

Timothy Rotarius, Ph.D., MBA

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University Address

Health Services Administration Program
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Education

- Ph.D.** Texas Tech University, College of Business Administration. 1997.
- **Health Care Strategic Management**
 - 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.

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:
 - Served as *Vice-Chair of Department*—responsible for:
 - ◆ Budget preparation
 - ◆ Faculty and staff job searches
 - ◆ Promotion and Tenure evaluation
 - ◆ Development of faculty appraisal standards
 - ◆ Accreditation of BS-HSA program
 - Served as *Acting Chair of Department* (numerous occasions)
 - Served as *Director of HSA Internship Program*
 - Served as *Director of Graduate Program—MS-HSA*
 - Served as *Director of Undergraduate Program—BS-HSA*
 - Advisor for 100+ graduate and undergraduate HSA students
 - Graduate courses taught:
 - 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)
- Management of Medical Groups (HSA 6508)
- Advanced Medical Group Management (HSA 6510)
- Health Services Administration Internships (HSA 6946)
- Undergraduate courses taught:
 - Health Care Finance (HSA 3170)
 - Management of Health Care Organizations (HSA 4180)
 - Health Services Administration Internships (HSA 4850)
 - Managed Care & Health Care Insurance (HSA 4109)

Additional Professional Experience

- 1993-1996 Texas Tech University, Department of Management, College of Business. Ph.D. student—administered the graduate health services internships
- 1989-1992 University of New Mexico, School of Medicine, Albuquerque, New Mexico.
- Assistant Director of Patient Services. 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 . Created business analysis tools to help physicians understand the business-side of clinical practices. Analyzed third-party reimbursement patterns to identify appealable payments and payment programs. Evaluated cash flow impact of regulatory changes in government /private payment plans.
- 1980-1989 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
 - Public Service Utility Co. of New Mexico, Albuquerque
 - Michigan National Bank, Detroit, Michigan

Peer-Reviewed Journal Articles

(does **not** include conference proceedings)

80. Rotarius, T. and V. Rotarius. 2016. Preparing a Healthcare White Paper—Providing Structure to the Writing Process. *The Health Care Manager*. In press.
79. Rotarius, T. and A. Liberman. 2016. Regional Interrelationships—A Leadership Opportunity for Health Care. *The Health Care Manager*. v35:1. January-March. p9-20.

78. Rotarius, T. and A. Liberman. 2015. Healthcare Affordability—How to Make it a Reality. *The Health Care Manager*. v34:4. October-December. p288-292.
77. Rotarius, T. and A. Liberman. 2014. The Financial Impact of Hospitals on the Local Economy—Two New Factors. *The Health Care Manager*. v33:4. October-December. p304-309.
76. Rotarius, T. and A. Liberman. 2014. How to Make Healthcare Affordable. *Review of Business Research*. Accepted for publication—a change in editors precluded publication.
75. Liberman, A. and T. Rotarius. 2014. The Challenge of the Hospital Chargemaster. *The Health Care Manager*. v33:1. January-March. p1-2 (with erratum in v33.2, p135).
74. Rotarius, T., A. Liberman, K. Cortelyou-Ward, D. Oetjen, and R. Oetjen. 2013. Emergency Department Utilization at a Large Regional Hospital—A Strategy for Survivability. *The Health Care Manager*. v32:4. October-December. p321-328.
73. Cortelyou-Ward, K, J. Sumner, and T. Rotarius. 2012. Expanding the Definition of an Internship—Embracing Non-Conventional Graduate Students. *Journal of Health Administration Education*. v29:4. Fall. p329-335.
72. Rotarius, T., A. Liberman, and B. Perez. 2012. The Effects of National Health Care Reform on Local Businesses—Part III: Secondary Research Questions—Discoveries and Implications. *The Health Care Manager*. v31:3. July-September. p233-246.
71. Liberman, A., T. Rotarius, and B. Perez. 2012. The Effects of National Health Care Reform on Local Businesses—Part II: Study Methodology and Primary Research Questions. *The Health Care Manager*. v31:2. April-June. p132-150.
70. Rotarius, T., A. Liberman, and B. Perez. 2012. The Effects of National Health Care Reform on Local Businesses—Part I: The Law and Its Applicability. *The Health Care Manager*, v31:1. January-March. p3-24.
69. Dimachkie-Masri, M., D. Oetjen, and T. Rotarius. 2011. Internal Marketing—Creating Quality Employee Experiences in Health Care Organizations. *The Health Care Manager*, v30:3. July-September. p196-204.
68. Cortelyou-Ward, K., B. Ramirez, and T. Rotarius. 2011. The Laboratory Workforce Shortage—A Managerial Perspective. *The Health Care Manager*, v30:2. April-June. p148-155.

67. Ross, D., B. Ramirez, T. Rotarius, and A. Liberman. 2011. Healthcare Transitions and the Aging Population—A Framework for Measuring the Value of Rapid Rehabilitation. *The Health Care Manager*, v30:2. April–June. p96-117.
66. Oetjen, R., D. Oetjen, T. Rotarius, and A. Liberman. 2010. Emergency Department Utilization by Insured Users—A Study of Motivating Factors. *The Health Care Manager*, v29:3. July-September. p199-212.
65. Cortelyou-Ward, K., T. Rotarius, A. Liberman, and A. Trujillo. 2010. Hospital In-House Laboratories—Examining the External Environment. *The Health Care Manager*, v29:1. January-March. p4-10.
64. Sumner, J., A. Liberman, T. Rotarius, T. Wan, and R. Eaglin. 2009. Health Care Communication Networks—Disseminating Employee Information for Hospital Security. *The Health Care Manager*, v28:4. October-December. p287-298.
63. Liberman, A. and T. Rotarius. 2009. One Method for Financing America's Uninsured. *The Health Care Manager*, v28:1. January-March. p4-13.
62. Clarke, T., T. Rotarius, A. Liberman, J. Cattani, K. Nieves, J. Sumner, and R. Palaniappan. 2008. Responding to a Bioterrorism Attack—One Scenario—Part II. *The Health Care Manager*, v27:4. October-December. p298-306.
61. Rotarius, T., A. Liberman, and A. Trujillo. 2008. Economic Contributions of Physicians—The Financial Impact on Their Community. *The Health Care Manager*, v27:4. October-December. p317-323.
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. 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*, v3:5/6. p389-402.
58. Oetjen, R., D. Oetjen, and T. Rotarius. 2008. Administrative Decision Making—A Stepwise Method. *The Health Care Manager*, v27:1. January-March. p4-12.
57. 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.
56. 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.

55. Oetjen, R., D. Oetjen, and T. Rotarius. 2007. Change Management—A Structured Method for Dialysis Leaders. *Dialysis & Transplantation*, v36:3. March. p148-153.
54. 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.
53. 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.
52. 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.
51. 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.
50. 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.
49. 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.
48. Rotarius, T., R. Oetjen, and D. Oetjen. 2005. Teamwork in Healthcare—Lessons for Dialysis Centers. *Dialysis & Transplantation*, v34:10, October. p700-709.
47. 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.
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. McMurrough, 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

- Cortelyou-Ward, K., A. Velez-Vazquez, and T. Rotarius. 2010. The Family and Medical Leave Act (FMLA)—Making Managing More Humane But More Difficult. In C. McConnell (Ed.), *The Health Care Manager's Legal Guide*. Sudbury, MA: Jones and Bartlett Publishers. Chapter 3. p35-50.

- 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. 2016. Incorporating Diversity-Related Content into Courses. To be presented at the *UCF Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T. 2016. The Future of Healthcare Financing in America. Presented at the *LIFE Membership Conference* in Orlando, Florida in March.
- Rotarius, T. and A. Liberman. 2015. How to Make Healthcare Affordable. Presented at the Winter conference of the *International Academy of Business and Economics (IABE)* in Orlando, Florida in March. Published in the *Conference Proceedings*.
- Rotarius, T. and A. Liberman. 2014. How to Make Healthcare Affordable. Accepted at the Summer conference of the *International Academy of Business and Economics (IABE)* in Verona, Italy in June. (Travel costs precluded conference attendance.) Published in the *Conference Proceedings*.
- Rotarius, T. 2014. Creating Inclusive Classrooms. Presented at the *UCF Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T. and A. Liberman. 2013. The Financial Impact of the Florida Hospital System on the Central Florida Region. Presented to the *Community Health Impact Council (ChiC)* in Orlando, Florida in October.

- Rotarius, T., et al. 2013. Expanding and Refining Cultural Competencies to Facilitate Infusion into Curricula. Presented at the *UCF Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T., et al. 2012. Engaging a Large and Diverse Student Population in Peer Assessment. Presented at the *UCF Faculty Center for Teaching and Learning Winter Conference* in Orlando, Florida in December.
- Cortelyou-Ward, K., J. Sumner, T. Rotarius, and A. Liberman. 2012. Alternative Structures for Health Care Management Internships. Accepted at the annual conference of the *International Academy of Business and Economics (IABE)* in Las Vegas, Nevada in October. Published in the *Conference Proceedings*.
- Rotarius, T. and A. Liberman. 2012. The Financial Impact of Florida Hospital Waterman on Lake County. Presented to the *North Lake County (Florida) Hospital Taxing District* in Tavares, Florida in September.
- Liberman, A., T. Rotarius, and R. Oetjen. 2012. Behavioral Contracting—A Tool for Correcting Errant Student Behavior and Under-Performance. Presented at the annual conference of the *Association of University Programs in Health Administration (AUPHA)* in Minneapolis, Minnesota in May/June.
- Rotarius, T., et al. 2012. Culturally Responsive Teaching: One View of Ginsberg's Motivational Framework. Presented at the *UCF Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T. and A. Liberman. 2012. The Local Financial Impact of a Hospital System—Additional Factors. Presented at the Winter conference of the *International Academy of Business and Economics (IABE)* in Key West, Florida in March. Published in the *Conference Proceedings*.
- Cortelyou-Ward, K., A. Noblin, J. Sumner, and T. Rotarius. 2011. Internship Options for Health Care Administration Students. Presented at the *UCF Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Cortelyou-Ward, K. and T. Rotarius. 2010. Focusing on the Future—Redesigning the HSA Internship. Presented at the *UCF Faculty Center for Teaching and Learning Summer Conference* in Orlando, Florida in May.
- Rotarius, T. 2009. Developing a Healthy Organizational Culture. Presented at the seminar in *Contemporary Issues in Workflow and Workforce Management for the Oncology Practice* in Orlando, Florida in November.
- Oetjen, R., D. Oetjen, and T. Rotarius. 2009. Emergency Department Utilization by Insured Users—A Study of Motivating Factors. Presented at the *Academy of Management Annual Conference* in Chicago in August.

- Rotarius, T., A. Liberman, D. Oetjen, K. Cortelyou-Ward, and R. Oetjen. 2009. An Assessment of the Emergency Departments and Level One Trauma Center of Orlando Health. Presented at the quarterly meeting of the *Board of Directors of Orlando Health* in Orlando, Florida in February.
- Sumner, J., T. Rotarius, and A. Liberman. 2008. Communication Systems in Healthcare—Enhancing Hospital Security through the Sharing of Employee Information. Presented at the *Southern Management Association Annual Conference* in St. Pete Beach, Florida in October/November. Published in the *Conference Proceedings*.
- Cortelyou-Ward, K., T. Rotarius, A. Liberman, B. Ramirez, and D. Oetjen. 2008. Blue Oceans in Healthcare Management—Creating a New Strategic Model. Presented at the *Southern Management Association Annual Conference* in St. Pete Beach, Florida in October/November.
- Rotarius, T. 2008. Conducting Community-Based Research. Panel participant at the *UCF College of Health and Public Affairs Annual Research Conference* in Orlando, Florida in October.
- Rotarius, T., A. Liberman, K. Cortelyou-Ward, and D. Oetjen. 2008. The Effect of Orlando Health on the Central Florida Region—A Financial Impact Assessment. Presented at the quarterly meeting of the *Board of Directors of Orlando Health* in Orlando, Florida in September.
- Rotarius, T., et al. 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 Florida Hospital System's *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.
- Rotarius, T., et al. 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.

Rotarius, T., et al. 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.

Rotarius, T., et al. 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. Buessler, 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 **\$63,000** in 2010 from *Florida Hospital* to serve as Co-Principal Investigator (with A. Liberman, Ph.D.) for *The Effect of National Health Care Reform on Business—An Assessment Prepared for Florida Hospital*.
- 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., D. Oetjen, Ph.D., and R. Oetjen, Ph.D.) for two projects: (1) *The Effect of Orlando Health on the Central Florida Region—A Financial Impact Assessment* and (2) *An Assessment of the Emergency Departments and Trauma Centers of Orlando Health*.
- 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. and several others) 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. and A. Liberman. 2015. The Financial Impact of Orlando Health on the Central Florida Region. Research report prepared for *Orlando Health*. December. 55 pages.

Rotarius, T. and A. Liberman. 2013. The Financial Impact of the Florida Hospital System on the Central Florida Region. Research report prepared for *Florida Hospital Orlando*. October. 39 pages.

- Rotarius, T. and A. Liberman. 2013. An Inventory of Healthcare Resources and Associated Knowledge Centers within the Central Florida Region. Research report prepared for *Florida Hospital Orlando*. September. 81 pages (plus 27-page Addendum). Also published as a peer-reviewed article in *The Health Care Manager*.
- Rotarius, T. and A. Liberman. 2012. The Projected Financial Impact of the Florida Hospital System on the West Orange County Region—15 Year Timeline. Research report prepared for *Florida Hospital Altamonte*. July. 44 pages.
- Rotarius, T. and A. Liberman. 2012. The Financial Impact of Florida Hospital Waterman on Lake County. Research report prepared for *Florida Hospital Waterman*. July. 42 pages.
- Rotarius, T. and A. Liberman. 2012. The Projected Financial Impact of the Florida Hospital System on the West Orange County Region. Research report prepared for *Florida Hospital Altamonte*. June. 43 pages.
- Rotarius, T., A. Liberman, and K. Cortelyou-Ward. 2011. The Effects of Orlando Health on the Central Florida Region—A Re-Assessment of Financial Impact. Research report prepared for *Orlando Health*. February. 60 pages.
- Rotarius, T., A. Liberman, and B. Perez. 2010. The Effect of National Health Care Reform on Business—An Assessment Prepared for the Florida Hospital System. Research report prepared for *Florida Hospital System*. December. 122 pages. Also published as a series of three peer-reviewed articles in *The Health Care Manager*.
- Oetjen, D., K. Cortelyou-Ward, K., R. Oetjen, T. Rotarius, and A. Liberman. 2008. An Assessment of the Emergency Departments and Trauma Centers of Orlando Health. Research report prepared for *Orlando Health*. November. 134 pages (plus, 2 volumes of statistical tables). Also published as a peer-reviewed article in *The Health Care Manager*.
- Rotarius, T. and A. Liberman. 2008. The Financial Impact of the Florida Hospital System on the Central Florida Region—Employing Updated Multipliers. Research report prepared for *Florida Hospital System*. October. 41 pages.
- Cortelyou-Ward, K., D. Oetjen, T. Rotarius, and A. Liberman. 2008. The Effect of Orlando Health on the Central Florida Region—A Financial Impact Assessment. Research report prepared for *Orlando Health*. September. 62 pages.
- 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. Also published as a peer-reviewed article in *The Health Care Manager*.
- 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. Also published as a peer-reviewed article in *The Health Care Manager*.
- 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. Also published as a peer-reviewed article 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. Also published as two distinct peer-reviewed articles 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. Also published as a peer-reviewed article 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. Also published as a peer-reviewed article 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. Also published as a peer-reviewed article in *The Health Care Manager*.
- Rotarius, T., M. Fottler, S. Morrison, A. Trujillo, L. Unruh, A. Liberman, M. Kury, D. Ross, and K. Cortelyou. 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. Also published as a peer-reviewed article 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. Also published as a peer-reviewed article in *The Health Care Manager*.

Service to the University

- Vice Chair of the Health Management and Informatics Department (2008-2011)—budget preparation; funding request preparation; lead the *Day of Discussions* strategic meeting; develop measureable strategic objectives for rolling five year periods; mentor junior faculty regarding research and overall progress toward tenure, promotion to associate professor, and promotion to full professor.
- Acting Chair of the Health Management and Informatics Department (2008-2011)—full responsibility for department during absences of Chair.
- 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.
- Director of the Health Services Administration (HSA) Internship Program (1999-2006, 2013)—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 (2007-2011)—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, Theses, Independent Studies

- Instructor, Kimberly Darden’s Independent Study as Substitute for Capstone Course. Topic: Alpine Village Clinic Case Analysis. MS-HSA Program. 2014.
- Member, Marta “Tiki” Fiol’s Dissertation Committee. Topic: Health Care and Behavioral Health Analysis. Ph.D. in Public Affairs Program. 2010-2013.
- 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)

- MS-HSA Graduate Admissions Committee. Chair (1999-2002); Member (2004-2015).
- MS-HSA Case Competition Committee. Member (2010-Present).
- MS-HSA Accreditation Committee. Member (1998-2013).
- MS-HSA Orlando Community Advisory Board. Member (2009-2012).
- BS-HSA Certification. Director (2007-2010).
- MS-HSA External Program Review Committee. Member (2010).
- BS-HSA External Program Review Committee. Member (2010).
- University Assessment Committee—HSA Programs. Chair (2009-2010).
- 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).

Program in Health Care Informatics (HCI)

- MS-HCI Graduate Admissions Committee. Member (2010-2012).

Department of Health Management and Informatics (HMI)

- HMI Faculty Search Committee-Finance. Chair (2015-2016).
- HMI Annual Evaluation Standards Procedures (AESP) Committee. Member (2011-2013; 2015-2016).
- HMI Faculty Search Committee-Economics. Chair (2015-2016).
- HMI Faculty Search Committee-Policy. Chair (2015-2016).
- HMI Governance Committee. Member (2014-2015).
- HMI Faculty Bylaws Committee. Chair (2014-2015).
- HMI Faculty Policy Manual Committee. Chair (2014).
- HMI Strategic Planning Committee. Member (2013-2014).
- HMI Promotion and Tenure Committee. Chair (2008-2012); Member (2012-Present).
- HMI Budget Committee. Chair (2009-2011).
- ADL Mentor for Ms. Pamela Miller. (2010-2011).
- HMI Faculty Search Committee. Chair (2007; 2010); Member (2011).
- HMI Academic Coordinator Search Committee. Chair (2009); Member (2011).
- HMI New Programs Committee. Ex-Officio Member (2010).
- ADL Mentor for Dr. Maysoun Dimachkie-Masri. (2009-2010).
- Mentor—UAB Student Case Competition. (2009; 2010)

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)

- COHPA Promotion and Tenure Committee. Chair (2015-2016); Member (2012-2015).
- COHPA Sabbatical Committee. Member (2011-2014).
- Ph.D. in Public Affairs Faculty Committee. Member (2002-2011, 2014).
- COHPA Research Faculty Fellows Committee. Mentor (2010-2011).
- Undergraduate Student Academic Appeals Committee. Member (2009).
- Public Affairs Research Conference Planning Committee. Member (2008-2009).
- Ph.D. in Public Affairs Promotion and Tenure Committee. Member (2008-2009).
- COHPA Research Coordinators Committee. Member (2005-2006, 2008).
- 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 Interdisciplinary Research Planning Committee. Chair (1999-2000); Member (1998-1999).

University Committees & Activities

- University Budget and Administrative Committee. Member (2008-2011, 2014-2016).
- University Faculty Representative, Commencement Platform, Spring 2014 Graduation Ceremony for the College of Health and Public Affairs.
- University Travel Committee. Chair (2008-2010, 2013); Member (2007-2008, 2011-2012).
- Faculty Center for Teaching and Learning Faculty Development Conference (Summer 2004, Summer 2005, Summer 2006, Winter 2007, Summer 2008, Summer 2010, Summer 2011, Summer 2012, Winter 2012, Summer 2013, Summer 2014, Summer 2015—accepted as participant, Summer 2016).
- Faculty Senator for HMI Department (2008-2009)
- University Graduate Council Committee. Member (2008-2010).
- Institutional Effectiveness Divisional Review Committee. Member (2008-2010).
- University Graduate Council Appeals/Awards Committee. Member (2008-2009).
- 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).
- 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

External Reviewer for Promotion to Full Professor for East Carolina University. 2015.

Editorial Board Member of *The Health Care Manager*. 2010-Present.

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

Reviewer for Peer-Reviewed Journals:

- *Journal of Healthcare Management*. 2010-Present.
- *The Health Care Manager*. 2004-Present.
- *American Journal of Managed Care*. 2004-2007.
- *Health Care Management Review*. 1999-2001, 2002-2003.

Reviewer for Academic Annual Conferences:

- *Southern Management Association*. 1996-2009.
- *Association of Collegiate Marketing Educators*. 2007-2008.
- *International Association of Management*. 1999-2001.
- *Association of Management*. 1999-2001.
- *Academy of Management*. 1997-2000.

Professional Association Memberships:

- *International Academy of Business and Economics*. 2012-Present.
- *Southern Management Association*. 1994-2009.
- *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.

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.

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