REVIEWS

- Journal of Management Education
- Southern Management Association
- Academy of Management
- Emerson-Adams Press
- Journal of Environmental and Occupational Medicine
- Jones and Bartlett Publishing Company
- American Public Health Association

GRANT REVIEWS (Study Section Review Panel)

- National Institute of Health, Risk Prevention and Health Behavior (Ad Hoc), 1999 -
- National Institute of Health, Center for Scientific Research, Risk Prevention and Health Behavior, Small Business Innovation Research (Standing Member), 1996 – present

MEMBERSHIP ON DISSERTATION AND THESIS COMMITTEES (Selected)

Hutchinson, Kim Childers, Ph.D.Candidate: “Factors that Predict Health-Promoting Lifestyle Behaviors Among African-American Adults,” Department of Educational Psychology, Northern Illinois University, 1995.

Laud-Price, Kaye, Ph.D. Candidate: “The Effects of Infant Crying on the Heart Rate, Blood Pressure, and Distress Levels of Women High and Low in Physical Child Abuse Potential,” Department of Psychology, Northern Illinois University, 1996.

PUBLICATIONS

- Bardy, R & **Rubens, A**: Business Ethics and Legal Environment of Business in the U.S. and in Continental Europe. *Journal of Business Disciplines*. 2007 (In Review)
- Rubens, A**, Bonvillian, G., & Jackson, G: Utilizing Traditional Research Methods for Executing University Contract Consulting: A Case Study. *Journal of Education for Business*, 2006 (In Review).
- Rubens, A**, Ritchie, W, Jones, T & Weeks, S: Development of Motorsports Facility: Positive or Negative Externalities on Surrounding Residential Property Values. *Journal of Real Estate Practice and Education*. 2006 (Revised and Resubmit).
- Ritchie, W, Elias, L., & **Rubens, A**: A Process for Validation of a Customized Scale to assess 'Work Environment' in Government Organizations: A Mixed Method Approach, *Review of Public Personnel Administration*, 2006; 26(4):
- Rubens, A** and Wimberley, E: Contrasting the American College of Healthcare Executives' Code of Ethics with Undergraduate Health Administration Students' Values and Ethical Decision Choices. *Hospital Topics*. 2004; 82(3): pp 10-18.
- Ritchie, W, Anthony, W. & **Rubens, A**: Individual Executive Characteristics: Explaining the Divergence Between Perceptual and Financial Measures in Nonprofit Organizations. *Journal of Business Ethics*, 2004; 53(4): pp 267-281.
- Wimberley, T & **Rubens, A**: Management Support Organization/University Partnership in Non-profit Education, Training, and Consultation: Assessing Demand and Preferences. *Social Science Journal*, 2001; 38(4): pp 1-8.
- Rubens, A**, Oleckno, W, & Ciesla, J: Attitude and Behavior of College Students Regarding Organ Donation. *College Student Journal* 1998; 32(2): pp. 167-178.
- Ciesla, J, Piane, G, **Rubens, A**: A State-Wide Survey of Nonpharmacologic Hypertention Therapy in Community-Dwelling African-American Elders. *Journal of Health Care for the Poor and Underserved*. 1998; 9(1): pp. 62-75
- Rubens, A** & Halperin, M: Mentoring in Health Service Organizations: Implications for Female Healthcare Executives. *Hospital Topics*. 1997; 74(4): pp. 23-28
- Piane, G, Rydman, R, **Rubens, A**: Learning Style Preferences of Public Health Students. *Journal of Medical Systems*, 1997; 20(6): pp. 377-384.
- Rubens, A**: Comparison of Racial and Ethnic Differences Among University Students Regarding Organ Donation. *Journal of National Medical Association*. 1996; 8(10): pp. 417-421.
- ⁺**Rubens, A**, Stoy, W, & Piane, G: Effectiveness of Interactive Videodisc to Teach and Test Advanced Airway Management. *Prehospital and Disaster Medicine*. 1995; 10(4): pp. 251-258.
- Rubens, A** Oleckno, W, & Papaeliou, L: Establishing Guidelines for the Identification of Occupational Injury: A Systematic Approach. *Journal of Occupational and Environmental Medicine*. 1995; 32(7): pp. 151-159.
- Rubens, A**: Workplace Statistics Can't Cut to the Heart. *Occupational Health and Safety*, 1993; 62 (8); pp. 64-69.
- Rubens, A**: IVD Technology, Its Role in Health Care Education. *Computers in Healthcare*. 1992; pp. 42-46.
- Rubens, A**: ET Intubation: The Minimum for ACLS Airway Management Training. *Prehospital and Disaster Medicine*. 1991; 6(4):pp. 491-492.

- Janeira, C, Merlin, M & **Rubens, A**: Differentiation and Management of Wide-Complex Tachycardia. *Emergency*. 1991; 23 (9): pp. 44-47,58.
- Rubens, A** & Merlin, M: Practical CPR May Ease New-Student Anxieties. *Occupational Health and Safety*. 1991; 60 (8): pp. 28-32.
- Rubens, A**: Testing Airway Management Skills: Interactive Videodisc Courseware vs ACLS Instructor. *Respiratory Care*. 1991; 36 (8): pp. 849-856.
- Rubens, A**: Geriatric Emergencies. *Emergency Medical Services*. 1991; 20 (7): pp. 22-26,57.
- Rubens, A**: Seeing Eye to Eye. *Journal of Emergency Medical Services*. 1990; 16 (12): p. 71.

Books, Book Chapters, and Training Manuals:

- Wimberley, T, & **Rubens, A**: Like plugging the holes in a Colander: Health Policy and Provision in the United States, circa 2000. Handbook of International Health Care Systems (Chapter); Marcel Dekker Publishers, 1999.
- Rubens, A**, Oleckno, W, & Papaeliou, L: Establishing Guidelines for the Identification of Occupational Injuries: A Systematic Appraisal. In 1996 Workers' Compensation Year Book. Horsham, PA: LRP Press, 1995; Part I, pp. 206-213.
- Rubens, A**, Ricci, E, Saxton, J, Malloy, S, Housley, S, & Stoy, W: Emergency Care for the Elderly (Instructor's, Paramedic, and First Responder's Training Manuals). Alzheimer's Disease Research Foundation, Pittsburgh, PA, 1990.
- Rubens, A**, Ricci, E, Saxton, J, Malloy, S, Housley, S, & Stoy, W: Emergency Care for the Elderly for Emergency Care Personnel Training Program. Chicago, IL: Terra Nova, Inc., 1992.
- Ciesla, J & **Rubens, A**: A Book Review, "Longest, B: Health Policy Making in the United States." Ann Arbor: Health Administration Press." In *Journal of Health Administration and Education*. 1996; 3(2): pp. 357-358.
- Rubens, A**, Hargarten, S, & Oleckno, W: Comparison Between Emergency Department and Inpatient E-codes. (Letter to the Editor). *Academic Emergency Medicine*. 1996; 3(3): pp. 87-89.
- Rubens, A** Oleckno, W, & Papaeliou, L: Guidelines for the Establishments of Occupational Injury (Letter to the Editor). *Journal of Occupational and Environmental Medicine*. 1995; 37(11): p. 1261.
- Rubens, A**: Injury Prevention: Mandatory Reporting of External Cause of Injury. *Viewpoint*. 1992; 26 (2): pp. 10-11.
- Rubens, A.**: Communicating with the Elderly Person. *Viewpoint*. 1992; 26 (5): p. 3.
- Rubens, A**: Health Care Reforms: The Political Issue for the 90s. *Viewpoint*. 1991; 24 (1): p. 1.
- Rubens, A**: Tips for Communicating with the Elderly. *Firehouse Magazine*. 1991; p. 86.

Works in Progress:

- Improving Board Decision Making: Strategic Scorecards* (Co-author: Stephen Drew)
- Development of Business Incubators: Case Study* (Co-author: Gary Jackson, FGCU)
- Using Quality Improvement Field Studies in Executive Education Programs*

PROCEEDINGS WITH PRESENTATIONS

- Bardy, R and **Rubens, A:** Business Ethics and Legal Environment of Business in U.S. and Continental Europe. Academy of Business Disciplines, Fort Myers, FL, Nov 9-11, 2006.
- Rubens, A** and Bonvillian, G: Using Traditional Research Methods for University Consulting in the Community. Academy Association of Business and Public Administration, Dallas, Tx. May 2005 (Selected as “best research paper at conference”).
- Wimberley, E & **Rubens, A:** Development and Findings of Social Capital Community Benchmark Survey. Southern Gerontological Society, Atlanta, Georgia, April 2004.
- Wimberley, E & **Rubens, A:** Development and Findings of Social Capital Community Benchmark Survey. Western Social Science Association Annual Conference, Salt Lake City, Utah, April 2004.
- Rubens, A:** Assessing Health Administration Student’s Values and Ethical Choices. Academy of Business Education, Key West, Florida, September 2002
- Bonvillian, G, and **Rubens, A:** Using Research Methods for Executing University Consulting in the Community: A Case Study. Academy of Management, Quebec City, Canada, August 2002.
- Rubens, A** and Bonvillian, G: A Case Study of University Contract Consulting in the Community: A Case Study. Hawaii International Conference on Business, Honolulu, Hawaii, June 2002
- Bonvillian, G, and **Rubens, A:** Utilizing Traditional Research Methods for Executing University Contract Consulting in the Community: A Case Study. International Conference on the University as Citizen, Tampa FL, February 2001
- Duffus, L, Wells, L, & **Rubens, A:** The Personal Strategic Marketing Plan as an Element of the Introductory Marketing Course: Students Perspective on its Usefulness. Academy of Business Disciplines, November 2000.

PRESENTATIONS

- Bardy, R and **Rubens, A:** Business Ethics and Legal Environment of Business in U.S. and Continental Europe. Paper accepted for Publication at Academy of Business Disciplines, Fort Myers, FL, Nov 9-11, 2006.
- Rubens, A** and Bonvillian, G: Using Traditional Research Methods for University Consulting in the Community. Paper accepted for presentation at Academy Association of Business and Public Administration, Dallas, Tx. May 2005 (Selected as “best research paper at conference”).
- Wimberley, E & **Rubens, A:** Development and Findings of Social Capital Community Benchmark Survey. Southern Gerontological Society, Atlanta, Georgia, April 2004.
- Wimberley, E & **Rubens, A:** Development and Findings of Social Capital Community Benchmark Survey. Western Social Science Association Annual Conference, Salt Lake City, Utah, April 2004.
- Rubens, A:** Assessing Health Administration Student’s Values and Ethical Choices. Paper accepted for presentation. Academy of Business Education, Key West, Florida, September 2002

- Rubens, A** and Azcarate, C: Using a Multi-Disciplinary Model to Community Dispute Poster accepted for presentation at Academy of Business Education, Key West, Florida, September 2002
- Bonvillian, G, and **Rubens, A**: Using Research Methods for Executing University Consulting in the Community: A Case Study. Paper accepted for presentation at Academy of Management, Quebec City, Canada, August 2002.
- Rubens, A** and Bonivillan, G: A Case Study of University Contract Consulting in the Community: A Case Study. Paper accepted for presentation at Hawaii International Conference on Business, Honolulu, Hawaii, June 2002
- Bonvillian, G, and **Rubens, A**: Utilizing Traditional Research Methods for Executing University Contract Consulting in the Community: A Case Study. Paper accepted for presentation at International Conference on the University as Citizen, Tampa FL, February 2001
- Duffus, L, Wells, L, & **Rubens, A**: The Personal Strategic Marketing Plan as an Element of the Introductory Marketing Course: Students Perspective on its Usefulness. Paper accepted for presentation at Academy of Business Disciplines, November 2000.
- Rubens, A**, Ciesla, J, & Wimberley, E: Health Administration Student's Individual Values and Ethical Choices. Poster accepted for presentation at Association for University Programs in Health Administration Annual Conference, Chicago, IL, June, 1999.
- Wimberley, Edward & **Rubens, A**: Community Survey for Non-profit Management: Assessment and Strategies. Paper accepted for presentation at Western Social Science Association Annual Conference, Fort Worth, TX, April 1999.
- Rubens, A**, Green, R, Walsh, R, and Chambers, J: Integrating Technology in Public Administration Education (Session Moderator and Presenter). Paper presented at the American Society for Public Administration (ASPA) Annual Conference. Seattle, WA, May, 1998.
- Rubens, A**: Designing Innovative Curriculum for the 21st Century. Poster presented at the Association of University Programs in Health Administration (AUPHA) Annual Conference, Chicago, IL, June, 1997.
- Oleckno, W, Blacconiere, M, & **Rubens, A**: What Motivates Public Health Workers? An Examination of the Roles of Intrinsic and Extrinsic Rewards of the Job. Paper presented at the American Public Health Association Conference, New York City, NY, November, 1996.
- Rubens, A**, Oleckno W: Establishing Guidelines For The Identification of Occupational Injuries: A Systematic Appraisal. Poster presented at the Society for Occupational and Environmental Health Annual Conference, Bethesda, MD, December, 1995.
- Rubens, A**, Oleckno, W: Racial and Ethnic Differences in Beliefs, Attitudes, and Practices Among University Students Regarding Issues Related to Organ Donation. Paper presented at American Public Health Association Conference, San Diego, CA, November, 1995.
- Rubens, A**, Ciesla, J: Ethical Decision Choices in Undergraduate Health Administration Students. Poster presented at American Public Health Association Conference, San Diego, CA, November, 1995.
- Piane, G, **Rubens, A**, Rydman, R: Learning Style Preferences of Public Health Students. Paper presented at American Public Health Association Conference, San Diego, CA, November, 1995.

- Rubens, A, Oleckno, W:** Racial and Ethnic Differences in Among University Students Regarding Issues Related to Organ Donation. Paper presented at Mid-America College Health Association Annual Conference, DeKalb, IL, November, 1995.
- Ciesla, J, **Rubens, A:** Undergraduate Health Administration Students Ethical Decision Making Choices. Paper presented at Mid-America College Health Association Annual Conference, DeKalb, IL, November, 1995.
- Rubens, A & Hargarten, S:** Comparison Between Medical Record Coders of E Codes. Paper presented at American Public Health Association Conference, Washington, DC, November 1994.
- Rubens, A & Piane, G:** An Opinion Survey of Organ Donorship of College Students. Paper presented at American Public Health Association Conference, Washington, DC, November 1994.
- Piane, G. & **Rubens, A:** Do Sanitarians and the General Public Agree on Environmental Concerns? Paper presented at American Public Health Association Conference, Washington, DC, November 1994.
- Rubens, A:** Comparison of Emergency Department E Codes Assigned by Different Coders. Poster presented at Illinois Public Health Association Annual Conference, Bloomington, IL October, 1994.
- Rubens, A & Piane, G:** Survey of College Student's Attitude Towards Organ Donorship. Paper presented at Illinois Public Health Association Annual Conference, Bloomington, IL October, 1994.
- Rubens, A, Hargarten, S, & Dunn, M:** An Evaluation of Emergency Department and Inpatient E-Codes. Paper presented at American Public Health Association Annual Meeting, San Francisco, CA, October 1993. .
- Rubens, A:** Designing a Training Program for Nonprofessional Caregivers of the Elderly. Poster presented at Illinois Public Health Association Annual Meeting, Bloomington, IL, September 1993. .
- Rubens, A, & Papaeliou, L.:** Surveillance Systems Used to Identify Occupational Injuries. Poster presented at Illinois Public Health Association Annual Meeting, Bloomington, IL, September 1993..
- Rubens, A, Dunn, M, & Petersen, B:** Evaluation of Emergency Department and Inpatient E-Codes. Poster presented at Illinois Public Health Association Annual Meeting, Bloomington, IL, September 1993.
- Rubens, A:** Teaching Communication and Assessment Skills for Geriatric Patients to Emergency Responders. Paper presented at the American Public Health Association Annual Meeting, Washington, DC, November, 1992. .
- Rubens, A:** Establishing Guidelines for the Identification of Occupational Injuries. American Poster presented at Public Health Association Annual Meeting, Washington, DC, November, 1992. .
- Rubens, A.:** A Training Program for Elderly Patients. Poster presented at American Society of Allied Health Professionals, Annual Meeting, Orlando, FL, November, 1992.
- Rubens, A:** Teaching Emergency Providers Assessment Skills for Elderly Patients. Poster presented at Interdisciplinary Health Care Team Conference, Chicago, IL, Sept. 992.
- Rubens, A, Lumpkin, J & Marquez, T:** Using E-Codes to Identify Injuries of Children in Schools. Paper presented at the Illinois Public Health Association Annual Meeting, Schaumburg, IL, May, 1992. .

- Rubens, A:** Use of E-Codes and Occupational and External Cause of Injury Documentation. Paper presented at the Illinois Public Health Association Annual Meeting, Schaumburg, IL, May, 1992. .
- Rubens, A, Lumpkin, J & Marquez, T:** Community Based Study of Injury Incidence in Two Communities in Illinois. Poster presented at Illinois Public Health Association Annual Meeting, Schaumburg, IL, May, 1992.
- Rubens, A:** Training Program in Emergency Care for the Elderly. Paper presented at the Pennsylvania Public Health Association Annual Meeting, Philadelphia, PA, April, 1991.
- Rubens, A, & Ricci, E:** Multidisciplinary Approaches to Training Programs for Alzheimer Disease. Paper presented at the Association for Gerontology in Higher Education (AGHE) Annual Meeting, Pittsburgh, PA, March, 1991. .

WORKSHOPS/SYMPOSIA AND INVITED PRESENTATIONS

- Rubens, A:** Paper Discussant-“Strategic Behavior of US Rural Hospitals Longitudinal and Path Model Examination of Market Power, Efficiency, and Organizational Characteristics and Environmental Factors on Financial Performance,” by: Hanh Trinh and Stephen O’Connor, University of Milwaukee at Southern Management Association Annual Meeting, , October 1999.
- Rubens, A:** (1) Proposal Writing; and (2) Using Technology for Education. Workshop topics for Southeast Technical Environmental Education Annual Conference, Charleston, SC, April, 1999 (invited).
- Rubens, A:** Customer Service Training Workshop. Continuing Medical Education workshop presentation for Lee County Health Department, February, 1999 (guest presenter).
- Rubens, A:** Successful Negotiations and Conflict Resolution. Workshop presentation for Florida Council on Aging Annual Conference, Orlando, Florida, August, 1998 (invited).
- Rubens, A:** Proposal Writing. Workshop presentation for Fedix Alert Seminar. Tampa, Florida, January, 1998 (invited).
- Rubens, A:** Hospital Survival: Lessons Being Learned. Presider for Health Administration Section Session at American Public Health Association Conference, San Diego, CA, November, 1995. (invited)
- Rubens, A:** College Student's Attitude Towards Organ Donorship. Presented at Regional Organ Bank of Illinois, Illinois Public Health Association, Organ Transplantation Task Force, Chicago, IL, January, 1995. (invited)
- Rubens, A:** Opinion Survey of Organ Donorship of College Students. Presented at National Meeting for the Coalition on Donation, Chicago, IL, December, 1994. (invited).
- Rubens, A:** Evaluation of Emergency Department E-Codes. Poster presented at Northern Illinois University, College of Professional Studies, August, 1994.
- Rubens, A:** Health Care Reform Panel Discussion, Speaker and Panelist. Northern Illinois University, Division of Student Affairs, Staff Development Seminar, DeKalb, IL, November 1993. (invited).
- Rubens, A:** Health Care Finance Reform: What are the Options? Speaker and panel moderator at the Illinois Association of Allied Health Professions, Annual Conference, Matteson, IL, March 1993. (invited).

- Rubens, A:** Emergency Care for the Elderly for Emergency Care Personnel. Keynote speaker at the University of Maryland/Institute for Emergency Medical Services. Tenth Annual Western Maryland Trauma and Disaster Course, McHenry, MD, May, 1992.(invited)
- Rubens, A:** Evaluation of a Training Program for the Elderly Patient. Paper presented at Northern Illinois University, College of Professional Studies, Research at Noon Series, March, 1992.
- Rubens, A:** Health Care Reform Teach-In. Program coordinator for conference sponsored by Northern Illinois University, Program in Community Health and School of Nursing, October 1992.
- Rubens, A:** National Health Insurance. Guest lecturer and panel moderator for DeKalb County League of Women Voters program on health care reform, November 1991. (invited)
- Rubens, A:** Have organized and presented numerous seminars/workshops and professional presentations to both large and small groups (ranging from 10 - 250 people) in businesses, public schools, government agencies, and non-profit community organizations since, 1981- present

BASIC SCHOLARSHIP/TECHNICAL REPORTS (*Funded Consultative Research*)

Southwest Florida Health Industry Survey: Co-Investigator for economic impact study to assess the impact of the health care industry on SW Florida (survey of 2500 plus health care organizations). Southwest Florida Workforce Development Council and Southwest Florida Healthcare Advisory Committee (Lee, Charlotte, and Collier Counties). August 2006.

Immokalee Master Plan: Co-Investigator for project to assess and forecast the economic impact for Immokalee, Florida. Collier County Government and Immokalee Advisory Board, 2006.

Portability Amendment: Co-investigated report on assessment of proposed portability legislation and "Save our Home" legislation in Florida. Florida Real Estate Association. November 2005.

Feasibility Study for Non-Profit Historical Home: Conducted research on feasibility and benchmarks for historical home in Fort Myers, Florida. City of Fort Myers. September 2005.

Economic Development Agency (EDA) Grant Application: Phase two consultation to provide consultation and research services for EDA \$4 Million plus application for development of Southwest Florida Enterprise Center (Consultation and research services include but is not limited to economic impact analysis, development activities, strategic planning, and development of grant application) March 2005 (Only grant application that was approved for EDA funding in State of Florida)

Comprehensive Review of Permitting in Collier County: Conducted study assessing the permitting process in Collier County. The study includes both qualitative and quantitative analysis and benchmark analysis with four comparable counties. Study also includes administration of web-based customer service survey. Economic Development Council of Collier County and Collier County Builders Association, January 2005

Strategic Feasibility Market Analysis: Conducted comprehensive strategic feasibility Market Analysis for Fort Myers Business Development Center for the City of Fort Myers and the Community Redevelopment Agency. Study included qualitative and quantitative analysis as well as economic impact and breakeven analysis. Study prepared for City of Fort Myers and the Community Redevelopment Agency for Department of Commerce, Economic Development Administration grant, March 2004

Market Analysis: Conducted market and economic study of Fort Myers-Cape Coral Metropolitan Statistical Area (MSA) to determine market value and market options for international industrial enterprise. January 2004.

Community Benchmark Survey: Assisted in development of Collier County Social Capital Community Benchmark Survey 2003 Report as part of national effort to assess and evaluate level and extent of civic engagement in US Communities (FGCU, Community Foundation of Collier County, and TNS Intersearch Group), October 2003

Strategic Planning and Business Development: Conducted strategic facilitation and consultation for the development of "Strategic Business Plan." Consultation and facilitation centered around development of strategic issues and direct support for business plan for Airport Authority's five entities: Administration; Industrial Park; Marco Island Executive Airport; Immokalee Regional Airport; and Everglades Airpark. Naples, FL August 2003.

Business and Passenger Survey: Conducted a comprehensive survey of local businesses with a mailing to over 11,000 businesses within region (over 30% response rate) and a series of week long, on-site intercept surveys of passengers (four intercept surveys conducted over a one year time period) for Southwest International Airport in Fort Myers, FL, July 2003

Law Enforcement Staffing Study: Conducted retrospective analysis using comparative benchmark data to develop staffing and finance study for Charlotte County's Sheriff's Office, May 2003

Public Opinion Survey: Conducted a random digit dialing phone survey of a representative sample of county's residents to determine their viewpoints and attitudes toward commercial travel for City of Naples Municipal Airport, Naples, FL, April 2003

Customer Survey: Conducted a web based and mail survey of over 230 customers (developers, contractors, engineers, consultants, etc.) of Lee County Department of Community Development, Fort Myers, FL, April 2003

Strategic Planning and Management Needs Assessment: Conducted a series of activities including a two-day strategic planning retreat, executive team assessment using Myers Briggs Trait Indicator (MBTI), Management Needs Training Analysis of management team, and personal counseling of select management team members for 24 member management team of Bears Plumbing , Naples, FL, March 2003

Management Assessment: Conducted a series of activities to assess 22 mid-management team members in 500 employee, high end continuing care retirement community which included personal interviews (transcribed and analyzed), MBTI, Cultural value scale and leadership scale, for Moorings Park, Naples, FL, February 2003

Bonita Bay Dining Services Focus Group Assessment: Conducted five qualitative focus group session for members of high end development community to determine their opinions regarding a \$ 10 million renovation of dining services for Bonita Bay Group, Bonita Springs, FL Jan 2003

Strategic Assessment: Conducted a comprehensive strategic assessment of five operational entities of Barron Collier Company, Silver Strand operation (agricultural groups) which included assessment for current operations (groves, transportation, harvesting, etc.) and new venture operations using both facilitation and development of Business Plans by each entity. December 2002.

Strategic Assessment and Process Mapping: Conducted two-day strategic assessment and training and consultation in process mapping for non-profit, electric authority serving five county region; Lee County Electric Cooperative, November 2003

Customer Climate Survey: Conducted employee climate survey of health department matching questions to State Health Department Survey and Florida Sterling Award. Okeechobee County Health Department, August 2001

Strategic Workshop: Conducted strategic facilitation with management team for the development of strategic plan. Okeechobee County Health Department, July 2001

Qualitative Assessment of Members Attitudes and Opinions. Conducted over 40 focus groups of high scale golf course community evaluating attitudes and opinions to facilities and benefits. Bonita Bay Group, Bonita Springs Florida. June 2001

Multi-Phase/Multi-Approach Study to Evaluate the Proposed Motorsports Facility in Immokalee, Florida (Economic Impact Study; Residential Impact Study; Ambient Noise Study; and Community Facilitation). Conducted in collaboration with University of North Texas, Center for Economic Development and Research, Denton, TX; Gordon Bricken and Associates, Santa Anna, CA; Track Planning Associates, Oregon, IL; and Conflict Resolution Institute, FGCU, Fort Myers, FL for: Collier County Government and Collier County Airport Authority, Naples, Florida. March 2001.

CCRC Needs Assessment (Comprehensive qualitative and quantitative assessment of 500 residents of exclusive continuing care retirement community) conducted for Moorings Park, Naples, Florida. November 2000.

Leadership Assessment (qualitative and quantitative assessment of leadership team) conducted for Okeechobee County Health Department, Okeechobee, FL. September 2000

External Customer Survey (customer survey of clients and agencies for local health department) conducted for Collier County Health Department, Naples, Florida. June 2000

Feasibility Study for Developing a Truckers Non-Profit Corporation in Hendry County (Feasibility study for Truckers Co-Op) conducted for Hendry County Board of County Commissioners as part of USDA Enterprise Community Grant Program, Empowerment Alliance of SW Florida, Naples, FL. October 2000

Policies and Procedures (Technical Operating Manual for non-profit enterprise community lead agency) conducted for Community Foundation of Collier County as part of USDA Enterprise Community Grant Program, Empowerment Alliance of SW Florida, Naples, FL. September 2000

Workforce Assessment and Performance Audit (Comprehensive workforce assessment of 1200 plus employees in local county government) conducted for Collier County Government, Naples, Florida. February 2000

WorkLife Balance Survey (Comprehensive worklife balance survey for large property management organization) conducted for Bonita Bay Properties, Bonita Springs, FL January 2000

Comparable Law Enforcement Agency Survey (National benchmark survey of police departments and sheriff's offices) conducted for Lee County Sheriff's Office (Fort Myers, FL) in association with MGT of America (part of comprehensive performance audit) January 2000

Organizational Assessment (Comprehensive organizational and workforce assessment of 135 employee in local health department) conducted for Collier County Health Department, Naples, FL. February 2000

Needs Assessment of Non-Profit Agencies and Organizations, Collier County (qualitative and quantitative assessment of non-profit agencies) conducted for Community Foundation of Collier County, Naples, FL. December 1999

Citizen Opinion Survey (Phone survey of random sample of county 400,000 residents) conducted for Lee County Sheriff's Office (Fort Myers, FL) in association with MGT of America, as part of comprehensive performance audit, Tallahassee, FL. August 1999

Assessment of Organ Donation Education Programs and Student's Attitude, Knowledge, and Behavior (research study evaluating instructional methods, program material, and electronic survey) conducted for LifeLink of Southwest Florida. December 1998.

Other Research Studies (Selected)

Illinois Department of Public Health & Northern Illinois University

Conducted analysis of differences in perceptions with intrinsic and extrinsic rewards between five different occupational groups from nine different health departments in northern Illinois.

Loyola University, Maywood, IL & Alaska's Department of Health

Conducted research of injury data from the Department of Emergency Medical Services of occupational injuries and injuries to tourists in Alaska from 1991-1993.

Northern Illinois University, DeKalb, IL

Conducted analysis of workplace ethical values and ethical decision making choices of health administration students, and differences among university students' attitudes and beliefs concerning organ donorship.

Hartford Hospital, Hartford, CN

Conducted research and developed training material for emergency medicine physicians in proper documentation techniques for documentation of external cause of injury.

Northern Illinois University, DeKalb, IL

Performed assessment of both graduates and undergraduate degree recipients from the Public and Community Health Programs from 1988 - 1994.

Occupational Services, Mercy Medical Center, Aurora, IL

Conducted research on occupational injury incidence, coding and documentation systems used in Clinic.

Dept. of Em. Med., Medical College of Wisconsin, Milwaukee, WI

Conducted research on physician documentation of external cause of injury (E-codes) and analysis of outpatient and inpatient E-codes

Division of Technical Support, Illinois Department of Public Health

Conducted analysis of injury incidence data.

Graduate School of Public Health, University of Pittsburgh; Alzheimer Disease Foundation;

Benedum Geriatric Center, and Ctr. For Em. Med., Pittsburgh, PA

Co-wrote proposal and coordinated all activities among interdisciplinary team for National Institute of Aging (NIA) Training Grant to develop training material for emergency care personnel in communication and assessment of the elderly patient.

Division of Research and Development, Actronics Inc., Pittsburgh, PA

Wrote grant application and directed research project on the use of interactive videodisc to teach and test advanced airway management skills of paramedic and medical school students.

Critical Care Med. Prg., Presbyterian University Hospital, Pittsburgh, PA.

Performed research analysis and subject interviews for manpower assessment study of critical care medicine fellows.

Depart. of Hlth Servc. Admin., University of Pittsburgh, Pittsburgh, PA.

Conducted research in the use of interactive instructional methods to teach and test psychomotor medical skills (Graduate Researcher).