

CURRICULUM VITAE OF

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Education:

Doctor of Public Administration, University of Southern California, Los Angeles, California, June 1975.

Master of Public Administration, University of Southern California, Los Angeles, California, June 1972.

Bachelor of Science (Business Administration), California State University at Long Beach, Long Beach, California, 1965.

Academic Positions:

September 1992
To Present
Professor, Health Services Administration, School of Policy, Planning, and Development and Professor, Leonard Davis School of Gerontology, University of Southern California, Los Angeles, California.

February 1983 to
September 1992
Associate Professor, Health Services Administration, School of Public Administration and Associate Professor, Leonard Davis School of Gerontology, University of Southern California, Los Angeles, California.

June 1975 to
February 1983 Assistant Professor of Public Administration,
School of Public Administration, University of
Southern California, Los Angeles, California.

June 1974 to
June 1975 Instructor, School of Public Administration,
University of Southern California, Los Angeles,
California.

Administrative and Research Positions:

January 1981 to
September 1986
September 1992 to
September 1994 Director, Programs in Health Services
Administration, School of Public Administration,
University of Southern California, Los Angeles,
California.

September 1985
to Present Research Associate, Gerontology Research
Institute, Andrus Gerontology Center, University
of Southern California.

June 1972 to
June 1974 Research Associate, School of Public
Administration, University of Southern
California

Visiting Professorships:

September 1988
to June 1989 Associate Professor of Public Health, School of
Public Health, University of California at Los
Angeles, Los Angeles, California.

June 1977 to
September 1978 Assistant Professor of Public Administration,
Washington Public Affairs Center, School of
Public Administration, University of Southern
California, Washington, DC.

Management and Professional Positions:

December 1968 to June 1972	Associate Administrator, El Cerrito Hospital, Long Beach, California.
December 1967 to December 1968	Assistant Administrative Deputy, Department of Adoptions, County of Los Angeles, Los Angeles, California.
June 1965 to December 1965	Estate and Retirement Planning Executive, Connecticut Mutual Life Insurance Company, Orange, California.
June 1963 to June 1965	Customer Service Representative, Interchemical Corporation, Printing Ink Division, Los Angeles, California.
June 1960 to June 1963	Production Manager, Interchemical Corporation, Printing Ink Division, Los Angeles, California.

Military:

December 1965 to December 1967	United States Army
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Scholarly Activities:

Articles (Refereed):

Ray-E Chang, Chi-Jeng Hsieh, and Robert C. Myrtle, “The Effects of Outpatient Dialysis Budget Cap on Health Care Utilization”, Social Science and Medicine 73: 153-159, 2011.

Duan R. Chen, Robert C. Myrtle, Caroline Liu, and Daniel Fahey, “Job and Career Influences on the Career Commitment of Health Care Executives: The Mediating Effects of Job Satisfaction”, forthcoming, the Journal of Health Care Organization and Management.

Linda Search Leach, Robert C. Myrtle, Caroline Liu, and Fred A. Weaver, “Surgical Teams: Role Perspectives and Role Dynamics in the Operating Room” Health Service Management Journal, 2011: 81-90.

Linda Searle Leach, Robert C. Myrtle, Fred A. Weaver, and Sriram Dasu, "Assessing the Performance of Surgical Teams", Health Care Management Review, (January-March, 2009): 29-41.

Robert C. Myrtle, Duan-Rung Chen, Caroline Liu, and Daniel Fahey, "Influences on the Career Commitment of Health-Care Managers" Health Services Management Research, Vol. 21 (2008): 262-275.

Robert C. Myrtle, Sami F. Masri, Robert L. Nigbor and John P. Caffrey, "Classification and Prioritization of Essential Systems in Hospitals under Extreme Events", Spectra Vol. 21, 3 (August 2005): 779-802.

Nobuyuki Ainoya and Robert C. Myrtle, "Responding to a Natural Disaster: How Japanese Government's Responses to the Great Hanshin-Awaji Earthquake were Mirrored in the Eyes of the Media", International Journal of Organization Theory and Behavior, Vol. 8, No. 3, 2005.

Keon-Hyung Lee, Glenn A. Melnick, and Robert C. Myrtle, "The Effects of Case Mix on Hospital Costs and Revenues in Managed Care Environments", Journal of Health and Human Resources Administration, (Summer 2005): 96-134.

Judy Y. Yip, Kathleen H. Wilber, and Robert C. Myrtle, "The Impact of the 1997 Balanced Budget Amendment's Prospective Payment System on Patient Case Mix and Rehabilitation Utilization in Skilled Nursing", The Gerontologist, Vol. 42, No. 5 (2002): 653-660.

Judy Y. Yip, Robert C. Myrtle, Kathleen H. Wilber, and David N. Grazman, "The Network and Resource Exchanges of Community-Based Systems of Care", Journal of Health and Human Services Administration (Fall 2002): 219-259.

Robert C. Myrtle, Sami Masri, John Caffrey, Keon Lee, Nail Oztas, and Robert Chen, "Hospital Critical Nonstructural Systems, Departments, and Equipment During and Following Major Seismic Events" in Facing the Realities of the Third Millennium, Ross T. Newkirk, editor, Waterloo, Canada: The International Emergency Management Society, 9th Annual Conference Proceedings, 2002, pp. 332-340.

Nail Oztas, Robert C. Myrtle, Robert J. Chen, Sami Masri, Robert Nigbor, and John Caffrey, "The Role of Nonstructural Components of Hospitals: 1999 Izmit Earthquake" in Facing the Realities of the Third Millennium, Ross T.

Newkirk, editor, Waterloo, Canada: The International Emergency Management Society, 9th Annual Conference Proceedings, 2002, pp. 270-282.

Linda Searle Leach, Judy Y. Yip, Robert C. Myrtle, and Kathleen H. Wilber, "Outcomes Among Orthopedic Patients in Skilled Nursing Facilities: Does Managed Care Make a Difference?" The Journal of Nursing Administration, Vol. 31 (2001): 527-533.

Daniel F. Fahey and Robert C. Myrtle, "Career Patterns of Health Care Executives", Health Services Management Research Vol. 14, (2001): 1-8.

Judy Y. Yip, Kathleen H. Wilber, Robert C. Myrtle, and David N. Grazman, "Comparison of Older Adult Subject and Proxy Responses on the SF-36 Health-Related Quality of Life Instrument, Aging and Mental Health, Vol. 5 (2001): 136-142.

Joseph J. Angelelli, Kathleen H. Wilber and Robert C. Myrtle, "A Comparison of SNF Rehabilitation Treatment and Outcomes Under Medicare MCO and Medicare FFS Reimbursement," The Gerontologist, Vol. 40, No. 6 (2000): 646-653.

Juliet Musso, Robert P. Biller and Robert C. Myrtle, "The Tradecraft of Writing for Public Policy and Management", Journal of Policy Analysis and Management, Vol. 19, No. 4 (Fall 2000): 635-646.

Daniel F. Fahey, Robert C. Myrtle and Jack L. Schlosser, "Critical Success Factors in the Development of Health Care Management Careers", Journal of Healthcare Management, Vol. 43, No. 4 (July/August, 1998): 293-307.

Robert C. Myrtle, Kathleen H. Wilber and Fred J. De Jong, "Improving Service Delivery: Provider Perspectives on Building Community Based Systems of Care." Journal of Health and Human Services Administration, Vol. 20, No. 2 (Fall 1997): 197-216.

Leonard H. Friedman and Robert C. Myrtle, "Factors Affecting Decisions to Adopt Medical Technologies in Acute Care Hospitals, *Journal of Health and Human Resource Administration*, 18 (4) (1996): 466-489.

Robert C. Myrtle and Kathleen H. Wilber, "Designing Service Delivery Systems: Lessons from the Development of Community-Based Systems of Care for the Elderly, Public Administration Review, Vol. 54, No. 3 (May/June 1994): 245-252.

Shoshanna Sofaer and Robert C. Myrtle “Interorganizational Theory and Research: Implications for Health Policy Making,” Medical Care Review, Vol. 48, No. 4 (Winter 1991): 371-409.

Robert C. Myrtle, “The Evaluation of a Multi-Year Management Development Program in a Third World Setting,” Human Resource Development Quarterly, Vol. 2, No. 2 (Summer 1991): 129-141.

Robert C. Myrtle and Charles F. Martinez, “The Marketing Activities of Hospitals: Environmental, Organizational, and Managerial Influences,” Health Services Management Research, Vol. 3, No. 3 (November 1990).

Robert C. Myrtle and Charles F. Martinez, “Conditions Influencing The Marketing Efforts of Hospitals” Journal of Hospital Marketing, Vol. 4, No. 2 (1990): 1-11.

Robert C. Myrtle and Charles F. Martinez, “Marketing Practices of California Hospitals: Findings from Recent Research,” Journal of Health and Human Services Administration, Vol. 12, No. 3 (Winter 1990): 299-318.

J. L. Richardson, R. C. Myrtle, J. M. Solis, J. C. Hisserich, and D. Oliver, “Motivational Factors For Medical Oncologists’ Participation in Cancer Treatment Protocols,” Journal of Health and Human Resources Administration, Vol. 8, (1986): 212-230.

Robert C. Myrtle, William W. Lammers and David Klingman, “Long Term Care Regulation in the States: A Systemic Perspective”, Policy Studies Review, Vol. 5, No. 2, (November 1985): 337-348.

Robert C. Myrtle, “A Managerial View of Policy Implementation,” The American Review of Public Administration, Vol. 17, No. 1 (Spring 1983): 17-32.

Robert C. Myrtle, “Plan Implementation”, Curricula for Health Planning, Policy and Marketing, The Association of University Programs in Health Administration, Conference Papers, 1982, pp. 215-220.

Robert C. Myrtle, “Are Nurse Aides Satisfied with their Supervisors?” Journal of the American Health Care Association, Vol. 8, No. 6, (November 1982): 17-22.

Robert C. Myrtle and Helen K. Kerschner, "The Implementation of Health Systems Plans", Journal of Health and Human Services Administration, Vol. 3, (August 1980): 6-28. (Winner of the Hubert H. Humphrey Award for the outstanding article published in Volume 3, of the Journal of Health and Human Services Administration).

Robert C. Myrtle, "Change, Changes and Changing: The Views of Public Managers", International Journal of Public Administration, Vol. 2, (1980): 103-115.

Robert C. Myrtle and Juan P. Robertson, "Determinants of Job Satisfaction in Nursing Care Units", The Journal of Long-Term Care Administration, Vol. 7, (Winter 1979): 17-29.

Robert C. Myrtle and Juan P. Robertson, "Developing Work Group Satisfaction: The Influence of Teams, Teamwork and the Team Approach", Long Term Care and Health Services Administration Quarterly, Vol. 3, (Summer 1979): 149-164.

Robert C. Myrtle and Juan P. Robertson, "Factors Influencing Health Care Worker's Satisfaction with Their Supervisors", Journal of Health and Human Services Administration, Vol. 1, (February 1979): 364-378.

Robert C. Myrtle and Eli Glogow, "How Nursing Administrators View Conflict", Nursing Research, Vol. 27 (March/April 1979): 103-106.

Robert C. Myrtle, "Management Science Applications in Hospitals", Proceedings of the North-East Chapter of the American Institute for the Decision Sciences, June 1978.

Robert C. Myrtle, "Problems and Job Satisfaction of Administrative and Clinical Dietitians", Journal of the American Dietetic Association, Vol. 72, (March 1978): 295-298.

Articles (Non-Refereed):

Edward Medrano and Robert C. Myrtle, "Regionalizing Specialized Police Operations: Resistance to Altering the Status Quo", The Electronic Hallway, 2009.

Robert C. Myrtle, "This is not Just a Nursing Problem", in Bettie S. Jackson, RN, FAAN, "Contracting Casual Nursing Services: The Issues are More Than

'How to Delivery Nursing Care' ", Journal of Nurse Administrators, Vol. 28, No. 1 (January 1988): 11-12.

Robert C. Myrtle and Charles F. Martinez, "Marketing Activities of Hospitals: The Driving Influences," Hospital Strategy Report, Vol. 1 No. 12 (October 1989): 5-6.

Robert C. Myrtle, Eli Glogow and Christine D. Glogow, "Stress Among Malaysian Education Officials: Causes and Coping Methods." Malaysian Management Review, Vol. 23, No. 3, (December 1988): 55-61.

Robert C. Myrtle and Charles F. Martinez, "Marketing Practices of California Hospitals," SCHMA News, Vol. 6, No. 1 (January 1988): 1-4.

Robert C. Myrtle, "Overview of Implementation Efforts in the Southeast", Review: Health Services Cases and Commentary, Vol. 2, No. 3, (July 1979): 28-32.

Articles Under Review:

Ray-E Chang, Chi-Jeng Hsieh, and Robert C. Myrtle, "The Effects of Outpatient Dialysis Budget Cap on Health Care Utilization", revisions requested by Social Science and Medicine.

Books:

Gilbert B. Siegel and Robert C. Myrtle, Public Personnel Administration Boston: Houghton-Mifflin, 1985.

Michael J. White, Ross Clayton, Robert C. Myrtle, Gilbert B. Siegel and Aaron Rose, Managing Public Systems: Concepts and Methods. North Scituate, MA: Duxbury Press, 1980. (Reissued by University Press of America, 1985)

Chapters in Books:

Boongaling, Ronnie Rodrigo and Robert C. Myrtle, "Santorini Hospital" in Cases in Health Services Management, 5th ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2010.

King, Michael J. and Robert C. Myrtle, “Riviera Wellness Services” in Cases in Health Services Management, 5th ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2010.

Pottenger, Brent C., Doug Archer, Stephen Cheung, and Robert C. Myrtle, “Edgewood Lake Hospital” in Cases in Health Services Management, 5th ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2010.

Boongaling, Ronnie Rodrigo and Robert C. Myrtle, “Santorini Hospital Teaching Note” in Cases in Health Services Management, 5th ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2010.

King, Michael J. and Robert C. Myrtle, “Riviera Wellness Services Teaching Note” in Cases in Health Services Management, 5th ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2010.

Pottenger, Brent C., Doug Archer, Stephen Cheung, and Robert C. Myrtle, “Edgewood Lake Hospital Teaching Note” in Cases in Health Services Management, 5th ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2010.

Bonnie Eng-Suess and Robert C. Myrtle, “Attica Memorial Hospital: The Ingelson Burn Center”, in Cases in Health Services Management, Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2004.

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Rosalie Wachsmuth and Robert C. Myrtle, “A New ‘Brand’ for Senior Health Plus”, in Cases in Health Services Management, Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2004.

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Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2004

Cara Thomason and Robert C. Myrtle, “Autumn Park”, in Cases in Health Services Management, Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2004.

Cara Thomason and Robert C. Myrtle, “Autumn Park: Case Study Teaching Note”, in Cases in Health Services Management, Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds. Baltimore: Health Professions Press, 2004.

Melissa Gaeke, and Terry L. Cooper, “Trust, Deliberation and Changing Administrative Culture”, in Engaging the Global Community, Los Angeles: Jesse M. Unruh Institute of Politics, April 2003, pp. 30-34.

Kathleen H. Wilber and Robert C. Myrtle, “Developing Community Based System of Care: Lessons from the Field”, in Universities and Communities: Remaking Professional and Interprofessional Education for the Next Century, Jacquelyn McCroskey and Susan D. Einbinder, eds. Westport, CT: Praeger, 1998).

Arnold Possick and Robert C. Myrtle, “Caswell by the Beach: The Viability of a Continuing Care Retirement Community”, in Donna Lind Infeld and John R. Kress, eds., Cases in Long-Term Care Management, Volume II, AUPHA/Health Administration Press, 1995.

Arnold Possick and Robert C. Myrtle, “Caswell by the Beach: Case Teaching Note”, in Donna Lind Infeld and John R. Kress, eds., Cases in Long-Term Care Management, Volume II, AUPHA/Health Administration Press, 1995.

Suzanne Tinder, Elyce Ditchek-Goldberg and Robert C. Myrtle, “Lincoln Medical Center: The Role of an Inner-City Hospital, in Cases in Health Services Management, 3rd. ed., Jonathon S. Rakich, Beaufort B. Longest, Jr., and Kurt Darr, eds., Baltimore, MD: Health Professions Press, 1995

Suzanne Tinder, Elyce Ditchek-Goldberg and Robert C. Myrtle, “Lincoln Medical Center: Case Study Teaching Note, in Cases in Health Services Management, 3rd. ed., and Kurt Darr, eds., Baltimore, MD: Health Professions Press, 1995.

“Western Health Care Systems,” in Strategic Alignment: Managing Integrated Health Systems, Douglas A. Conrad and Jeffrey Hoare, eds., Ann Arbor, MI: AUPHA Press/Health Administration Press, 1994.

“Western Health Care Systems: A Teaching Note” in Strategic Alignment: Managing Integrated Health Systems, Douglas A. Conrad and Jeffrey Hoare, eds., Ann Arbor, MI: AUPHA Press/Health Administration Press, 1994.

J. L. Richardson, R. C. Myrtle, J. M. Solis, J. C. Hisserich, and D. Oliver, “Participation of community Medical Oncologists in Clinical Research Trials, in Progress in Clinical Biological Research: Progress in Cancer Control 1985, L. Mortenson, P. Engstrom, and P. Anderson, eds., New York: P. Alan R. Liss, Inc., 1986.

Robert C. Myrtle and Michael J. Long, “Foundations of Management Science and Practice,” in Baccalaureate Health Administration Education: Curriculum Models and Issues, Ann Ward Tourigny and David E. Berry, eds., Arlington, VA: AUPHA, March 1985.

Robert C. Myrtle, William W. Lammers and David Klingman, “Nursing Home Policies”, a section in Chapter 4, “Health and Long Term Care”, in State Policies and the Aging, by William W. Lammers and David Klingman, Lexington, MA: Lexington Books, 1984.

Robert C. Myrtle, “Action Training for Mayors and City Councils: The Long Beach Experience”, in Building City Council Leadership Skills. Stephen W. Burks and James F. Wolf, Editors. Washington, DC.: National League of Cities, 1981.

Robert C. Myrtle, “Policy Implementation: A Managerial Perspective”, in Public Administration in a Time of Transition, Ross Clayton, Alexander Cloner, and Bruce Storm, eds., Los Angeles, CA: School of Public Administration, University of Southern California, 1986).

Robert C. Myrtle, “Employee Evaluation,” in Human Resource Management in Public Organizations: A Systems Approach, 2nd. ed., Gilbert B. Siegel, ed., Los Angeles, CA: University Publishers, 1974.

Robert C. Myrtle, “Employee Evaluation,” in Human Resource Management in Public Organizations: A Systems Approach, Gilbert B. Siegel, ed., Los Angeles, CA: University Publishers, 1974.

Book Reviews:

Of Les Metcalfe and Sue Richards, Improving Public Management, in The American Review of Public Administration Vol. 19, No. 3 (September 1989).

Of Douglas B. Olsen and Douglas C. Eadie, The Game Plan: Governance With Foresight, in Public Administration Review (July/August 1984): 360

Of William A. Flexner, Eric N. Berkowitz, and Montague Brown, Strategic Planning for Health Care Management, in The Association of University Programs in Health Administration: Program Notes, 100(Fall 1982): 23-24.

Of Montague Brown and Howard L. Lewis, Hospital Management Systems, in The Association of University Programs in Health Administration: Program Notes, 82(January 1979): 46.

Monographs:

Kathleen H. Wilber and Robert C. Myrtle, “Developing Community Based System of Care: Lessons from the Field”, in Communities and Universities: Remaking Professional and Interprofessional Education for the Next Century, Jacquelyn McCroskey and Susan D. Einbinder, eds. Los Angeles, CA: The Inter-Professional Initiative at the University of Southern California, Conference Proceedings, February 26, 1996.

Sally Coberly, Curt Rogers, Dawn Rice, and Kate Wilber, Developing Community Based Systems of Care, Los Angeles, CA: Andrus Gerontology Center, University of Southern California, 1991, pp. 62.

Robert C. Myrtle and Janice Ney, “Assessing Manpower Needs”, Chapter 7, in the Health Planning Manual, Margaret Dodd Britton and Donald Harbick, eds., Amman Jordan: The Ministry of Health, 1984.

Robert C. Myrtle and Janice Ney, “Guiding and Managing Implementation”, Chapter 9, in the Health Planning Manual, Margaret Dodd Britton and Donald Harbick, eds., Amman Jordan: The Ministry of Health, 1984.

Robert C. Myrtle and Janice Ney, Control and Management of Plan Implementation, Ministry of Health, Hashemite Kingdom of Jordan, 1983, 83 pp.

Robert C. Myrtle and Janice Ney, Health Workforce Planning, Ministry of Health, Hashemite Kingdom of Jordan, 1982, 127 pp.

Robert C. Myrtle, “Implementation Strategies”, in Resource Development and Implementation, Bureau of Health Planning, Department of Health, Education and Welfare. Washington, DC.: United States Government Printing Office, 1978, 75 pp.

Robert C. Myrtle, “Managing the Resource Development and Implementation Activities”, in Resource Development and Implementation, Bureau of Health Planning, Department of Health, Education and Welfare. Washington, DC.: United States Government Printing Office, 1978, 20 pp.

Robert C. Myrtle, Management by Objectives: Concepts for Social Service Agency Managers. Los Angeles: University of Southern California, School of Social Work, 1977, 61 pp.

Lloyd C. Brown, Clark Underwood, Robert C. Myrtle and Michael J. White, Brownwood Hospital: A Financial Management Workbook, Los Angeles: University of Southern California, School of Public Administration, Graduate Programs in Health Services Administration, 1976, 64 pp.

Robert C. Myrtle and Helen K. Kerschner, The Implementation of Health Systems Plans, Technical Assistance Branch, Department of Health, Education and Welfare, Washington, D. C.: United States Government Printing Office, 1975, 113 pp.

Research Reports:

Robert C. Myrtle, Keon-Hung Lee, Robert B. Chen, Nail Oztas, Robert Nigbor, John Caffrey, and Sami Masri, Performance of Hospital Nonstructural Components During Recent Earthquakes. Los Angeles, CA: Department of Civil & Environmental Engineering, School of Engineering, University of Southern California, 31 December 2000.

James E. Moore II, Peter Gordon, Robert Myrtle, Masanobu Shinozuka and Stephanie E. Chang, Modeling the Impacts of a Large Earthquake on the Los Angeles Metropolitan Economy: The Economic Benefits of Emergency Medical Services. Los Angeles, CA: Department of Civil & Environmental Engineering, School of Engineering, University of Southern California, September 1999.

Kathleen H. Wilber, Sally Coberly, Robert C. Myrtle, Karen Hartner, Curtis Roberts, Dawn Rice, Emily Bailet, Nahed Guiruis and Mary Olsen, How to Develop Community Based Systems of Care: A Longitudinal Study, Washington, DC: Administration on Aging, 1990, 185 pp.

Sally Coberly, Kathleen H. Wilber, Robert C. Myrtle and Deborah Brunner, California Community Based Long Term Care Systems Development Evaluation, Andrus Gerontology Center, University of Southern California 1989, 210 pp.

Fernando M. Torres-Gil, Sally Coberly, Jane Halloran, Margo Koss, Bob Myrtle and Jon Pynoos, "Part 8: Analysis of Alternative Funding Options," in Clifford L. Allenby, A Study of California's Publicly Funded Long-Term Care Programs, Sacramento, CA: California Health and Welfare Agency Report to the Legislature, 1988, 289 pp.

J. Beeler and Robert C. Myrtle, Transamerica Occidental Life Employee Assistance Program, January 27, 1986, 45 pp.

J. Beeler and Robert C. Myrtle, Senior Citizen Survey. A research report prepared for the Executive Committee of SCAN Health Plan, October 1983, 174 pp.

J. Beeler and Robert C. Myrtle, Physician Attitudinal Survey on Wellness. A research report prepared for the Executive Committee of Long Beach Community Hospital, April 1983, 153 pp.

Robert C. Myrtle, "Nursing Home Regulations", Chapter 6 in Explanations in Changing State Policy Efforts for the Aging, William W. Lammers and David Klingman, eds., Los Angeles: University of Southern California, Andrus Gerontology Center, 1983.

With Ross Clayton, et. al., External Evaluation Plan, Navy Demonstration Project, United States Office of Personnel Management, December 1981.

Robert C. Myrtle and Pat Silvestri, A Curriculum and Workbook for Managers of Health Maintenance Organizations, Office of Health Maintenance Organizations, Department of Health, Education and Welfare, December 1980, 216 pp.

Robert C. Myrtle, Beverly P. Morgan and Pat Silvestri, A Survey and Analysis of Management Training Needs, Hospital Operations Division, National Medical Enterprises, January 1980, 78 pp.

With Ross Clayton *et. al.*, Adopting Private Sector Personnel Resource Management Methods for More Effective Operations of Federal Government Organization, Naval Weapons Center, China Lake, California, March 1979.

Robert C. Myrtle and Juan P. Robertson, A Socio-Technical Analysis of Seaside Hospital. A report prepared for the Executive Committee of Seaside Hospital, June 1977, 44 pp.

With Helen K. Kerschner, Strategies for the Implementation of Areawide Health Plans. A report to the Technical Assistance Branch, Division of Comprehensive Health Planning, Department of Health, Education and Welfare, November 1975, 125 pp.

Robert C. Myrtle, The Technical Assistance Process Model. A concept paper prepared for the Technical Assistance Branch, Division of Comprehensive Health Planning, Department of Health, Education and Welfare, June 1975, 7 pp.

Robert C. Myrtle, An Analysis of the Planning and Regulatory Functions of IC/CHP. A report prepared for the President and Governing Board of Inland Counties Comprehensive Health Planning Council, Inc., August 1974, 48 pp.

Papers Presented at Professional Conferences:

Hyung-Woo Lee, Peter J. Robertson, and Robert C. Myrtle, “Individual Differences in Trust Development: An Empirical Investigation”, a paper presented at the Annual Meeting of the Academy of Management, 2011.

Ray-E Chang, Chi-Jeng Hsieh, and Robert C. Myrtle “The Effect of Outpatient Dialysis Global Budget Cap on Healthcare Utilization by End-Stage Renal Disease Patients”, a paper presented at the Annual Meeting of the Academy of Management, 2011.

Ray-E Chang, Chi-Jeng Hsieh, and Robert C. Myrtle, “The Effects of Outpatient Dialysis Budget Cap on Health Care Utilization”, ISPOR 4th Asia Pacific Conference (International Society for Pharmacoeconomics and Outcomes Research). September, 2010.

Robert C Myrtle “A Critical Assessment of Competency-based and Training Needs Planning in Public Administration”, 2010 International Conference on Civil Service Training and Development, Taipei, Taiwan

Robert C. Myrtle, “The Questions We Ask in Health Care Organizational Research”, a paper presented at the Annual Meeting of the Academy of Management, 2008.

Robert C. Myrtle and Linda Searle Leach, “The Physician-Patient Relationship: What Do We Know and Where Should We Go?”, a paper presented at the Annual Meeting of the Academy of Management, 2006.

Robert C. Myrtle, “Developing and Using Cases in Teaching and Research”, a paper presented at the Annual Meeting of the Academy of Management 2005.

Robert C. Myrtle, and Linda Searle Leach, “Conducting Process Improvement Research in Health Care Organizations”, a paper presented at the Annual Meeting of the Academy of Management, 2005.

Robert C. Myrtle, “Managing the Dissertation Successfully”, a presentation at the Annual Meeting of the Academy of Management, 2005.

Robert C. Myrtle, “Policy and Planning Issues in the Regulation of Hospital Performance Under Earthquake Conditions”. A paper presented at the 1st Symposium of Prevention of Medical Facilities, Disaster Mitigation Research Center, National Research Institute for Earth Science and Disaster Prevention, Tsukuba University, Japan, June 22, 2004.

Thomas J. Bryer, Nail Oztas, and Robert C. Myrtle, “Towards a Learning Model for Public Organizations and Networks in Times of Crises”. A paper presented at the Annual Meeting of the Academy of Management, 2004.

Robert C. Myrtle, “Developing a Research Agenda: The Dissertation and Beyond”. A Presentation at the Annual Meeting of the Academy of Management, 2004.

S. Masri, J. Caffrey, R. Myrtle, M. Agbabian, E. Johnson, W. Petak, M. Shinozuka, F. Tasbihgoo, R. Tranquada, and L. Wellford, “The FEMA-USC Hospital Project: Nonstructural Mitigation in Hospitals”. A paper presented at the 13th World Conference on Earthquake Engineering, 2004.

Nail Oztas and Robert C. Myrtle, "Public Sector Disaster Response: Impacts on Perceived Public Trust and Organizational Legitimacy". A paper presented at the Annual Meeting of the Academy of Management, 2003.

Robert C. Myrtle, "Teaching Skills for the 21st Century". A paper presented at the Annual Meeting of the Academy of Management, 2002.

Robert C. Myrtle, "Skills for Managing the Promotion and Tenure Process". A paper presented at the Annual Meeting of the Academy of Management, 2002.

Robert C. Myrtle, Public Trust and Public Service: Influence of Governmental Official's Responses to National Disasters. Presentation at the Annual Meeting of the American Society for Public Administration, 2002.

Robert C. Myrtle, Sami Masri, John Caffrey, Keon Lee, Nail Oztas, and Robert Chen, "Hospital Critical Nonstructural Systems, Departments, and Equipment During and Following Major Seismic Events". A paper presented at the Annual Meeting of The International Emergency Management Society, 2002.

Nail Oztas, Robert C. Myrtle, Robert J. Chen, Sami Masri, Robert Nigbor, and John Caffrey, "The Role of Nonstructural Components of Hospitals: 1999 Izmit Earthquake". A paper presented at the Annual Meeting of The International Emergency Management Society, 2002.

Kathleen H. Wilber and Robert C. Myrtle, Developing Care Integration Systems for the Aged, Blind, and Disabled: The California Experience". A paper presented at the Annual Meeting of the Gerontological Society of American, 2001.

Robert C. Myrtle, "The Joy of Teaching: Teaching Using the Case Method". A paper presented at the Annual Meeting of the Academy of Management, 2001.

Robert C. Myrtle, Robert Chen, Nail Oztas and Sami Masri, "Findings from the Experience of 10 Hospitals Damaged in Recent Taiwan and Turkey Earthquakes". A presentation at the One Year Anniversary Reflection Symposium of the 921 Earthquake, Taichung, Republic of China, September 19, 2000.

Joseph J. Angelelli, Kathleen H. Wilber, and Robert C. Myrtle, "A Comparison of SNF Rehabilitation Treatment and Outcomes under Medicare MCO and

Medicare FFS Reimbursement.” Paper presented at the 2000 meeting of the Academy of Management.

Kathleen H. Wilber, Judy Yun Yip and Robert C. Myrtle, “Comparison of Older Adult Subject and Proxy Responses on the SF 36 Health Related Quality of Life Instrument”. Paper presented at the 2000 meeting of the Academy of Management.

David N. Grazman, Judy Y. Yip, Robert C. Myrtle, and Kathleen H. Wilber, “The Networks and Resource Exchanges of Community-Based Systems of Care”. Paper presented at the 1999 meeting of the Western Academy of Management.

Robert C. Myrtle and Daniel Fahey, “Career Patterns of Health Care Executives”. Paper presented at the 1999 meeting of the Western Academy of Management.

Robert C. Myrtle, Judy Y. Yip, Kathleen H. Wilber and David N. Grazman, “Assessing Proxy Reliability of Medical Outcomes Study Short Form 36 in the Elderly Population”. Paper presented at the 1998 meeting of the Gerontological Society of America.

Judy Y. Yip, David N. Grazman, Kathleen H. Wilber, and Robert C. Myrtle, “Community Service Delivery Systems: A Network Perspective”. Paper presented at the 1998 Annual meeting of the Gerontological Society of America.

Robert C. Myrtle, Kathleen H. Wilber, Judy Y. Yip, and David N. Grazman, “Assessing Proxy Reliability of the Medical Outcomes Study, Short Form 36 in the Elderly Population”. Paper presented at the annual meeting of the Gerontological Society of America, 1998.

Robert C. Myrtle and Kathleen H. Wilber, “Going Against the Grain: Examining the Conundrum of Multi-Institutional Human Service Delivery Through the Lens of Loose Coupling,” A Paper Presented at the Inter-Professional Initiative at the University of Southern California, February 26, 1996.

Robert C. Myrtle, “Exploring Physician-Hospital Linkages,” Discussant at the Annual Meeting of the Academy of Management, 1988.

Robert C. Myrtle, “Management Capacity Building In Third World Countries”, A Paper Presented at the Annual Meeting of the American Society for Public Administration, 1986.

Robert C. Myrtle, “Managers as Researchers”, A Paper Presented at the Annual Meeting of the Jordanian Public Health Association, Amman Jordan, 1984.

Robert C. Myrtle, “Innovative Personnel Management Methods”. Panel convener and discussant at the April Meeting of the Southern California Personnel Management Association, 1983.

Robert C. Myrtle, “Long Term Care in the States: A Systemic Perspective,” presented at the November Meeting of the American Public Health Association, 1982.

Robert C. Myrtle, “Productivity Improvement and the Role of Learning from Experience”, presented at the Western Regional Conference of the International Personnel Management Association, 1981.

Robert C. Myrtle, “Health Systems Agencies’ Responses to the Needs of the Elderly”, presented at the Annual Meeting of the Western Gerontological Association, 1979.

Robert C. Myrtle, “Overview of Implementation Issues and Strategies Facing the Health Systems Agencies”. Panel convener and presenter at the Annual Meeting of the American Public Health Association, 1978.

Robert C. Myrtle, “Management Science Activities in Hospitals.” A paper presented at the Annual Meeting of the North-East Chapter of the American Institute for the Decision Sciences (AIDS), 1978.

Robert C. Myrtle, “Management Methods and Practices in the Future.” A presentation made at the Annual Meeting of the American Society for Public Administration, 1978.

Robert C. Myrtle, “Administration: The Missing Link in National Health Insurance.” A paper presented at the Annual Meeting of the American Society for Public Administration, 1977.

Robert C. Myrtle, “Managing at the Intergovernmental Interface.” A paper presented at the Annual Meeting of the American Society for Public Administration, 1976.

Robert C. Myrtle, “Health Plan Implementation”. A paper presented at the Annual Meeting of the American Public Health Association, 1975.

Robert C. Myrtle, “Long-Term Care: Issues and Potential Solutions”. A Paper presented at the Annual Meeting of the California Association of Health Facilities, 1975.

Management Development Films and Videotapes:

Robert C. Myrtle, “Meeting for Success”, in Hospital Megasytems and Materials Management, produced by Health Learning Systems, in cooperation with the Voluntary Hospitals of America, 1987.

Interviews and Public Service Presentations:

CATV, Channel 3, We the People, Interview discussing City of Long Beach Mayor’s Task Force recommendations for Meeting the Health Care Needs of a Changing Population, July 22, 1985.

Managing Continuum of Care Organizations, a presentation sponsored by the Pacific Geriatric Education Center, Los Angeles, CA, February 5, 1986.

Future Health Care Administrators, a presentation to the faculty of the Leonard Davis School of Gerontology, University of Southern California, October 11, 1984

KWHY Channel 22, Focus on Business, Discussion of Organizational Anorexia”, July 5, 1983

Working Papers:

Linda Searle Leach, Robert C. Myrtle, and Fred A. Weaver, “How Surgical Team Members Influence the Performance of Surgery”. Being prepared for Surgery (the official journal of the American College of Surgeons).

Robert C. Myrtle, Keon-Hung Lee, Robert B. Chen, Nail Oztas, Robert Nigbor, John Caffrey, and Sami Masri, Seismic Mitigation Needs For Hospital Nonstructural Systems. Los Angeles, CA: Department of Civil &

Environmental Engineering, School of Engineering, University of Southern California, December 2000.

Nail Oztas, Robert C. Myrtle, Robert J. Chen, Sami Masri, Robert Nigbor and John Caffrey, Performance of Hospital Nonstructural Components During Izmit Earthquake in Turkey. January 2001.

Robert B.Chen, Robert C. Myrtle, Nail Oztas, Sami Masri, Robert Nigbor and John Caffrey, Performance of Hospital Nonstructural Components During ChiChi Earthquake in Taiwan. January 2001.

Gary M. Durbin, Robert C. Myrtle, and Daniel F. Fahey, “Differences in Female and Male Healthcare Management Careers”.

Kathleen H. Wilber and Robert C. Myrtle, “The Coordination Conundrum: Loose Coupling as a Conceptual Framework for Multi-Institutional Service Delivery Systems.”

Robert C. Myrtle and Daniel F. Fahey, “Career Trajectories following Health Care Executives Job or Career Changes”.

Editorial and Manuscript Reviewer

Reviewer, Academy of Management

Reviewer, American Review of Public Administration

Reviewer, The Gerontologist

Reviewer, Hospital and Health Services Administration

Member, editorial advisory board, The Journal of Health Administration Education

Reviewer, Journal of Health and Human Services Administration

Reviewer, Health Care Management Review

Member, editorial advisory board, Hospital Topics

Reviewer, Hospital Topics

Reviewer, Public Administration Review

Reviewer, The Journal of Health Administration Education

Research Grants:

“Strategies for Providing Housing and Services to Meet the Needs of Frail Older Persons in Urban China”, USC US—China Institute Grant, Co-PI, \$9,000.

“The Center for Long-Term Care Integration”. Kathleen H. Wilber, Principal Investigator. Funded by the California Department of Health Services/subcontract with UCLA, February 2000 to February 2002 (\$900,000). Research Director, Strategy Implementation.

“The Center for Long-Term Care Integration”. Kathleen H. Wilber, Principal Investigator. Funded by the California Health Care Foundation, August 2001 to January 2003 (\$230,000). Research Associate, Strategy Implementation.

“The Quality of Post Acute Health Care in Los Angeles: Does Managed Care Make a Difference?” Kathleen H. Wilber, Principal Investigator. Funded by the Haynes Foundation for 2 years \$250,000. Team Investigator responsible for outcomes assessment.

“Development, Evaluation, and Implementation of Standards for Seismic Mitigation Measures for Nonstructural Components in Hospitals and Critical Care Facilities”. Sami F. Masri, Principle Investigator. Funded OES Hazard Mitigation Grant Project, FEMA Obligation Notification #FEMA-DR-1008-4007-CA (\$3,668,332 for 3 years), Team Investigator: Socio-Economic Assessment.

Kathleen H. Wilber, Fred J. De Jong, and Robert C. Myrtle, “Differences in the Treatment of Chronically Ill Elders in Managed Care and Fee for Service Settings”, Zumberg Fund for Interdisciplinary Research \$4,838.00.

“Technical Study for Chile: Chilean Health Services Improvement Project.” Funded by the United States Office of International Cooperation. (Co-Principal Investigator, \$758,000, 1991-1992).

“How to Develop Community Based Systems of Care: A Longitudinal Study.” Funded by the Administration on Aging, Kathleen H. Wilber, Principal Investigator. Responsible for assessing community networks and

interorganizational relations affecting the development, stability and performance of Community-Based Systems of Care. (Project Consultant, \$389,449, 1988-1990).

“California Community Based Long Term Care Systems Development Evaluation.” Funded by the California Department of Aging, Sally Coberly and Kathleen H Wilber, Principal Investigators. Responsible for assessing the impact of inter and intra-organizational characteristics on the design, development and implementation of Community Based Long Term Care Systems. (Research Associate, \$226,391, 1987-1988).

“Income-Generating Projects for the Aging: The Transfer of International Innovations.” Funded by the Department of Health and Human Services, Mary Brugger Murphy, Principal Investigator. Responsible for developing, measuring and analyzing environmental and organizational influences on the development and implementation of innovative income generating projects. (Research Associate, \$388,770, 1985-1988).

“Explanations of Changing State Policies for the Aged.” Funded by the National Institutes on Aging, C. David Klingman, Principal Investigator. Responsible for assessing state policies affecting the management of long term care institutions. (Research Associate, \$175,370, 1981-1983).

“Decision Science Methods: Instructional Applications Using Personal Computers,” funded by the IBM Socrates Project (Principal Investigator, \$12,800, 1982).

“Future Health Care Policies,” Vesper Society (Principal Investigator, \$8,500, 1981).

“Survey of Physician Motivation to Participate in Cancer Treatment Protocols”, USC School of Medicine, Intramural Research Funds, (Co-principal Investigator, \$1,000, 1981).

“Adapting Private Sector Personnel Resource Management Methods for More Effective Operation of Federal Government Organizations.” Funded by the United States Department of the Navy, Ross Clayton, Principal Investigator. Responsible for assessing the impacts of pay system modifications on personnel recruiting, performance appraisals, and organizational effectiveness. (Research Associate, \$200,000, 1979-1981).

“A Curriculum and Workbook for Managers of Health Maintenance Organizations”, Office of Health Maintenance Organizations, Department of Health and Human Services (Principal Investigator, \$5,600), 1980.

“CHP Technical Assistance Research Grant” Funded by the Department of Health, Education and Welfare, Division of Comprehensive Health Planning. Responsible for program evaluation and evaluating the technical attributes of area-wide health plans. 1974. (Research Associate, \$173,455).

“The Comprehensive Health Planning Training and Development Grant” Funded by the Department of Health, Education and Welfare, Bureau of Health Planning. Responsible for developing simulation modules for hospitals, health department, areawide health planning agency, and health oriented interest groups. Prepared the areawide health plan, agency policy and management documents. Wrote role descriptions for all health agencies and groups. (Research Associate, \$118,750).

Institutional Support Grants:

“Evaluation of the Implementation and Impact of a Corporate Management Development System on Employee Attitudes and Organizational Performance.” Funded by American Medical Services, Incorporated. (Principal Investigator, \$15,353).

“Traineeships in Health Services Administration”, Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$10,307), FY 87-88.

“Program Support Grant in Health Services Administration,” Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$50,785), FY 87-88.

“Traineeships in Health Services Administration”, Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$13,917), FY 86-87.

“Program Support Grant in Health Services Administration,” Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$53,036), FY 86-87.

“Traineeships in Health Services Administration”, Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$15,329), FY 85-86.

“Program Support Grant in Health Services Administration,” Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$53,036), FY 85-86.

“Traineeships in Health Services Administration”, Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$15,827), FY 84-85.

“Program Support Grant in Health Services Administration,” Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$49,172), FY 84-85.

“Traineeships in Health Services Administration”, Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$12,852), FY 83-84.

“Program Support Grant in Health Services Administration,” Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$50,416), FY 83-84.

“Traineeships in Health Services Administration”, Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$5,225), FY 82-83.

“Program Support Grant in Health Services Administration,” Bureau of Health Professionals, Human Resources Administration, Department of Health and Human Services, (Principal Investigator, \$9,416), FY 82-83.

“Design for Management Development and Training”. National Medical Enterprises, Inc. (Principal Investigator, \$8,262), 1980.

Community and Public Service Activities (Current):

Commissioner, Hospital Commission, County of Los Angeles. (Member 1984 to present, Vice-chair, 1986, 1987, Chair 1988 to 1991).

Director, SCAN Health Plan. (Member 1982 to present, Vice-chair, 1986, Chairman of the Board, 1987, 1988).

Courses Taught: (*denotes course developed or substantially revised)

Administration of Emergency Health Care Systems*

Administration of Personnel Resources

Administration of Human Resources*

Administrative Organization and Behavior

Advanced Seminar in Health Services Administration*

Contemporary Issues in Health Planning

Concepts and Practices in Personnel Administration

Fundamentals of Public Administration

Health Care and American Public Decision Making

Human Behavior in Organizations

Introduction to Public Administration

Leadership Foundation: Competencies and Core Values*

Leading Individuals, Groups, and Teams*

Leading Transformation Across Sectors: Integrative Seminar*

Management Analysis I*

Management Analysis II*

Management of Health Systems

Management of Public and Non-Profit Organizations*

Marketing Activities in Health Plan Development*

Operational Planning for Health*

Operational and Strategic Planning for Health Services

Quantitative Analysis I

Problems and Issues in the Health Field

Seminar in Comprehensive Health Planning

Seminar in Hospital Administration

Seminar in Public Sector Management

Seminar in Systems in the Public Sector*

Strategic and Operational Planning for Health*

Strategic Leadership of Organizations*

Strategic Management of Health Care Organizations*

Strategic Management in the Nonprofit Sector*

School and University Assignments:

Director, Executive Master of Leadership.

Director, Programs in Health Services Administration. Responsible for managing a program providing graduate and undergraduate education to over 150 full and part-time students. Operating budget (excluding grants and contracts) was slightly more than \$450,000.

Faculty Senate (1981, 1982, 1989, 1990).

University Administration Committee (1985 to 1988)

University Committee on Academic Policies and Procedures 1998-90 to present.

University Dean Search Committee (Public Administration)

Academic and Program Affairs Committee (1977 to 1988).

Administrative Analysis Examination Committee (WPAC, 1977 to 1988).

Doctoral Admissions Committee (1975, 1976, 1978, 1990, 1991).

Employment, Personnel and Labor-Management Relations Field Committee (1975 to present).

Health Administration and Planning Field Committee (1972 to Present).

Human Services Field Committee (1978, Co-Convenor 1979).

Masters Admissions Committee—Health Students (1972 to Present).

National Medical Enterprise Chair Search Committee 1989-90.

Systems Field Committee, (1975 to present; Convenor 1976, 1977, 1986 to present).

United Parcel Chair Search Committee (Gerontology).

Professional Memberships and Activities:

Academy of Management

American College of Health Care Executives (Faculty Affiliate)

American College of Health Care Administrators

Medical Group Management Association

Society for Human Resources Management

Awards and Honors:

Recipient, Outstanding Reviewer Award, Health Care Administration Division, Academy of Management, 2009.

Academy of Management, Health Care Management Division Teaching Excellence Award.

Recipient, Outstanding Reviewer Award, Health Care Administration Division, Academy of Management, 2008.

Recipient, Outstanding Reviewer Award, Health Care Administration Division, Academy of Management, 2007.

Recipient, Professor of the Year Award, School of Policy, Planning, and Development, 2006.

Recipient, Outstanding Reviewer Award, Health Care Administration Division, Academy of Management, 2005.

Recipient, Outstanding Reviewer Award, Public and Nonprofit Division, Academy of Management, 2004.

Recipient, Professor of the Year Award, School of Policy, Planning, and Development, 2001.

Recipient, Professor of the Year Award, Master of Medical Management, Marshall School of Business, 2000.

Recipient, Outstanding Reviewer Award, Health Care Administration Division, Academy of Management, 2000.

Recipient, Most Inspirational Business Professor, Master of Medical Management, Marshall School of Business, 1999.

Recipient, Faculty Teaching Award, School of Public Administration 1997-1998.

Recipient, Regents Award, American College of HealthCare Executives, 1996.

Fellow, UCLA/USC Long Term Care Gerontology Center, 1982 to present.

Recipient, Hubert H. Humphrey Award for the outstanding article in Volume 3, Journal of Health and Human Services Administration.

Nominee, Governing Council, American Public Health Association, 1976.

Recipient, United States Public Health Fellowship, 1970-1972.

Listed In Los Angeles County Bar Association Directory of Experts

Men of Achievement, 8th. Edition.

Who's Who in California, 18th. Edition.

Who's Who in Health, 2nd. Edition.

Who's Who in Finance and Industry, 26th. Edition.

Who's Who in the West, 22nd. Edition.

Revised: August 21, 2009