

Timothy Rotarius, Ph.D.

August 2008

University Address

Health Services Administration Program
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EDUCATION

- Ph.D.** Texas Tech University, College of Business Administration. 1997.
- ***Strategic Management*** major focusing on ***Health Care Administration***
 - Program dual-accredited by AACSB and CAHME (formerly ACEHSA)
- M.B.A.** University of New Mexico—Albuquerque, School of Management. 1985.
- Program accredited by AACSB
- B.B.A.** Eastern Michigan University, College of Business. 1980. Finance major.
- Program accredited by AACSB

ACADEMIC EXPERIENCE

- 1996-Present University of Central Florida, Health Services Administration (HSA)
- Tenured Full Professor (2008-Present)
 - Tenured Associate Professor (2002-2008)
 - Assistant Professor (1996-2002)
 - Administrative Highlights:
 - Vice-Chair, Department of Health Management and Informatics (2008-Present)
 - Acting Chair (on numerous occasions—1999-2002, 2008-Present), Department of Health Management and Informatics and Department of Health Professions
 - Director, BS-HSA Certification (2008-Present)
 - HSA Internship Director (1999-2006)
 - Graduate Program Director—MS-HSA (2000-2002)
 - Undergraduate Program Director—BS-HSA (1999-2000)

- Graduate courses:
 - Health Care Finance I (PHC 6160)
 - Health Care Finance II (PHC 6164)
 - Foundations in Health Care Finance (HSA 5177)
 - Capstone in Health Services Administration (HSA 6925)
 - Leadership in Health Care Organizations (HSA 6119)
 - Graduate Internships in HSA (HSA 6946)
 - Management of Medical Groups (HSA 6508)
 - Advanced Medical Group Management (HSA 6510)
 - Overview of Health Care Administration (PHC 6636)
 - Operations Management in Health Care (HSA 5198)
 - Quality Management in Health Care (HSA 6385)
 - Symposium—Master’s Degree Qualifying Exam (HSA 6936)
- Undergraduate courses:
 - Health Care Finance (HSA 3170)
 - Management of Health Care Organizations (HSA 4180)
 - Undergraduate Internships in HSA (HSA 4941)
 - Managed Care & Health Care Insurance (HSA 4109)
 - Overview of the U.S. Health Care System (HSA 3111)
 - Issues in Community and Public Health (HSA 4201)
 - Long Term Care Administration I (HSA 3222)
 - Long Term Care Administration II (HSA 4220)
 - Foundations of Leadership I—LEAD Scholars (HSC 1931a)
 - Foundations of Leadership II—LEAD Scholars (HSC 1931b)

- 1993-1996 Texas Tech University, Department of Management, College of Business Administration. As Ph.D. student, taught the following courses:
- Corporate Social Responsibility and Ethics
 - Internships in the Health Care Industry
 - Labor Relations and Unions

PROFESSIONAL EXPERIENCE

- 1980-1992 University of New Mexico, School of Medicine, Albuquerque, New Mexico.
- Assistant Director of Patient Services (1990-1992). Administrative responsibility for 55-person department (\$60 million in revenues; \$25 million in collections). Involved in operational efficiency improvements, supervision, and management/union relations.
 - Manager of Clinical Practice Analysis (1989-1990). Created several business analysis tools to help physicians understand the business-side of clinical practices. Analyzed third-party reimbursement patterns to identify and appeal payments and payment programs. Evaluated cash flow impact of regulatory changes in government and private payment plans.

Financial Analysis Positions: Managed accounting and billing systems.

Performed extensive financial analysis of venture capital proposals.

Prepared accounting consolidations (tax and book) to determine tax impacts of investments, reorganizations, and divestitures:

- Fluor Daniel Engineering Corp, Irvine, California (1988-1989)
- Public Service Utility Co. of New Mexico, Albuquerque, (1982-1987)
- Michigan National Bank, Detroit, Michigan (1980-1982)

PEER-REVIEWED JOURNAL SUBMISSIONS

Sumner, J., T. Rotarius, A. Liberman, T. Wan, and R. Eaglin. Healthcare Communication Networks—The Dissemination of Employee Information for Hospital Security. Submitted to *Journal of Health, Organization, and Management*.

PEER-REVIEWED JOURNAL ARTICLES

(does **not** include conference proceedings)

63. Clarke, T., T. Rotarius, A. Liberman, J. Cattani, K. Nieves, J. Sumner, and R. Palaniappan. 2009. Responding to a Bioterrorism Attack—One Scenario—Part II. *The Health Care Manager*. In press.
62. Rotarius, T., A. Liberman, and A. Trujillo. 2009. Economic Contributions of Physicians—The Financial Impact on Their Community. *The Health Care Manager*. In press.
61. van Caulil, K., T. Rotarius, and A. Liberman. 2008. Reducing Non-Urgent Utilization of the Emergency Department by the Uninsured—Analysis of the Impact of a Community-Wide Provider Network. *International Journal of Public Policy*. In press.
60. Clarke, T., T. Rotarius, A. Liberman, J. Cattani, K. Nieves, J. Sumner, and R. Palaniappan. 2008. Responding to a Bioterrorism Attack—One Scenario—Part I. *The Health Care Manager*, v27:3. July-September. p192-211.
59. Oetjen, R., D. Oetjen, and T. Rotarius. 2008. Administrative Decision Making—A Stepwise Method. *The Health Care Manager*, v27:1. January-March. p4-12.
58. Rotarius, T., T. Wan, and A. Liberman. 2007. A Typology of Health Marketing Research Methods—Combining Public Relations Methods with Organizational Concern. *Health Marketing Quarterly*, v24:3/4. p201-211.

57. Oetjen, D., R. Oetjen, and T. Rotarius. 2007. The Facility Audit and Review Method—Evaluating Institutional Ethics in Health Care Organizations. *The Health Care Manager*, v26:4. October-December. p288-296.
56. Oetjen, R., D. Oetjen, and T. Rotarius. 2007. Change Management—A Structured Method for Dialysis Leaders. *Dialysis & Transplantation*, v36:3. March. p148-153.
55. Rotarius, T., A. Liberman, and A. Trujillo. 2007. Examining the Effects of Professional and General Liability Exposures and Related Adjudication Costs on a Multi-Hospital System. *The Health Care Manager*, v26:1. January-March. p4-18.
54. Liberman, A. and T. Rotarius. 2006. Healthcare as a Commodity—A Financing Mechanism to Control Costs and Ensure Access. *International Journal of Public Policy*, v1:4. p407-420.
53. Rotarius, T., A. Trujillo, A. Liberman, and B. Ramirez. 2006. Not-For-Profit v For-Profit Healthcare Providers—Part II of Comparing and Contrasting their Records. *The Health Care Manager*, v25:1, January-March. p12-25.
52. Liberman, A, K. Scharoun, T. Rotarius, M. Fottler, C. Dziuban, and P. Moskal. 2005. Teaching, Learning, and the Development of Leadership Skills Through Constructive Engagement. *Journal of Faculty Development*, v20:3, November. p177-186.
51. Rotarius, T., A. Trujillo, A. Liberman, and B. Ramirez. 2005. Not-For-Profit v For-Profit Healthcare Providers—Part I of Comparing and Contrasting their Records. *The Health Care Manager*, v24:4, October-December. p296-310.
50. Liberman, A. and T. Rotarius. 2005. A New Cost Allocation Methodology for Hospital-Based Clinical Laboratory and Transfusion Services—Implications for Transfusion Medicine. *Transfusion*, v45:10, October. p1684-1688.
49. Rotarius, T., R. Oetjen, and D. Oetjen. 2005. Teamwork in Healthcare—Lessons for Dialysis Centers. *Dialysis & Transplantation*, v34:10, October. p700-709.
48. Dixon, M, N. Eckert, T. Hathaway, M. Lieb, K. Sanchez, J. Stanley, P. Schiff, A. Liberman, and T. Rotarius. 2005. Strategies for Advancing Transfusion Medicine and Cellular Therapies—Taking Control of Our Future. *Transfusion*, v45, October. p241s-247s.
47. Liberman, A. and T. Rotarius (*Guest Editors*). 2005. Introduction to the AABB Administrative Think Tank Supplement. *Transfusion*, v45, October. p143s.

46. Mroczek, J., G. Mikitarian, E. Vieira, and T. Rotarius. 2005. Hospital Design and Staff Perceptions—An Exploratory Analysis. *The Health Care Manager*, v24:3, July-September. p233-244.
45. Oetjen, R, D. Oetjen, and T. Rotarius. 2005. Leading by Serving—A New Look at Leadership in Dialysis Practices. *Dialysis & Transplantation*, v34:6, June. p381-387.
44. Rotarius, T. and D. Oetjen. 2005. The Comprehensive Organizational Plan Revisited—Building in an Ethical Component. *Dialysis & Transplantation*, v34:1, March. p150-158,185.
43. Oetjen, D. and T. Rotarius. 2005. Incorporating Ethics into Your Comprehensive Organizational Plan. *The Health Care Manager*, v24:1, January-March. p61-67.
42. Oetjen, D. and T. Rotarius. 2004. The Comprehensive Organizational Plan—How a COP can Protect and Serve Your Health Care Organization. *The Health Care Manager*, v23:1, January-March. p78-84.
41. Rotarius, T., A. Liberman, A. Trujillo, and R. Oetjen. 2003. The Economic Impact of Several Hospitals on Their Community. *The Health Care Manager*, v22:4, October-December. p318-330.
40. Hamby, E., T. Rotarius, and S. Anderson. 2003. Medical Errors and Safety. *Dialysis & Transplantation*, v32:9, September. p535-537,576.
39. Rotarius, T., M. Fottler, and J. Blair. 2003. Medical Group Affiliations—Interorganizational Relationships and Organizational Performance. *The Health Care Manager*, v22:1, March. p27-33.
38. Oetjen, D. and T. Rotarius. 2002. Internal Marketing—The Prescription for Dialysis Center Success. *Dialysis & Transplantation*, v31:10, October. p703-710.
37. Rotarius, T., A. Trujillo, L. Unruh, M. Fottler, A. Liberman, S. Morrison, D. Ross, and K. Cortelyou. 2002. Uncompensated Care and Emergency Department Utilization—A Local Study Having National Implications. *The Health Care Manager*, v21:1, September. p1-38.
36. Oetjen, D. and T. Rotarius. 2002. The Emergency Room Medical Group: Improving Hospital Efficiency. *The Health Care Manager*, v21:1, September. p39-45.
35. Rotarius, T., E. Hamby, and T. Feroldi. 2002. How Physical Therapists Perceive Physicians—A Stakeholder Analysis. *The Health Care Manager*, v20:4, June. p19-26.

34. Rotarius, T. and D. Oetjen. 2002. Dialysis Center Alliances. *Dialysis & Transplantation*, v31:3, March. p151-154.
33. Liberman, A., T. Rotarius, and M. Kury. 2001. Ambulatory Surgery Outcomes—A Survey of Medical Office-Based Delivery. *The Health Care Manager*, v20:2, December. p32-48.
32. Oetjen, D. and T. Rotarius. 2001. The Comprehensive Organizational Plan—An Integration Tool for Dialysis Centers. *Dialysis & Transplantation*, v30:10, October. p690-695,710.
31. Liberman, A. and T. Rotarius. 2001. Marketing In Today's Health Care Environment. *The Health Care Manager*, v19:4, June. p23-28.
30. Liberman, A., T. Rotarius, and J. Liberman. 2001. Employee Assistance Programs for Dialysis Therapy Centers—An Answer to Problems Management. *Dialysis & Transplantation*, v30:4, April. p236-239.
29. Liberman, A., T. Rotarius, and M. Fottler. 2001. Constructive Engagement—An Integrative Method of Involving Students in the Learning Process. *Journal of Health Administration Education*. v19:2, Spring. p239-252.
28. Rotarius, T. and A. Liberman. 2001. An RBRVS Approach to Financial Analysis in Healthcare Organizations. *The Health Care Manager*, v19:3, March. p17-23.
27. Rotarius, T. and A. Liberman. 2000. Stakeholder Management in a Hyperturbulent Health Care Environment. *The Health Care Manager*, v19:2, December. p1-7.
26. Liberman, A. and T. Rotarius. 2000. Managing Dialysis Center Stakeholders. *Dialysis & Transplantation*, v29:10, October. p648-651,692.
25. Rotarius, T. and A. Liberman. 2000. Professional Liability Insurance for Healthcare Organizations—Several Significant Considerations. *The Health Care Manager*, v19:1, September. p59-64.
24. Rotarius, T., A. Liberman, and J. Liberman. 2000. Employee Assistance Programs—A Prevention and Treatment Prescription for Problems in Health Care Organizations. *The Health Care Manager*, v19:1, September. p24-31.
23. Liberman, A., and T. Rotarius. 2000. Purchasing Professional Liability Insurance—Significant Considerations. *Dialysis & Transplantation*, v29:8, August. p486-488,505.
22. Liberman, A., and T. Rotarius. 2000. Pre-Employment Decision Trees—Job Applicant Self-Election. *The Health Care Manager*, v18:4, June. p48-54.

21. Rotarius, T. and A. Liberman. 2000. Objective Employee Assessments—Establishing a Balance Among Supervisory Evaluations. *The Health Care Manager*, v18:4, June. p1-6.
20. Rotarius, T. and A. Liberman. 2000. Attracting the Best Available Dialysis Job Applicants—Pre-Employment Pathways. *Dialysis & Transplantation*, v29:4, April. p230-234,249.
19. Rotarius, T. and A. Liberman. 2000. Health Care Alliances and Alternative Dispute Resolution—Managing Trust and Conflict. *The Health Care Manager*, v18:3, March. p25-31.
18. Rotarius, T. and A. Liberman. 2000. Stakeholder Analysis for Dialysis Centers. *Dialysis & Transplantation*, v29:3, March. p136-137,153.
17. Liberman, A. and T. Rotarius. 1999. Managed Care Evolution—Where Did It Come From and Where Is It Going? *The Health Care Manager*, v18:2, December. p50-57.
16. Liberman, A. and T. Rotarius. 1999. Behavioral Contract Management—A Prescription for Employee and Patient Compliance. *The Health Care Manager*, v18:2, December. p1-10.
15. Liberman, A., and T. Rotarius. 1999. Financial Analysis in Dialysis Centers—An RBRVS Approach. *Dialysis & Transplantation*, v28:10, October. p570-573,605.
14. Liberman, A. and T. Rotarius. 1999. Alternative Dispute Resolution in Dialysis Centers—Managing Clinical and Administrative Conflict. *Dialysis & Transplantation*, v28:9, September. p525-526,538.
13. Liberman, A. and T. Rotarius. 1999. Objective Employee Assessments. *Dialysis & Transplantation*, v28:4, April. p235-239.
12. Rotarius, T. and A. Liberman. 1999. Marketing for Dialysis Centers. *Dialysis & Transplantation*, v28:3, March. p144-146,158.
11. Rotarius, T., A. Liberman, K. Osterman, and P. Putnam. 1999. Alternative Dispute Resolution Programs in Health Care—A Study of Organizational Utilization. *The Health Care Supervisor*, v17:3, March. p63-71.
10. Rotarius, T. and A. Liberman. 1999. Managing Non-Compliant Patients with Behavioral Contracts. *Dialysis & Transplantation*, v28:2, February. p87-90. [Note: This article generated a *Letter to the Editor* along with an editor-invited response by the authors (*in Dialysis & Transplantation*, v28:4, April, p175, 242).]

9. Liberman, A. and T. Rotarius. 1998. Behavioral Contracts for Errant Employees. *Dialysis & Transplantation*, v27:9, September. p562-564, 589.
8. Liberman, A., T. Rotarius, and L. Kendall. 1997. Alternative Dispute Resolution—A Conflict Management Tool in Health Care. *The Health Care Supervisor*, v16:2, December. p9-20.
7. Savage, G., R. Taylor, T. Rotarius, and J. Buesseler. 1997. Governance of Integrated Delivery Systems/Networks—A Stakeholder Approach. *Health Care Management Review*, v22:1, January. p7-20.
6. Fottler, M., J. Blair, T. Rotarius, and M. Youngblood. 1996. Strategic Choices for Medical Group Practices—Managing Key Strategic Relationships in the Integrated Future. *Medical Group Management Journal*, v43:3, May/June. p32-50.
5. Blair, J., T. Rock, T. Rotarius, M. Fottler, G. Bosse, and J. Driskill. 1996. The Problematic Fit of Diagnosis and Strategy for Medical Group Stakeholders—Including Integrated Delivery Systems and Networks. *Health Care Management Review*, v21:1, January. p7-28.
4. Dymond, S., T. Nix, T. Rotarius, and G. Savage. 1995. Why Do Key Integrated Delivery Stakeholders Really Matter? Assessing Control, Coalitions, Resources, and Power. *Medical Group Management Journal*, v42:6, November/December, Cover Article. p26-38.
3. Paolino, A., J. Greaves, J. Blair, M. Fottler, and T. Rotarius. 1995. Medical Practice and Physician Executives Face the Uncertain Future—Strategic Stakeholder Management III. *Medical Group Management Journal*, v42:5, September/October. p36-43, 76-78.
2. Rotarius, T., A. Paolino, B. McMurrrough, M. Fottler, and J. Blair. 1995. Integrated Delivery Systems/Networks in the Uncertain Future—Strategic Stakeholder Management, Round One Continued. *Medical Group Management Journal*, v42:4, July/August. p22-31.
1. Blair, J., M. Fottler, S. Lazarus, A. Paolino, and T. Rotarius. 1995. Strategic Stakeholder Management—First Round Results From *Facing the Uncertain Future*. *Medical Group Management Journal*, v42:3, May/June, Cover Article. p16-21.

BOOK & BOOK CHAPTERS

- Rotarius, T., T. Wan, and A. Liberman. 2007. A Typology of Health Marketing Research Methods—Combining Public Relations Methods with Organizational Concern. In D. Tengilimoglu and M. Yesiltas (Eds.), *Public Relations in Health Services*. Philadelphia, PA: The Haworth Press, Inc. p201-211.

- Oetjen, D., R. Oetjen, and T. Rotarius. 2005. Judgment in Management Decision Making in the Group-Practice Setting. Chapter 4 in L. Wolper (Ed.), *Physician Practice Management: Essential Operational and Financial Knowledge*. Sudbury, MA: Jones and Bartlett Publishers. p89-111.
- Blair, J., T. Nix, G. Payne, T. Rotarius, and C. Whitehead. 2004. Stakeholder Management—Strategies and Styles. Chapter 4 in L. Wolper (Ed.), *Health Care Administration: Planning, Implementing, and Managing Organized Delivery Systems, 4th Edition*. Gaithersburg, MD: Jones and Bartlett Publishers. p157-189.
- Blair, J., G. Payne, T. Rotarius, C. Whitehead, and G. Whyte. 2003. Strategic Management of Stakeholder Relationships. Chapter 6 in L. Wolper (Ed.), *Health Care Administration: Planning, Implementing, and Managing Organized Delivery Systems*. Athens, Greece: Mediforce Publishers. p136-160. {Printed in Greek.}
- Liberman, A., T. Rotarius, and P. Loucks. 2003. Alternative Dispute Resolution as a Risk Management Tool. Chapter 16 in J. Taraska and G. Indest (Eds.), *Florida Healthcare Professionals' Medico-Legal Guide*. Sanford, FL: DC Press. p16.1-16.10.
- Liberman, A., T. Rotarius, and P. Loucks. 2003. Disciplining Problem Employees and Clinicians. Chapter 15 in J. Taraska and G. Indest (Eds.), *Florida Healthcare Professionals' Medico-Legal Guide*. Sanford, FL: DC Press. p15.1-15.7.
- Liberman, A., T. Rotarius, and P. Loucks. 2003. Protocols for the Healthcare Professional. Chapter 14 in J. Taraska and G. Indest (Eds.), *Florida Healthcare Professionals' Medico-Legal Guide*. Sanford, FL: DC Press. p14.1-14.33.
- Blair, J., G. Payne, T. Rotarius, C. Whitehead, and G. Whyte. 1999. Strategic Management of Stakeholder Relationships. Chapter 6 in L. Wolper (Ed.), *Health Care Administration: Planning, Implementing, and Managing Organized Delivery Systems, 3rd Edition*. Gaithersburg, MD: Aspen Publishers. p136-160.
- Liberman, A., T. Rotarius, and L. Kendall. 1998. Alternative Dispute Resolution—A Conflict Management Tool in Health Care. In Aspen Health Law and Compliance Center (Ed.), *Health Care Labor Manual—Volume 1*. Gaithersburg, MD: Aspen Publishers. p685-692.
- Blair, J., T. Rock, T. Rotarius, M. Fottler, G. Bosse, and J. Driskill. 1996. The Problematic Fit of Diagnosis and Strategy for Medical Group Stakeholders—Including Integrated Delivery Systems and Networks. In M. Brown (Ed.), *Integrated Health Care Delivery: Theory, Practice, Evaluation and Prognosis*. Gaithersburg, MD: Aspen Publishers. p96-117.

Blair, J., T. Rotarius, K. Shepherd, C. Whitehead, and E. Whyte. 1995. Strategic Stakeholder Management for Health Care Executives. Chapter 18 in L. Wolper (Ed.), *Health Care Administration: Principles, Practices, Structure, and Delivery, 2nd Edition*. Rockville, MD: Aspen Publishers. p302-326.

Blair, J., M. Fottler, A. Paolino, and T. Rotarius. 1995. *Medical Group Practices Face the Uncertain Future: Challenges, Opportunities and Strategies*. Englewood, CO: Center for Research in Ambulatory Health Care Administration (ISBN: 1-56829-009-8).

PRESENTATIONS

Includes presentations at peer-reviewed academic associations, practitioner conferences, state/community meetings, board of director's meetings, and a television interview.

Rotarius, T. 2008. Conducting Community-Based Research. To be a panel participant at the *Health and Public Affairs Annual Research Conference* in Orlando, Florida in October.

Sumner, J., T. Rotarius, and A. Liberman. 2008. Communication Systems in Healthcare—Enhancing Hospital Security through the Sharing of Employee Information. To be presented at the *Southern Management Association Annual Conference* in St. Pete Beach, Florida in October/November.

Cortelyou-Ward, K., T. Rotarius, A. Liberman, B. Ramirez, and D. Oetjen. 2008. Blue Oceans in Healthcare Management—Creating a New Strategic Model. To be a panel participant at the *Southern Management Association Annual Conference* in St. Pete Beach, Florida in October/November.

Ramirez, B., R. Hines, S. Bauer, J. Raible, and T. Rotarius. 2008. Evaluating the Effectiveness of Wiki's as Online Teaching Tools. Presented to *UCF's Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in April/May.

Rotarius, T. 2008. Financial Planning. Presented at the *Strategic and Financial Planning Program* of the *Michigan Society of Hematology and Oncology* in Orlando, Florida in April.

Rotarius, T. 2008. Health Care Accounting Principles. Presented to the Health Information Management students as a learning module for HIM 3806 in March.

Ramirez, B. and T. Rotarius. 2007. Incorporating Global Health in a Graduate HSA Curriculum. Presented at *UCF's Faculty Center for Teaching and Learning Winter Conference* in Orlando, Florida in December.

- Rotarius, T., A. Liberman, and A. Trujillo. 2007. Halifax Health—The Financial Impact on Its Communities. Presented at the quarterly meeting of the *Board of Directors of Halifax Health* in Daytona Beach, Florida in September.
- Rotarius, T., A. Liberman, and A. Trujillo. 2007. The Financial Impact of Florida Hospital System on the Central Florida Region. Presented at the *Community Health Impact Council Meeting* in Orlando, Florida in August.
- van Caulil, K., T. Rotarius, and A. Liberman. 2006. Reducing Non-Urgent Utilization of the Emergency Department by Self-Pay Patients. Presented at the *Health and Public Affairs Annual Research Conference* in Orlando, Florida in October.
- Rotarius, T., A. Liberman, and A. Trujillo. 2006. Environmental Analysis—Threats and Opportunities. Presented to the Senior Management Committee at the annual meeting of the American Association of Blood Banks (AABB) in Miami, Florida in October.
- Malvey, D., D. Oetjen, and T. Rotarius. 2006. Racial Disparities in Health Care. Presented to the Diversity Track of *UCF's Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T. and A. Liberman. 2005. A New Healthcare Financing Model to Control Costs and Ensure Access. Presented at the *International Conference on Social Science Research* in Orlando, Florida in December.
- Rotarius, T. 2005. Negotiating Strategies. Presented at the *Health Care Management Advanced Program of the Michigan Society of Hematology and Oncology* in Orlando, Florida in November.
- Rotarius, T. 2005. Managerial Financial Decision Making. Presented at the *Health Care Management Advanced Program of the Michigan Society of Hematology and Oncology* in Orlando, Florida in November.
- Rotarius, T. 2005. Managed Care and Health Care Finance. Presented at the *Health Care Management Program of the Michigan Society of Hematology and Oncology* in Orlando, Florida in November.
- Liberman, A. and T. Rotarius (*Invited Roundtable Facilitators*). 2005. Creative Solutions for Financing Health Care. Presented at the CEO Session of the annual conference of the *American Association of Blood Banks* in Seattle, Washington in October.
- Liberman, A. and T. Rotarius (*Invited Keynote Speakers*). 2005. The Evolution of Managed Care—From Medicare to the Present: Now, What about the Future? Presented at the annual conference of the *American Association of Blood Banks* in Seattle, Washington in October.

- Rotarius, T. 2005. Purchasing and Contracting. Presented at the *Health Care Management Program of the Association of South Carolina Oncology Managers* in Orlando, Florida in May.
- Rotarius, T. 2005. Health Care Finance and Managed Care. Presented at the *Health Care Management Program of the Association of South Carolina Oncology Managers* in Orlando, Florida in May.
- Malvey, D., T. Rotarius, D. Oetjen, E. Hamby. 2005. Incorporating Ethics into the Graduate Health Services Administration Curriculum. Presented to *UCF's Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T. 2005. A Model for Determining the Effects of Building Design. Presented at the *Pebble Project Annual Meeting (a subsidiary of The Center for Health Care Design)* in Orlando, Florida in March.
- Rotarius, T. 2004. Contracting and Group Purchasing. Presented at the *Health Care Management Program of the Michigan Society of Hematology and Oncology* in Orlando, Florida in November.
- Rotarius, T. 2004. Managed Care and Health Care Finance. Presented at the *Health Care Management Program of the Michigan Society of Hematology and Oncology* in Orlando, Florida in November.
- Liberman, A. and T. Rotarius. 2004. Healthcare as a Commodity. Presented at the *Health and Public Affairs Annual Research Conference* in Orlando, Florida in October.
- Liberman, A. and T. Rotarius. 2004. On Viewing Healthcare as a Commodity. Presented at *UCF's College of Health and Public Affairs' Diversity Brown Bag Lunch Series* in Orlando, Florida in October.
- Rotarius, T. and A. Liberman. 2004. The Halifax Community Health System—An Assessment of Financial Impact on the Communities Served. Presented at the quarterly Board of Directors meeting of *Halifax Community Health System* in Daytona Beach, Florida in October.
- Hamby, E. and T. Rotarius. 2004. Strategic Planning in Health Care. Presented at the *ACHE-Sponsored Meeting of the Central Florida Healthcare Executive's Group* in Orlando, Florida in September.
- Hamby, E., D. Oetjen, and T. Rotarius. 2004. Conversion of the Health Services Administration Internship Program to Web-Based Courses. Presented to *UCF's Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.

- Rotarius, T., A. Liberman, A. Trujillo, and R. Oetjen. 2003. The Financial Impact of Several Hospitals on Their Community's Economy. Presented at the *Southern Management Association Annual Conference* in Tampa, Florida in November. Published in the *Conference Proceedings*.
- Oetjen, D., T. Rotarius, and R. Oetjen. 2003. Listening with Your EARS (Employee Audit and Review System)—How to Hear Your Ethical Perspective. Presented at the *Medical Group Management Association Annual Conference* in Philadelphia, Pennsylvania in October.
- Oetjen, D., R. Oetjen, and T. Rotarius. 2003. Practice What We Preach—How to Improve Patient Compliance. Presented at the *Medical Group Management Association Annual Conference* in Philadelphia, Pennsylvania in October.
- Rotarius, T. 2003. The Economic Effect of the Health Care Industry on Orange County. Interview on *WESH-TV (NBC Affiliate)*. September.
- Rotarius, T., A. Liberman, A. Trujillo, and R. Oetjen. 2003. The Financial Impact of Adventist Health System of Florida on the Communities It Serves. Presented at the *Orlando Regional Chamber of Commerce Board of Governors Meeting* in Orlando, Florida in September.
- Rotarius, T. and D. Oetjen. 2002. The Comprehensive Organizational Plan: How a COP can Protect and Serve Your Organization. Presented at the *Medical Group Management Association Annual Conference* in Las Vegas, Nevada in October.
- Liberman, A. and T. Rotarius. 2002. The Effect of the Florida Hospital System on the Central Florida Region—A Financial Impact Assessment. Presented at the quarterly Board of Directors meeting of *Florida Hospital System* in Orlando, Florida in October.
- Oetjen, D. and T. Rotarius. 2002. Down on the FARM—EIEIO: The Facility Audit and Review Method—Evaluating Institutional Ethics in Organizations. Presented at the *Medical Group Management Association Annual Conference* in Las Vegas, Nevada in October.
- Rotarius, T. and J. Valentine. 2000. A Management Challenge for Long Term Health Care. Presented at the *Southern Management Association Annual Conference* in Orlando, Florida in November. Published in the *Conference Proceedings*.
- Liberman, A. and T. Rotarius. 2000. Behavioral Contract Management: A Prescription for Employee and Patient Compliance. Presented at the *Medical Group Management Association Annual Conference* in Atlanta, Georgia in October.

- Rotarius, T. 2000. Hiring and Firing. Presented at the *Oncology Managers of Florida Conference* in Jacksonville, Florida in October.
- Rotarius, T. and E. Hamby. 2000. The Role of Interdisciplinary Relationships in Rehabilitation. Presented at the *Interdisciplinary Health Care Team Annual Conference* in Las Vegas, Nevada in September. Published in the *Conference Proceedings*.
- Liberman, A. and T. Rotarius. 2000. Behavioral Contracting—A Prescription for Managing Health Care Teams. Presented at the *Interdisciplinary Health Care Team Annual Conference* in Las Vegas, Nevada in September. Published in the *Conference Proceedings*.
- Rotarius, T. and A. Liberman. 2000. Alternative Dispute Resolution in Health Care Alliances. Presented at the *International Association of Management Annual Conference* in San Antonio, Texas in August. Published in the *Conference Proceedings*.
- Liberman, A., T. Rotarius, and S. Morrison. 2000. Long-Term Care Insurance: A Survey of Levels of Need and Understanding. Presented at the *International Association of Management Annual Conference* in San Antonio, Texas in August. Published in the *Conference Proceedings*.
- Liberman, A. and T. Rotarius. 2000. Constructive Engagement: An Integrative Method of Involving Students in the Learning Process. Presented at the *International Conference on the First Year Experience* in London, England in July.
- Rotarius, T. and A. Liberman. 2000. Strategic Planning in Health Care: Principles and Applications. Presented at the *Florida Governor's Sterling Conference on Quality* in Orlando, Florida in May.
- Hamby, E., T. Rotarius, L. Chase, and J. Valentine. 1999. Stakeholder Identification in Physical Therapy Services: A Management Challenge for the Next Millennium. Presented at the *Association on Employee Practices and Principles Annual Conference* in Buffalo, New York in October. Published in the *Conference Proceedings*.
- Liberman, A. and T. Rotarius. 1999. Behavioral Contracting—Managing Problem Employees. Presented at the *International Association of Management Annual Conference* in San Diego, California in August. Published in the *Conference Proceedings*.
- Rotarius, T. 1999. Medical Group Strategic Planning. Graduate class presentation to *Florida Hospital's Walt Disney Memorial Cancer Institute* in Orlando, Florida in July.

- Chase, L., E. Hamby, T. Rotarius, and J. Valentine. 1999. Using a Multi-Disciplinary Survey to Demonstrate to Students the Value of Collaboration While Investigating Interorganizational Relationships to Determine Stakeholder Needs. Presented at the *Association of University Programs in Health Administration Annual Conference* in Chicago, Illinois in June. Published in the *Conference Proceedings*.
- Rotarius, T. 1999. Employee Productivity: Assessment and Motivation of a Diverse Workforce. Presented at the *UCF Health Care Management Certificate Program* in Orlando, Florida in June.
- Valentine, J., E. Hamby, T. Rotarius, and L. Chase. 1999. The Effects of Multi-Organizational Governance on the Structure of Rehabilitation Services. Presented at the *Association for Health Services Research Annual Conference* in Chicago, Illinois in June. Published in the *Conference Proceedings*.
- Rotarius, T. 1999. Medical Group Stakeholder Analysis. Graduate class presentation to *Florida Eye Clinic* in Altamonte Springs, Florida in April.
- Rotarius, T. 1999. Strategic Planning and Marketing. Presented at the *UCF Health Care Management Certificate Program* in Orlando, Florida in April.
- Rotarius, T., L. Chase, E. Hamby, and J. Valentine. 1999. Contemporary Management for Physical Therapists: Identifying Key Stakeholders. Presented at the *International Social Network Annual Conference* in Charleston, South Carolina in February. Published in the *Conference Proceedings*.
- Rotarius, T. 1998. Management Issues for the Oncology Practice. Presented at the *Health Care Management Program of the Oncology Managers of Florida* in Orlando, Florida in July.
- Blair, J., M. Fottler, T. Rotarius, and G. Savage. 1997. Navigating Health Care's Strategic Web. Presented at the *Southern Management Association Annual Conference* in Atlanta, Georgia in November. Published in the *Conference Proceedings*.
- Rotarius, T. 1997. Structural Integration Groups in the Health Care Industry. Presented at the *Academy of Management Annual Conference* in Boston, Massachusetts in August. Published in the *Conference Proceedings*.
- Malvey, D., M. Fottler, J. Blair, and T. Rotarius. 1997. Environmental and Strategic Determinants of Stakeholder Proactivity: A Study of Medical Group Practices. Presented at the *Academy of Management Annual Conference* in Boston, Massachusetts in August. Published in the *Conference Proceedings*.
- Nix, T., T. Rotarius, J. Buesseler, and S. Dymond. 1996. The Effect of Structural Linkages and Skill Level Competencies on Competitive Advantage: Synergistic

Resources in Medical Groups. Presented at the *Southern Management Association Annual Conference* in New Orleans, Louisiana in November. Published in the *Conference Proceedings*.

Savage, G., R. Taylor, T. Rotarius, and J. Buessler. 1996. Governance of Integrated Delivery Systems/Networks: A Stakeholder Approach. Presented at the *Academy of Management Annual Conference* in Cincinnati, Ohio in August. Published in the *Conference Proceedings*.

Rotarius, T. 1996. Strategic Perspectives on Key Health Care Stakeholders. Presented at the *Society of Hospital Pharmacists* annual conference in Lubbock, Texas in March.

Blair, J., T. Rock, T. Rotarius, M. Fottler, G. Bosse, and J. Driskill. 1995. The Problematic Fit of Diagnosis and Strategy for Medical Group Stakeholders—Including Integrated Delivery Systems and Networks. Presented at the *Academy of Management Annual Conference* in Vancouver, British Columbia in August. Published in the *Conference Proceedings*.

Blair, J., T. Rotarius, and G. Savage. 1994. Facing the Uncertain Future—Enhancing the Strategic Responsiveness of Medical Groups. Presented to the *Medical Group Management Association* in Denver, Colorado in August.

Blair, J., G. Savage, and T. Rotarius. 1993. Strategic Planning Assessment Report: Strategic Stakeholder Management in Action Questionnaire. Presented to the *Texas Tech University Regional Academic Health Sciences Center*, El Paso, Texas in April.

AWARDS AND FUNDING

Received funding of **\$83,350** in 2008 from *Orlando Health* to serve as Co-Principal Investigator (with K. Cortelyou-Ward, Ph.D., A. Liberman, Ph.D., and D. Oetjen, Ph.D.) for two projects: (1) *The Effect of Orlando Health on the Central Florida Region—A Financial Impact Assessment* and (2) *A Comprehensive Assessment of the LEVEL I Trauma Centers of Orlando Health—Operational and Patient Factors*.

Received funding of **\$12,500** in 2004 from the *American Association of Blood Banks (AABB)* to serve as Co-Principal Investigator (with Aaron Liberman, Ph.D.) for *The Think Tank Project—Examining the Future*.

Awarded the **UCF TIP (Teaching Incentive Program)**, a peer-reviewed award from the *College of Health and Public Affairs, University of Central Florida* for recognition of my teaching accomplishments and for my contributions to the teaching profession. 2003

Received funding of **\$49,800** in 2001 from *Florida Hospital System* to serve as Co-Principal Investigator (with Aaron Liberman, Ph.D.) for *The Problem of Uncompensated Care: Causes, Effects, and Recommended Solutions*.

Received funding of **\$8,250** in 2000 from the *State of Florida Board of Medicine* to serve as Co-Principal Investigator (with Aaron Liberman, Ph.D.) for *Medical Office Surgery—A Survey of Florida Physicians*.

Received funding of **\$3,333** in 1997 from the *College of Health and Public Affairs, University of Central Florida* to serve as Principal Investigator for *Multi-Organizational Governance Mechanisms: Effects on Over- and Under Utilization in U.S. Health Care*.

Awarded the *Best Paper from a Dissertation Award*, a peer-reviewed award from the Health Care Management Division of the Academy of Management for *Structural Integration Groups in the Health Care Industry*. 1997.

Awarded the *Best Theory- to-Practice Paper Award*, a peer-reviewed award from the Health Care Administration Division of the Academy of Management for *Governance of Integrated Delivery Systems/Networks: A Stakeholder Approach*. 1996.

Awarded the *Best Theory- to-Practice Paper Award*, a peer-reviewed award from the Health Care Administration Division of the Academy of Management for *The Problematic Fit of Diagnosis and Strategy for Medical Group Stakeholders, Including Integrated Delivery Systems and Networks*. 1995.

RESEARCH IN THE COMMUNITY

Rotarius, T., A. Liberman, and A. Trujillo. 2007. Halifax Community Health System—A Re-Assessment of Community Impact. Research report prepared for *Halifax Community Health System*. July. 52 pages.

Rotarius, T., A. Liberman, and A. Trujillo. 2007. The Effects of the Florida Hospital System on the Central Florida Region—A Re-Assessment of Community Impact. Research report prepared for *Florida Hospital System*. June. 44 pages.

Rotarius, T., A. Trujillo, and A. Liberman. 2006. An Analysis of AABB's External Environment. Research report prepared for *American Association of Blood Banks (AABB)*. December. 119 pages.

Rotarius, T. 2005. The Cultural Effect of a Healing Environment—An Examination of the Soul of Culture. Research report prepared for *Parrish Medical Center*. April. 28 pages. Published in *The Health Care Manager*.

- Rotarius, T., A. Trujillo, A. Liberman, and B. Ramirez. 2004. Performance Indicators and Fulfillment of Community Responsibilities—Comparing and Contrasting the Records of Not-For-Profit and For-Profit Healthcare Providers. Research report prepared for *Florida Hospital*. November. 95 pages. Published in *The Health Care Manager*.
- Rotarius, T. and A. Liberman. 2004. A Review and Assessment of KePRO South's Valuation Model for the Florida Medicaid Inpatient Program. Research report prepared for *KePRO South*. September. 49 pages.
- Rotarius, T., A. Trujillo, and A. Liberman. 2004. The Financial Impact of Halifax-Fish Community Health—A Combined Report of Halifax Community Health System and Bert Fish Medical Center. Research report prepared for *Halifax-Fish Community Health*. June. 90 pages.
- Rotarius, T., A. Trujillo, and A. Liberman. 2004. The Bert Fish Medical Center—An Assessment of Financial Impact on the Communities Served. Research report prepared for *Bert Fish Medical Center*. June. 38 pages.
- Rotarius, T., A. Trujillo, and A. Liberman. 2004. The Halifax Community Health System—An Assessment of Financial Impact on the Communities Served. Research report prepared for *Halifax Community Health System*. June. 49 pages.
- Rotarius, T. 2003. Financial Evaluation of Strategic Business Units. Research report prepared for *Medivest Benefit Advisors*. December. 19 pages.
- Liberman, A., T. Rotarius, A. Trujillo, and R. Oetjen. 2003. Attending Physicians at Florida Hospital—A Financial Analysis and A Recommended Risk Reduction Protocol. Research report prepared for *Florida Hospital System*. July. 62 pages. Published in *The Health Care Manager*.
- Rotarius, T., A. Trujillo, A. Liberman, and R. Oetjen. 2003. An Economic Analysis of the Seventeen Hospitals of the Adventist Health System of Florida—A Community Impact Assessment. Research report prepared for *Florida Hospital System*. May. 147 pages.
- Rotarius, T., A. Trujillo, and A. Liberman. 2003. Risk Management at Florida Hospital—An Examination of the Effects of Professional and General Liability Exposures and Related Adjudication Costs. Research report prepared for *Florida Hospital System*. March. 80 pages. Published in *The Health Care Manager*.
- Rotarius, T., A. Liberman, and R. Oetjen. 2002. The Effect of the Florida Hospital System on the Central Florida Region—A Financial Impact Assessment. Research report prepared for *Florida Hospital System*. September. 122 pages. Published in *The Health Care Manager*.

Rotarius, T., A. Trujillo, L. Unruh, M. Fottler, and A. Liberman. 2001. Uncompensated Care and Emergency Department Utilization: An Analysis of Florida Hospital Orlando and Florida Hospital East. Research report prepared for *Florida Hospital System*. June. 93 pages. Published in *The Health Care Manager*.

Liberman, A. and T. Rotarius. 2000. Medical Office Surgery: A Survey of Florida Physicians. Research report prepared for the *State of Florida Board of Medicine*. October. 54 pages. Published in *The Health Care Manager*.

SERVICE TO THE UNIVERSITY

- Vice Chair of the Health Management and Informatics Department (2008-Present)—Lead the *Day of Discussions* strategic meeting; develop measureable strategic objectives for rolling five year periods.
- Program Director of the MS-Health Services Administration (HSA) Degree (2000-2002)—Developed the infrastructure currently is use today for the MS-HSA program. 2007 accreditation review indicated that MS-HSA program received special recognition on several fronts including a large portion of this infrastructure. As Program Director, responsible for overall management of the graduate program, including budgeting, hiring adjuncts, scheduling courses, developing curriculum, advising 220 students, and managing 8 distinct graduate certificates.
- Acting Chair of the Health Professions Department (2000-2002) on numerous occasions; Chair described me as the “go to” person when a project needed to be done accurately and timely.
- Acting Chair of the Health Management and Informatics Department (2008) during multi-week absence of Chair.
- Director of the Health Services Administration (HSA) Internship Program (1999-2006)—Fully developed HSA internship infrastructure which continues to be used today. 2007 accreditation review indicated that MS-HSA internship program received special recognition for this infrastructure design. As Internship Director, coordinated internship activities for 70-80 interns per year; established and evaluated internship sites; and developed evaluation methods to assess the value of the internship experience to the intern, the preceptor, and the organization.
- Program Director of the BS-Health Services Administration (HSA) Degree (1999-2000)—Accountable for the entire administration of the undergraduate program, including career advisement, curriculum development, course scheduling, and advising functions for 525 majors & minors.
- Director of the Certification Process for the BS-Health Services Administration (HSA) Program (2007-Present)—Full responsibility for the Certification (i.e., accreditation) process of the largest undergraduate HSA program in the nation (i.e., 550 majors, 100 minors).

Dissertations and Theses

- Co-Chair, Dianne Ross's Dissertation Committee. Topic: Healthcare Transitions and Aging Population—A Framework to Measure the Value of Rapid Rehabilitation. Ph.D. in Public Affairs Program. 2005-2008 (successful defense).
- Co-Chair, Jennifer Sumner's Dissertation Committee. Topic: Healthcare Communication Networks—The Dissemination of Employee Information for Hospital Security. Ph.D. in Public Affairs Program. 2006-2007 (successful defense).
- Member, Karen van Caulil's Dissertation Committee. Topic: Reducing Non-Urgent Utilization of the Emergency Department by Self-Pay Patients—Analysis of the Impact of a Community-Wide Provider Network. Ph.D. in Public Affairs Program. 2004-2005 (successful defense).
- Member, Reid Oetjen's Dissertation Committee. Topic: Utilization of Emergency Department Services by Insured Users: A Study of Motivating Factors. Ph.D. in Public Affairs Program. 2003-2004 (successful defense).
- Member, Melane Quinn's Thesis Committee. Topic: Long Term Care Insurance. BS in Health Services Administration Program. 2001-2002.
- Member, Spencer Johnson's Thesis Committee. Topic: Antitrust in Health Care. BS in Economics Program. 2000-2001.

Programs in Health Services Administration (HSA)

- BS-HSA Certification. Director (2007-Present).
- MS-HSA Graduate Admissions Committee. Chair (1999-2002); Member (2004-Present).
- MS-HSA Accreditation Committee. Member (1998-Present).
- MS-HSA Comprehensive Exam Committee. Chair (1999-2002); Member (2002-2003).
- MS-HSA Curriculum Committee. Member (1998-2002).
- BS-to-MS Degree Committee. Chair (2001-2002).
- MS-HSA Program Recruitment Enhancement Committee. Member (2000-2001).
- BS-HSA Curriculum Committee. Member (1996-2000).

Department of Health Management and Informatics (HMI)

- HMI Promotion and Tenure Committee. Chair (2008-Present); Member (2007).
- HMI Faculty Search Committee. Chair (2007-2008).

Department of Health Professions (HP)

- HP Promotion and Tenure Committee. Chair (2002-2003); Member (2004-2007).
- HP Sustained Performance Evaluation Committee. Member (2003-2005).
- HP External Funding Policy Committee. Chair (1997-1998).
- HP Faculty Library Representation Committee. Member (1997-1998).
- HP Faculty Search Committee. Chair (1997-1998); Member (1996-1997, 1998-2000).

College of Health and Public Affairs (COHPA)

- Ph.D. in Public Affairs Faculty Committee. Member (2002-Present).
- COHPA Research Coordinators Committee. Member (2005-2006, 2008-Present).
- Ph.D. in Public Affairs Promotion and Tenure Committee. Member (2008-Present).
- COHPA Undergraduate Research Committee. Member (2003-2004).
- COHPA Research Incentive Award Committee. Member (2002-2003).
- COHPA Internship Planning Committee. Member (2000-2002).
- COHPA Graduate Council Committee. Member (2000-2002).
- COHPA Inter-disciplinary Research Planning Committee. Chair (1999-2000); Member (1998-1999).

University Committees & Activities

- Faculty Senator for HMI Department (2008-present)
- University Graduate Council Appeals Committee. Member (2008-present).
- University Travel Committee. Member (2007-present).
- Mentoring Symposium. Participant (2008).
- Internship Symposium. Participant (2005-2006).
- LEAD Scholars Program. Faculty (2000-2002).
- LEAD Scholars Second-Year Application Process Committee. Member (2001-2002).
- Faculty Center for Teaching and Learning Faculty Development Conference (Summer 2004, Summer 2005, Summer 2006, Winter 2007, Summer 2008)
- Human Resources Insurance Supervisor Search Committee. Member (2000-2001).
- Faculty and Staff Benefits Committee. Member (1999-2001).
- Center for Metropolitan and Urban Studies Planning Committee. Member (1997-1998).

SERVICE TO THE PROFESSION

Developed, Coordinated and Co-Chaired (with D. Malvey, Ph.D. and D. Oetjen, Ph.D.) Conference on *Diversity and Disparities in Health Care* for UCF's Diversity Week. 80 attendees during half-day Orlando conference. 2006.

Guest Editor for *Transfusion*, a top-tier, peer-reviewed, international journal for the dialysis industry. 2005.

Moderator/Facilitator/Session Chair/Discussant:

- *Health Services* session. *Health & Public Affairs Research Conf.* 2005.
- *Report of the Admin. Think Tank.* *American Assoc. of Blood Banks.* 2005.
- *Admin. Think Tank White Papers.* *American Assoc. of Blood Banks.* 2004-2005.
- *Health Services* session, *International Assoc. of Management.* 1998-2001.

Reviewer for Peer-Reviewed Journals:

- *The American Journal of Managed Care*. 2004-Present.
- *The Health Care Manager*. 2004-Present.
- *Health Care Management Review*. 1999-2001, 2002-2003.

Reviewer for Academic Annual Conferences:

- *Southern Management Association*. 1996-Present.
- *Association of Collegiate Marketing Educators*. 2007-Present.
- *International Association of Management*. 1999-2001.
- *Association of Management*. 1999-2001.
- *Academy of Management*. 1997-2000.

Professional Association Memberships:

- *Southern Management Association*. 1994-Present.
- *Assoc. of University Programs in Health Admin. (AUPHA)* 2001-2002.
- *Academy of Management*. 1993-2000.
- *Interdisciplinary Health Care Teams National Association*. 2000-2001.
- *International Association of Management*. 1999-2001.
- *Association of Management*. 1999-2001.

Invited Contributor:

- Oetjen, D. and T. Rotarius. 2004. Strategic Groups. Glossary entry in M. Stahl (Ed.), *Encyclopedia of Health Care Management*. Thousand Oaks, CA: Sage Publications, Inc. p529.
- Oetjen, D. and T. Rotarius. 2004. Competitive Strategy and Groups. Glossary entry in M. Stahl (Ed.), *Encyclopedia of Health Care Management*. Thousand Oaks, CA: Sage Publications, Inc. p95.