

# ROGER ALAN RITVO

## PERSONAL DATA

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## EDUCATIONAL BACKGROUND

|        |  |      |
|--------|--|------|
| Ph.D.  | Organizational Development<br>Weatherhead School of Management<br>Case Western Reserve University<br>Cleveland, Ohio | 1976 |
| M.B.A. | Health Care Administration and Policy<br>George Washington University<br>Washington, D.C.                            | 1970 |
| B.A.   | Psychology<br>Western Reserve University<br>Cleveland, Ohio  | 1967 |

## PROFESSIONAL CAREER

**Lecturer (part-time)** 2017 - present  
Health Administration Program  
Business School  
University of Colorado Denver  
Denver, CO 80202

**Distinguished Professor Emeritus – Awarded 2019**

**Distinguished Research Professor of Management** 1997 - present

- As Professor of Management, I teach courses in Business Ethics, Leadership and Organizational Behavior. In addition, all faculty contribute to the effective operation of the university, pursue scholarly activities, and serve the broader community and profession.

- Named Fulbright Scholar to Republic of Georgia in 2012. In addition to teaching Organizational Behavior, I conducted a research project and published the results in a co-authored article with five students.
- With the support of two research grants, I taught and conducted research on NGO leadership in Ukraine (2016) and Latvia (2014). Both opportunities lead to published peer review scholarship with students from those countries.
- Selected as a Fulbright Scholar in the Fall, 2006, to teach at Azerbaijan State Economic University and provide training for senior staff at the Ministry of Foreign Affairs.

### PREVIOUS POSITIONS

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|---|--------------------|
| <p><b>Vice Chancellor for Academic &amp; Student Affairs</b><br/> Auburn University Montgomery<br/> P. O. Box 244023<br/> Montgomery, AL 36124-4023</p>   | <p>1997 - 2005</p> |
| <p><b>Dean and Professor (tenured)</b><br/> College of Health and Human Services<br/> University of New Hampshire<br/> Durham, N.H. 03824</p>   | <p>1987 - 1997</p> |
| <p><b>Associate Professor (tenured) &amp; Director Graduate Program in Health Administration</b><br/> James J. Nance College of Business<br/> Cleveland State University<br/> Cleveland, Ohio 44115</p> | <p>1983 - 1987</p> |
| <p><b>Visiting Scholar-in-Residence</b><br/> University of Sheffield<br/> Sheffield, England</p>  | <p>1985</p>        |
| <p><b>Associate Professor (tenured 1980) and Assistant Dean</b><br/> Mandel School of Applied Social Sciences<br/> Case Western Reserve University<br/> Cleveland, Ohio 44106</p>                       | <p>1974 - 1983</p> |
| <p><b>Senior Health Policy Coordinator</b><br/> Immediate Office of the Secretary<br/> U.S. Department of Health and Human Services<br/> Washington, D.C. 20201</p>                                     | <p>1980 - 1981</p> |

**Visiting Professor**  
American University  
Washington, D.C.

1980 - 1983

**Assistant Business Manager**  
Hempstead Psychiatric Hospital  
Brentwood, New York

1969 - 1970

### **TEACHING**

Auburn University Montgomery, Azerbaijan State Economic University, Case Western Reserve University, University of New Hampshire, American University, University of Sheffield, Cleveland State University, University of West Indies, University of Latvia, Riga Business School (Latvia), Tbilisi State University, Ukrainian Catholic University, University of Colorado Denver.

Business Ethics  
Small Group Theory  
Theory Building Seminar  
Research and Statistics  
Health Care Labor Relations  
Managing Health Care Organizations  
Administrative Behavior  
Organizational Development  
Interpersonal Relations  
Healthcare Leadership

Organizational Theory and Behavior  
Health Care Ethics  
Health Policy and Politics  
Public & Private Aspects of AIDS  
Fiscal Program Management  
Health Care Planning  
Social Welfare Administration  
Honors Program Leadership Seminar  
Health, Ethics & the Social Agenda

### **COMMUNITY SERVICE AND PROFESSIONAL RECOGNITIONS**

American Occupational Therapy Association, Ethics Commission, Public Member. 2018 – present.  
Rose Medical Center, Denver, CO; Community Member. 2018 – present.

Association of College and University Educators, “Micro-credential” in Promoting Active Learning Online. University of Colorado Denver, Summer, 2020.

Visiting Scholar (2017) in Ukraine. Teaching and conducting research on NGOs, Ukrainian Catholic University

Selected as the Outstanding Teaching Professor, College of Business, Auburn University Montgomery 2013-2014.

Named Distinguished/Emeritus member of NTL Institute of Applied Behavior Sciences for "long and outstanding contributions to the NTL Institute and the field of Allied Behavioral Sciences."

Fulbright Scholar (2012) in Tbilisi, Republic of Georgia; taught at Tbilisi State University and conducted research on NGOs.

Member, Fulbright Scholar Selection Committee (2008 – 2010)

Fulbright Scholar (2006) in Baku, Azerbaijan; taught at Azerbaijan State Economic University and conducted senior staff training at the Ministry of Foreign Affairs' Diplomatic Academy.  
Member, NTL Institute Board of Directors' Ethics Committee (2002-2005).  
Chair, Core Programs Planning and Assessment Community of Practice, NTL Institute (2006-2009)

Chair, Higher Education Division, United Way of Central Alabama (2003-2004).  
Chair (1998 - 2002) and Treasurer (2002-2005), Alabama Council of Chief Academic Officers .  
Certificate, Stephen Covey's "Seven Habits of Highly Effective People" (1999).

Graduate, Montgomery County Sheriff's Office, 1999 Citizen's Academy.  
Member, *Montgomery Advertiser* Community Editorial Board (1999).  
Member, Board of Directors, Alabama Higher Education Partnership (1998-1999).

Biographee, Who's Who In America (1991- 2006).  
Biographee, Who's Who in American Education (1995- 2006).  
Member, Task Force on Faculty Roles and Responsibilities, American Association of State Colleges and Universities (1997-1998).

1994 "Certificate of Merit" from the University of New Hampshire's Women's Commission.  
Member, Board of Trustees, Leadership Seacoast of New Hampshire (1992-1994).  
1992 "Outstanding Administrator Award" given by University of New Hampshire Student Government "for exemplary service and commitment to the University and the needs of its students"

Member, Governor of New Hampshire's Health Data Advisory Committee (1991-1997).  
Consulting Editor, *Journal of Applied Behavioral Sciences* (1984-1990).  
Member, Board of Visitors, School of Nursing, Case Western Reserve University (1992-1994).

Member, Editorial Board, *Health Matrix: Journal of Contemporary Health Issues* (1980-1983).  
Co-Chair, Ohio Health Care Task Force (1984-1987).  
Member, Board of Directors, NTL Institute of Applied Behavioral Sciences (1982-86; 1992-1996); Chair, Ethics Committee; Chair, Budget & Finance Committee.

Member, Editorial Board, *Journal of Applied Social Sciences* (1981-1983).  
Member, Certified Consultants International, Peer Review Panel (1987).  
Member, Board of Directors, Health and Human Services Incorporated. (A 5 facility multi-hospital system of the Sisters of Charity of St. Augustine; 1984-1987).

Member, Grant Review Panel, U.S. Department of Health and Human Services (1982).  
World Health Organization Research Fellowship (1978): Health Planning in Denmark.  
Government Fellow, American Council on Education (1980-1981).

Associate, Health Systems Management Center, Case Western Reserve University (1980-1983).

## **PUBLICATIONS** (\* = refereed publications)

### **Books**

- \*Thomas P. Holland and Roger A. Ritvo. *Nonprofit Organizations: Principles and Practices*. New York: Columbia University Press, 2008.
- Ritvo, Roger A. and Jacqueline Bearce. *The T-Group: Effective Members and Trainers*. Alexandria, VA: NTL Institute, 2006.
- Ritvo, Roger A., Joel Ohlson and Thomas P. Holland. *Ethical Governance in Healthcare*. Chicago: Health Forum/American Hospital Association, 2004.
- \*Ritvo, Roger A. and Diane Plotkin. *Sisters In Sorrow: Voices of Care in the Holocaust*. College Station, TX: Texas A & M University Press, 1998.
- Holland, Thomas, Roger A. Ritvo and Anthony R. Kovner. *Improving Board Effectiveness: Practical Lessons for Nonprofit Health Care Organizations*. Chicago: American Hospital Association Publishing, Inc., 1997.
- Ritvo, Roger A., Anne Litwin and Lee Butler (eds.). *Managing in the Age of Change*. Burr Ridge, IL: Irwin, 1995.
- Ritvo, Roger A. and Alice Sargent (eds.). *The NTL Manager's Handbook*. Washington, D.C.: NTL Institute, 1983.
- Hokenstad, Merl C. and Roger A. Ritvo, (eds.). *Linking Health Care and Social Services*. Beverly Hills, California: SAGE Publications, 1982.
- Zemzars, Ilga and Roger A. Ritvo, (eds.). *Perinatology: The Role of Social Work in Practice, Research and Professional Education*. Cleveland: Case Western Reserve University, 1979; 2nd ed: 1980.

### **Journal Articles**

Ritvo, Roger A., Allison Stone and Caitlyn Traffanstedt. *10 Gifts from The Swedish Red Cross White Bus Rescue of 30,000 Nazi Prisoners in 1945: Part 2*. [www.remember.org](http://www.remember.org), Fall, 2022.

Ritvo, Roger A., Allison Stone and Caitlyn Traffanstedt. *10 Gifts from The Swedish Red Cross White Bus Rescue of 15,345 Nazi Prisoners in 1945: Part 1*. [www.remember.org](http://www.remember.org), Summer 2022.

<https://remember.org/wp-content/uploads/2022/06/White-Buses-Final-Final-562022.pdf>

[Remember.org is about hope. A hope to end the hatred and begin growing through knowledge and understanding. We are a community of contributors, from Holocaust survivors, their children, international scholars and historians who seek to teach people every day about the Holocaust.]

- \*Seidel, L, Roger A Ritvo, James Lewis and Karen Kent. Old Threads, New Cloth: Using Problem-Based Learning to Prepare Students and Improve Academic Programs, *Journal of Health Administration Education*. In press, Summer 2022
- Howard, Brenda, Roger A. Ritvo, et al. An Ethical Response to the COVID-19 Pandemic: An AOTA Ethics Perspective. *Occupational Therapy Practice*, January 2021.
- \*Ritvo, Roger, Kenneth Linna and Iryna Radiuk. NGOs in Western Ukraine: Competencies for effective leadership. *International Journal of Non-Governmental Organizations*. 13(3), 17-24, August 2018.
- \*Ritvo, Roger A. Saving a rural Ukrainian town's cultural heritage – a case study of effective partnerships in action, *International Journal of Social Entrepreneurship and Innovation*, forthcoming, Winter 2018.
- \*Ritvo Roger A. and Anna Maranchuk. Ukraine's New Generation: How Young Adults Perceive Non-Governmental Organizations. *International Journal of Business and Management*. 4:2,272-279, February 2016.
- \*Ritvo Roger A. and Anna Feldman. Corporate Social Responsibility in Latvia: Building Partnerships and Public Support for NGOs. *Journal of Management Policy and Practice*. 16:2.26-37, May/June, 2015.
- \*Ritvo, Roger A. Edite Bauska, Sintija Broka, Peteris Bukovskis, Laimdota Jarmusevica and Kristine Zelenivska. Public Attitudes toward Cultural NGOs in Latvia; Implications for Business, Government and NGO Partnerships. *Humanities and Social Sciences Latvia*. 23:1,75- 86. Spring/Summer, 2015.
- \*Ritvo, Roger A. Can the Service-Learning Model Help Business Ethics Courses From Being an Oxymoron? *International Journal for Innovative Education and Research*. 3.1:117-126, January 2015.
- \*Ritvo, Roger A. NGOs in Ukraine: Growing Amid Growing Concerns, *International Journal of Non-Governmental Organizations*, 9:2, 26-29, February 2014.
- \*Ritvo, Roger A, Giorgi Berdzenishvili, Nino Khazalia, Mariam Khidesheli, Akaki Liqokeli and Sofio Samkharadze. Public Attitudes toward Non-Governmental organizations in the Republic of Georgia, *International Journal of Non-Governmental Organizations*, 8:1,13-19, January 2013.
- \*Ritvo, Roger A. Developing an Open, Democratic and Civil Society: Exemplary NGOs in the Post-Soviet Republic of Georgia. *AI Practitioner: The International Journal of Appreciative Inquiry*. 14:3,50-55, Summer 2012.
- \*Ritvo, Roger A. Oil Can Make A Difference: Collaborating With NGOs In Azerbaijan. *International Journal of Management & Information Systems*. 15:1,15-21. First Quarter, 2011.

- \*Ritvo, Roger A. Organizational Development and Civil Societies: Emerging Social Democracy in Azerbaijan, *Journal of Leadership, Accountability and Ethics*. Winter, 2010, 30-44.
- \*Lewis, Christine, Kimberly Johnson, Roger A. Ritvo and Cynthia Reinke. Developing a Strategic Plan for Title IX Compliance: Has Your College Been Sued? *Review of Management Innovation & Creativity*. 2:1, 23-38, 2009.
- \*Ritvo, Roger A. Non-Governmental Organizations in Azerbaijan: Change in a Post-Soviet Society, *American Journal of Business Research*, 1(1):5-18, 2009.
- \*Lippert, Kathy, Roger A. Ritvo, Elizabeth Banwell and Shanee Stepakoff. "Human Relations Training in Post-War Sierra Leone: Implications for Trainers and Consultants," *Organizational Development Practitioner*, 39(2):17-22, 2007.
- Ritvo, Roger A. "The Patriot Act: Violating Trustees' Trust?" *Trustee*. 59(4):29-30, April, 2006.
- Ritvo, Roger A., Joel Ohlsen and Thomas Holland. "Exercising Ethical Leadership," *Trustee*. October 2004:27-30 (excerpt from Ritvo, Roger A., Joel Ohlson and Thomas P. Holland. *Ethical Governance in Healthcare*. Chicago: Health Forum/American Hospital Association, 2004).
- \*Kovner, Anthony, Roger A. Ritvo and Thomas P. Holland. "Board Development in Two Hospitals: Lessons from A Demonstration," *Hospital and Health Services Administration*. 42(1):87-99, Spring 1997.
- \*Ritvo, Roger A. and Raelene Shippee-Rice. "AIDS: Into the Classroom and Students' Lives," *Journal of HIV Prevention*. 1(4):6-7, Fall 1995.
- \*Ritvo, Roger A. "The Role of Governing Boards of Trustees in Promoting Total Quality Management," *American Journal of Medical Quality*. 8(2):97-102, Summer 1993.
- \*Hiller, Marc D. and Roger A. Ritvo. "Rethinking the Promotion and Tenure Process," *Journal of Allied Health*. 20(2)85-93, Spring 1991.
- \*Ritvo, Roger A. "Coordinating In-Patient and Out-Patient Services: A Need for Action," *Social Work in Health Care*. 12:4, Fall 1987.
- \*Ritvo, Roger A. and Merl C. Hokenstad. "International Programs of Social Work in Health Settings," in Hubert Oppl, (ed.), *Soziale Arbeit im Gesundheitswesen*. Volume 1, 1986. (Original in German).
- Ritvo, Roger A. "When the Dust Settles: Responding after a Strike," *Contemporary Administrator for Long Term Care*. 7:8,45-48, 1984.
- \*Ritvo, Roger A. "Managing Human Services under the Block Grant," *Journal of Applied Social Sciences*. 8:1, Winter 1984.
- \*Buffum, William E. and Roger A. Ritvo. "Work Autonomy and the Community Mental

Health Professional: Guidelines for Managers," *Administration in Social Work*. 8:4,39-54, 1984.

\*Ritvo, Roger A. and Betsey Miklethun. "The Infant Formula Controversy: The U.S. Stands Alone," *Health Matrix: The Journal of Contemporary Health Issues*. 1:1, Spring 1983.

\*Hokenstad, Merl, Roger A. Ritvo and Marvin Rosenberg. "International Perspectives on Linking Health and Social Services," *International Social Work*. XXII:4,13-21, Spring 1980.

\*Ritvo, Roger A. "Organizational Adaptation to Environmental Change: The Hospital Board's Role," *Hospital and Health Services Administration*. 25:1,23-37, Winter 1980.

\*Ritvo, Roger A., Paul Salipante, and William Notz. "Environmental Scanning and Problem Recognition by Hospital Governing Boards," *Human Relations*. 32:3,227-235, 1979.

\*Ritvo, Roger A. "Theoretical and Administrative Implications of Technological Decision Making in Hospitals," *Hospital and Health Services Administration*. 23:3,39-53, Summer 1978.

\*Ritvo, Roger A., Edward McKinney and Pranab Chatterjee. "Health Care as a Human Right," *Journal of International Law*. 10:2,323-357, Spring 1978.

\*Watkins, Elizabeth, Thomas P. Holland and Roger A. Ritvo. "Improving the Effectiveness of Program Consultation," *Social Work in Health Care*. 2:1,43-54, Fall 1976.

\*Watkins, Elizabeth, Thomas P. Holland and Roger A. Ritvo. "Evaluating the Impact of Program Consultation in Health Settings," *Health Education Monographs*. 3:4,385-402, Winter 1975.

### **Book Chapters**

\*Holland, Thomas and Roger A. Ritvo. "The History and Theories of Nonprofit Organizations" in J. Steven Ott and Lisa Dicke (Editors). *The Nature of the Nonprofit Sector; 2nd Edition*; New York: Routledge Press and Boulder, CO: Westview Press, 2011, 3<sup>rd</sup> edition 2016, and 4<sup>th</sup> edition, 2021.

\*Ritvo, Roger A. "Expanding Kurt Lewin's Ideals in Post-Soviet Azerbaijan" in Fred Massarik (editor). *Kurt Lewin's Typology – Beyond the Century*. Hollywood, CA: Behavioral Science Research Associates, 2010: 62-77.

Ritvo, Roger A. and Miriam M. Ritvo. "Managing Conflict for Effective Interpersonal Relations," in *Reading Book for Human Relations Training* (8th edition). Alexandria, VA: NTL Institute for Applied Behavioral Sciences, 1999. 163-166.

Ritvo, Roger A. "Managing Time Effectively," in Roger Ritvo, Anne Litwin and Lee Butler, *Managing in the Age of Change*. Burr Ridge, IL: Irwin, 1995. 120-129.

DeSario, Jack and Roger A. Ritvo "U.S. Health Policy: Debates for the 1990s," in Jack DeSario (ed.), *International Public Policy Sourcebook*. Greenwood Press, 1989, 163-177

Liddiard, Ronald and Roger A. Ritvo. "Self-Care and Health Policy: A Conflict of Interest?"



in Kathryn Dean, Thomas Hickey and Bjorn Holstein (eds.), *Health Care for the Elderly*. London: Croom Helm Publishing Co., 1985, 298-319.

Ritvo, Roger A. "Managing with Quality Circles," in Roger A. Ritvo and Alice Sargent (eds.), *The NTL Manager's Handbook*. Washington, D.C.: NTL Institute, 1983, 329-336.

Ritvo, Roger A. and Dale Lake. "A Manager's Guide to Evaluation," in Roger A. Ritvo and Alice Sargent (eds.), *The NTL Manager's Handbook*. Washington, D.C.: NTL Institute, 1983, 207-217.

Ritvo, Roger A. "Strengthening Health & Social Service Linkages: International Themes," in Merl C. Hokenstad and Roger A. Ritvo, (eds.), *Linking Health Care and Social Services*. Beverly Hills: SAGE Publications, 1982.

### Other

Roger Ritvo, Karen Kent and Lee Seidel (2022). "There Is Nothing As Practical As A Good Theory (Kurt Lewin)." Health Administration Research Consortium, *Research Brief*, University of Colorado Denver, Vol. 6,1:1-5.  
[https://business.ucdenver.edu/sites/default/files/attached-files/harb-6-1-nothing\\_practical\\_as\\_a\\_good\\_theory.pdf](https://business.ucdenver.edu/sites/default/files/attached-files/harb-6-1-nothing_practical_as_a_good_theory.pdf)

Ritvo, Roger A. "Corporate Social Responsibility: Business is more than just making money" *Georgian Journal*, November 1, 2012, p 18.

\*Ritvo, Roger A. "Developing NGOs in Post-Soviet Azerbaijan: Expanding Kurt Lewin's Ideals," *Proceedings of the 2008 Conference of the American Institute of Higher Education*, 1:1,240-247, April 2008 (based on Auburn University Montgomery School of Business Working Paper #08-01, January 2008.)

Ritvo, Roger A. "Reflections about Higher Education from Ten Times Zones Away." Essay in *AUMNIBUS, the Student Newspaper*, November, 2006.

Ritvo, Roger A. Book Review of Spencer, E.M., et al. *Organization Ethics in Health Care*. New York: Oxford University Press, 2000; in *Health Forum*:12:4,341-343, December 2000.

Ritvo, Roger A. "Reflections: Integrating Academic and Student Affairs - Learning from Students," Essay in *AUMNIBUS, the Student Newspaper*, October 21, 1998.

Ritvo, Roger A. Book Review of Richards, R.W. *Building Partnerships: Educating Health Professionals for the Communities They Serve*. San Francisco: Jossey-Bass, 1995, *Inquiry*: 33:2,209-210, Summer 1996.

Ritvo, Roger A. "Ethical Boundaries: Participants in Organizational Training Programs," *NTL News & Views*, October, 1995.

Ritvo, Roger A. "Ignore the Myths Surrounding Diversity," Op-Ed Forum in *The New*

- Hampshire, the Student Newspaper*, November 5, 1993.
- Ritvo, Roger A. "Violating a Professional Ethics Statement," *NTL News & Views*, February, 1993.
- Ritvo, Roger A. "UNH through New Lenses," Op-Ed Forum in *The New Hampshire, the Student Newspaper*, May 5, 1988.
- Ritvo, Roger A. "Learning From Each Other: Students and the Dean," essay in the Parents Association Newsletter, *ParenTheses*, May, 1988.
- Kern, Donald, Stephen Davidson, LeRoy Maloof, Roger A. Ritvo and Gene Stollerman. *Planning and Implementing Human Resource Management Changes for the Next 20 Years: Acting Now Prevents Reacting Tomorrow*. Washington, D.C.: Veterans Administration, U.S. Government Printing Office, National Technical Information Service PB92-129832, 1991.
- Ritvo, Roger A. "Shadowing Students - A New Perspective for Administrators," *ParenTheses*, May 1988.
- Ritvo, Roger A. "Hospitals and Insurance Companies at War," Op-Ed Forum of *The Cleveland Plain Dealer*, March 16, 1987.
- Ritvo, Roger A. "Free Standing Ambulatory Surgical Centers: A Questionable Medical Service," Op-Ed Forum of *The Cleveland Plain Dealer*, October 21, 1986.
- Ritvo, Roger A. "Doing More With Less: Strategies for Managers Facing Diminished Resources." A book review in *NTL Connections of Cutting Back: Retrenchment and Redevelopment in Human and Community Services* by Larry Hirschhorn. San Francisco: Jossey-Bass, 1985. April, 1986.
- Ritvo, Roger A. "Exit Interviews: Opportunities for Organizational Renewal," *NTL News & Views*, February, 1983.
- Watkins, Elizabeth L., Holland, Thomas P. and Ritvo, Roger A. *Evaluating the Impact of Program Consultation in Health Services*. Cleveland, OH: Case Western Reserve University, 1975, 1978.
- Ritvo, Roger A., Noreen Haygood and Lenore Olson. "Long-Range Planning for the National Board of the YWCA." New York: YWCA, 1975.
- Ritvo, Roger A. and Thomas P. Holland. "Senior Citizens and Community Services." Cleveland, Ohio: Case Western Reserve University, 1974.
- Holland, Thomas, John Matsushima, Roger A. Ritvo, Nolan Rindfleish, and Anant Jain. "Organizational Assessment and Growth Directions for Ohio's Own Boy's Village." Cleveland, Ohio: Case Western Reserve University, 1973.