

Curriculum Vitae

Rita M. Gardner, M.P.H., LABA, BCBA, CDE®

EXPERIENCE

Melmark Services, Berwyn, PA **2015-present**
Melmark, Inc., Berwyn, PA
Melmark New England, Inc., Andover, MA
Melmark Carolinas, Charlotte, NC
Melmark Investments, LLC

President and CEO

Named President and CEO of Melmark Services, Melmark, Inc., and Melmark New England, Inc. in October 2015. Oversees the operations and management of all three entities with state divisions in Pennsylvania, Massachusetts, and North Carolina with an operating budget of over \$140M.

- Melmark operates 18 tax exempt business models providing high quality, evidence-based practices for educational, vocational, clinical, residential, healthcare and rehabilitative services for over 1,000 children and adults (and their families) with intellectual disabilities, autism, brain injuries and genetic diagnoses in Pennsylvania, Massachusetts, South and North Carolina.
- In 2022 led the leadership team in updating the overall organization-wide strategic plan and divisional strategic plans, including Melmark Carolinas, Melmark New England, and Melmark Pennsylvania.
- In 2022 led the leadership team in writing and developing a comprehensive diversity, equity, and inclusion plan that is embedded within the strategic plans. This plan includes expanded strategic plan key performance indicators focused on organization-wide DEI initiatives.
- Commencing in 2020 and completing in March 2022, oversaw fundraising and construction of a new school at the Pennsylvania division. This \$19 million state-of-the-art educational facility is designed to fully meet student's special education needs while ensuring equity and accessibility to all. The new facility also includes a professional development and training center to support Melmark programs and emphasis on a highly skilled workforce. There is no new debt associated with this new building. In 2022, the Board of Directors of Melmark, Inc. bestowed the honor of the new building being named the Gardner-Bird Education Center.
- In 2022, Melmark New England was awarded an Early Intervention Specialty Provider contract.
- In the last quarter of 2020, through an online "Coffee with the CEO", cultivated a transformational gift to Melmark of \$21.5 M, establishing the Anne and Brutus Keenan fund with the goal of ensuring the future of Adult Services.
- In 2022, Melmark New England established a second day school location in Stoughton, Massachusetts.
- In 2020, led the organization through the COVID-19 pandemic while providing in-person services as well as President of MAAPS, a trade association for 7,000 Massachusetts special education students and 10,000 staff.
- In 2017 led the leadership team in a transformation of divisional centers to develop a comprehensive, organization-wide strategic plan.
- In 2018 as part of the strategic plan, founded and implemented a mission and business expansion strategy to develop Melmark Carolinas, a children's private special education day school and public school-based consultation and outreach services located in Charlotte, North Carolina serving students from both North and South Carolina. In 2022 Melmark Carolinas purchased a new 21,000 square foot

- school building for \$2.5m to allow for further growth of the program expanding to a census of 72.
- Developed direct service professional Wage Initiative to address historically low salaries in the Pennsylvania state division. Raised \$1.3M in 10 weeks to develop a \$12.00 per hour entry salary from \$10.00 per hour. In the first 18 months, vacancies decreased by over 20% and retention increased by 21%. Since 2015, Melmark has spent over \$7M in wage initiatives across the three state divisions, with these initiatives continuing.
- Closed the first major capital campaign – Promises to Keep (PTK) – for Melmark. When appointed CEO, PTK had plateaued at \$10.7M after four years. PTK reached \$22.1M in 16 months as CEO and closed.
- Through January of 2023 has overseen \$46M fundraised in seven years as CEO. This is more than the total fundraising during the previous 14 years combined.
- Redeveloped all corporate By-Laws, created Board of Directors Orientation Manual, including job description and board evaluation processes.
- Improved performance reporting of the organization’s department. Developed an organizational dashboard measuring key performance indicators (KPIs) for each department. Defined performance goals for every department that are informed by KPIs. Achieved and sustained over 95% of organizational KPIs.
- Significantly improved service performance with Pennsylvania state regulatory agencies bringing all Pennsylvania programs to full compliance. Reduction in licensing and certification deficiencies by 95%.
- Implemented Behavioral Safety Programs reducing financial costs in Workers Compensation in both state divisions by over 40%.
- Delivered positive operating results in the Massachusetts division for over 23 years and Pennsylvania for the past six years.
- Improved organizational assets by almost over \$10M in FY 2017, \$6M in FY 2018, \$5.5M in FY 20, \$37.5M in FY21 and 3.3M in FY22.

Melmark New England, Andover, MA
Executive Director

1998-2015
2002-2015

Founding member, oversaw the operations and management of Melmark New England with an operating budget of almost \$30M, operated functionally as CEO and COO role in New England.

- Applied Behavior Analysis (ABA) services including school based and residential care, adult day and residential services, school and home based consultation, professional development, graduate training programs and after school services. Program Growth from one student served to impacting over 500 individuals daily.
- Expanded program model types from two to seven.
- Initiated pilot adult residential program, advocated and worked to create new level of provider rates within the Chapter 257 regulations, providing strong fiscal resources to extend Melmark’s services into adulthood.
- Spearheaded the development and approval of the initial Behavior Analyst Certification Board (BACB) approved graduate training program in collaboration with the University of Massachusetts-Boston graduate certificate program in Applied Behavior Analysis. MNE currently employs 39 BCBA’s. The first program of its kind in Massachusetts, 13th nationally.
- Developed M.Ed. Special Education with Endicott College. MNE currently employs over 30 licensed Special Educators.
- Graduate training programs have significantly increased employee retention, staff skills and their credentials. Current turnover is in the 25% range far below the industry standard.
- Managed more than 275 professional staff members, who have presented over 485 professional presentations, and published 36 peer reviewed articles in their professional arenas.

- Responsible for planning and administration of fundraising activities (\$2.5M raised) for the completion of a new school project (total project cost of \$8.3M). Developed rate setting structure that ensured all other costs for project were paid through tuition.
- Served as agency liaison with the Massachusetts Department of Elementary and Secondary Education (DESE), Massachusetts Department of Early Education and Care (DEEC), Massachusetts and Connecticut Department of Children and Families (DCF), the Massachusetts Department of Developmental Services (DDS) and the Department of Public Health (DPH). Achieved 100% compliance with every licensing survey over the past 10 years.
- Oversaw Capital Campaign in MNE. Over \$3M raised, \$2M grant request awarded, increased number of donors and has moved previous donors to increase gifts by 1,432%.

Director

1998-2002

- Principal in the start-up of a Massachusetts-based division of Melmark, Inc. (formerly Melmark Home, Inc.)
- Oversaw the development of Melmark New England in partnership with the Director of Clinical Services and the Executive Director.
- Built the organizational infrastructure to provide state of the art services to 50 children with Autism Spectrum Disorder (ASD).
- Opened day, residential, outreach and consultation services.
- Designed, licensed, developed, and opened the first new services for children and families with ASD in Massachusetts in 14 years.
- Provided organizational consulting for educational programs at Melmark, Pennsylvania; Anita Lynne Home, Maryland; and McLean Hospital, Massachusetts.

Organizational Consultant

1999-2011

- Provided technical support for agencies (upon request from state governmental agencies) related to program start-up, fundraising, regulatory compliance, clinical infrastructure development, personnel system development, and recruitment of executive staff. Pinpoint organizational deficits and assess root causes of state identified non-compliance issues. Provide program evaluation and a clear and consistent blueprint reports for the agency's Board of Directors. Oversee implementation of plan to ensure programs return to 100% compliance in all state and regulatory guidelines.
- Developed analysis of new lines of business including potential revenue streams, fundraising and due diligence activities to be presented to Board of Directors.
- Client list available upon request.

The Children's Hospital, Boston, MA

1998

Consultant, Pediatric Alliance for Coordinated Care Project (PACC), Division of Medicine, Department of General Pediatrics

Provided project management and health care policy development support to the chief of the Division of General Pediatrics. The PACC project is a Robert Wood Johnson Foundation Grant with special support from The Children's Hospital, Boston and serves more than 200 children with special needs and their families. The project's goal was to shift the locus of care for children with severe chronic illness from the hospital to community through the development of a Boston health consortium serving six pediatric practices. The project's success resulted in policy models around the Medical Home. Designed survey tools, initial enrollment of 200 families and survey analysis.

The May Institute, Randolph, Massachusetts

1994-1998

Director, The May Center for Education and Neurorehabilitation Behavioral Health and Rehabilitative Services Division

Oversaw the service center of Health and Rehabilitative Services in partnership with the Vice President and Chief Clinical Officer.

- Designed, developed and opened new service model for individuals with Brain Injury (ABI/TBI). Resulted in achieving status as the largest school in the United States serving children with ABI/TBI.
- Established alternative sources of funding (insurance based, private pay and multi-state).
- Established divisional services for brain injured children and adolescents including residential services, approved Department of Education school (ages 5-22), school consultation and home based family training.
- Responsible for the oversight of the following areas: licensing, department management, physician management, fiscal monitoring and the day-to-day operation of the division.
- Served as Supervising Professional on all McLean·May Health Collaborative programs located at Somerville Hospital and McLean Hospital.
- These programs included two (20 bed) child and adolescent inpatient units, a partial hospitalization program and an acute residential treatment site. Assured that service delivery was conducted in accordance with State of Massachusetts regulations, JCAHO, Office for Child Care Services, Department of Education regulations and CARF guidelines.

Vinfen Corporation, Boston, Brighton and Weymouth, MA

1988-1994

Director-Mental Retardation Services, Mental Retardation Division

1993-1994

- Worked in partnership with the Vice President to ensure the delivery of services to the division of Mental Retardation Services.
- Assisted with design, development and opening of new services. Services included Residential, Adult and Child Respite, PCA Support (funded by Department of Mental Retardation) MA approved DOE school, and Day Habilitation Services (funded by Department of Public Health). Responsible for the oversight of the following areas: licensing, staffing, fiscal monitoring and the day-to-day operation of the division. Assured that programming was conducted in accordance with State of Massachusetts regulations, Medicaid regulations, and CARF guidelines

Senior Program Director-Residential Services

1988-1993

- Managed fourteen residential programs for adults with Autism, Mental Retardation and severe behavior disorders.
- Responsible for development and opening of all Residential programs. Oversight included clinical services, licensing, staffing, fiscal monitoring, and operation of the residences. Responsible administratively for over 100 staff.
- Assured that programming was conducted in accordance with State of Massachusetts regulations and CARF guidelines. Assisted with planning and expansion of ten new residential program sites

Program Director

1988

- Responsible for the daily operation and management of three residential programs for adults with Autism including staff development, training, program supervision, and administration of programs.
- Developed a long-term plan to improve the quality of programs.
- Responsible for fiscal management of program contracts.

Wabash Center, Inc., Lafayette, IN

1985-1987

Director of Residential Services

Rita M. Gardner, Curriculum Vitae

- Responsible for development and overall management of services.
- Assisted with program design increasing census from 16 to 40 individuals served.
- Successfully passed Federal ICF/MR look behind survey, Indiana Department of Mental Health regulations, and Life Safety codes as applied to residential programs.
- Designed, developed and supervised a new program model of Semi-Independent Living Program for eight consumers.

Residential Services Manager

1985-1986

- Provided overall instruction and supervision of consumers during program development.
- Assisted with planning and opening of third Intermediate Care Facility (ICF/MR) including: screening, interviewing, hiring and training of new direct care staff.
- Responsible for recruitment and supervision of medical support staff.
- Integrated medical model components to meet all ICF/MR regulatory requirements. Served as Qualified Mental Retardation Professional (QMRP).

EDUCATION

The Society for Diversity

2021, 2022

The Certified Diversity Executive Training Program and Certification (CDE®)

Harvard Business School

2016

Executive Education

Authentic Leadership Development

University of Massachusetts, Boston, Center for Social Development and Education

2000

Graduate Certificate Program 2000, Adapting Curriculum Frameworks for all Learners

Boston University, School of Public Health

1998

Master of Public Health, Behavioral Sciences and Health Services Administration

University of Massachusetts, Dartmouth

1983

Bachelor of Arts, Psychology

Massachusetts Licensed Behavior Analyst (LBA)

2015

License Number 229, expires 12/31/2022

Board Certified Behavior Analyst (BCBA)

2002

Certification Number 1-02-0781, expires 6/30/2022

LEGISLATIVE ACTIVITIES AND BOARD LEADERSHIP

Pennsylvania Advocacy and Resources for Autism and Intellectual Disability

2015-present

Member, Racial Equity and Engagement Taskforce

2022-present

Elected Member, Board of Directors

2021-present

Member

2015-2021

The Joint Committee on Education of the Massachusetts Legislature

2017

Provided testimony at the third oversight hearing on finance and management of Massachusetts Chapter 766 schools on January 17, 2017.

The Council of Autism Service Providers (formerly Council on Autism Services) <i>Founding Board Member</i> <i>Chair, Public Policy Committee</i> <i>Vice Chair of Board</i>	2009-present 2015 2017-present 2020-present
Massachusetts Association of Approved Private Schools (MAAPS) <i>Past President, Board of Directors</i> <i>President, Board of Directors</i> <i>Vice President, Board of Directors</i> <i>Treasurer, Board of Directors</i> <i>Elected Member, Board of Directors</i> <i>Elected Alternate Member, Board of Directors</i>	 <i>2021-present</i> 2019-2021 2017-2019 2015-2017 2012-2015 2010-2012
Autism Blueprint Working Group, Advocates for Autism of Massachusetts (AFAM) <i>Representative</i>	2015-present
Massachusetts Advocates for Children (MAC) <i>Autism Advisory Committee, Member</i> <i>Autism Endorsement Advisory Working Group, Member</i>	2014-present 2015-present 2014-2015
Massachusetts Special Commission Relative to Autism <i>Member, Appointed by Governor Deval Patrick (2010) and Governor Charles Baker (2015)</i>	2010-2020
Massachusetts Interagency Restraint and Seclusion Prevention Initiative Led by the Massachusetts Executive Office of Health and Human Services (EOHHS): <i>Advisory/Steering Committee, Member; Regulation and Policy Subcommittee, Member;</i> <i>MAAPS Ad Hoc Group, Member</i>	2009-present
Act Related to Insurance Coverage for Autism (ARICA) in MA, Supporter	2009
Boston Mayor's Summit on Autism <i>Education and Related Services Breakout Session, Invited Participant</i>	2009
Act Relative to Behavior Analysts in MA <i>Provided testimony in hearing before the Joint Committee on Consumer Protection and Professional Licensure. Worked with sponsoring legislator, State Representative Scibak, in drafting and modifying legislation to bring member Behavior Analyst professional state and national groups to consensus around critical consumer protection issues. (Legislation Passed)</i>	2007-2013
Act Creating and Authorizing Level IV Treatment Interventions <i>Testified in hearing before the Joint Committee on Children, Families and Persons with Disabilities</i>	2007-present
Act Creating a Special Education Commission on Behavior Modification, Supporter	2007
Medicaid Waiver Program for Children in Massachusetts <i>Autism Support Services, Agency Provider – Melmark New England</i>	2007
Massachusetts Advocates for Children (MAC)	2006-present

Rita M. Gardner, Curriculum Vitae

Autism Advisory Committee, Member; Succeeded in obtaining Medicaid Waiver for children with autism in Massachusetts legislation

Division of Autism/Department of Mental Retardation Consulting Earmarks **2006-2009**

Developed relationship with governmental entities and increased revenue streams for Melmark New England's Consultation Services (FY 2006: \$200K, FY 2007: \$200K, FY 2008: \$200K, FY 2009: \$100K)

Economic Stimulus Bill for Melmark New England (\$350K) **2006**

Advocates for Autism of Massachusetts (AFAM) **2004-present**

Adult Services Committee, Member; Meetings with the EOHHS, Invited Participant

Autism Awareness and Acceptance Day, Attendee **2004-present**

Annual event at the Boston State House

ORGANIZATIONAL COLLABORATIONS

Virginia Institute on Autism **2010-present**

Professional Advisory Board, Member

Snip-Its Haircutting Training Guide for Children with Autism **2009**

Collaboration with Snip-Its (local hair salon for children) and Autism Speaks – featured on ABC News on October 21, 2009 Authored guide for families

Autism Speaks School Community Tool Kit **2008**

Professional Advisory Committee, Member

University of Massachusetts-Boston Graduate Certificate Program in ABA **1998-2010**

Developed curricula and syllabi for Applied Behavior Analysis Program. This was the first program to obtain approval from the Behavior Analyst Certification Board (BACB) and received the regional and national Innovative Programming Award from the University Continuing Education Association (UCEA).

PROFESSIONAL AFFILIATIONS

The Commonwealth Institute, member

Pennsylvania Association for Behavior Analysis, member

Autism New Jersey, member

MAAPS Board of Directors, New England Region, member

Association for Behavior Analysis International, member

Massachusetts Association for Behavior Analysis Board of Directors, member

Berkshire Association for Behavior Analysis, member

Massachusetts Brain Injury Association, member

Brain Injury Association, member

Massachusetts Brain Injury Association (MBIA) 1996, Conference Committee Member

Pennsylvania Advocacy and Resources for Autism and Intellectual Disability Board of Directors, member

PROFESSIONAL APPOINTMENTS/AWARDS

Rockland High School Academic Hall of Fame **2022**

CBIZ 2022 Women Transforming Business Awards Overall Winner <i>CBIZ Women's Advantage</i>	2022
CBIZ 2022 Women Transforming Business Awards Financial Strength winner <i>CBIZ Women's Advantage</i>	2022
Top-100 Women-Led Businesses in Massachusetts #35, #37, #38, #33, #40 <i>The Women's Edge</i>	2018-2022
Recipient of the "Essential Piece" Award from the Teamsters Local 25 <i>Light Up the Night: Gala for Autism, April 10, 2010</i>	2010
University of Massachusetts-Lowell, MA <i>Guest Lecturer</i>	2019
University of Massachusetts-Boston, MA <i>Adjunct Professor Applied Behavior Analysis Certificate Program</i>	2004-2010
Innovative Programming Award from the University Continuing Education Association (UCEA) for the partnership with the University Of Massachusetts Boston in the development of the Graduate Certificate Program in Applied Behavior Analysis with Special Populations	Regional 2004 National 2005
Boston University School of Public Health, Boston, MA <i>Guest Lecturer</i>	1996-1998
Boston University Sargent College, Boston, MA <i>Guest Lecturer</i>	1996-1998
Fitchburg State College, Fitchburg, MA <i>Guest Lecturer</i>	1998
Massachusetts Office for Child Care Services Guest Lecturer, statewide licenser training	1998

PROFESSIONAL PRESENTATIONS

1. Gardner, R. (1989, April). *Rapid program expansion: Impact and challenges regarding staff recruitment and training, residential development, behavior management, and program evaluation.* Paper presentation at the annual international conference of the Young Adult Institute, New York, NY.
2. Gardner, R. (1989, May). *Rapid program expansion: Impact and challenges regarding staff recruitment and training, residential development, behavior management, and program evaluation.* Paper presentation at the annual meeting of the Association for Behavior Analysis, Milwaukee, WI.
3. Gardner, R. (1992, May). *Downsizing: The effect on consumer outcome gains.* Paper presentation at the annual meeting of the Association for Behavior Analysis, San Francisco, CA.

4. Gardner, R. (1992, November). *Downsizing: The effect on consumer outcome gains*. Paper presentation at the annual convention of the Massachusetts Council of Human Service Providers, Boston, MA.
5. Gardner, R. (1995, May). *Increasing quality of services in an adolescent inpatient setting: The use of competency based training systems*. Symposium conducted at the annual meeting of the Association for Behavior Analysis, Washington, DC.
6. Gardner, R. (1995, May). *Designing effective educational programs in an adolescent inpatient setting to improve outcomes in the community*. Symposium conducted at the annual meeting for the Association for Behavior Analysis, Washington, DC.
7. Gardner, R. (1995, May). *Beyond the brain injury...Educating children and adolescents*. Symposium conducted at the annual meeting for the Association for Behavior Analysis, Washington, DC.
8. Gardner, R. (1995, May). *Transition from hospital to community: A comprehensive approach to the education, medical and behavioral management of traumatically brain injured children*. Symposium conducted at the annual meeting for the Association for Behavior Analysis, Washington, DC.
9. Gardner, R. (1995, May). *Creating a therapeutic environment for an individual with neurobehavioral syndrome*. Symposium conducted at the annual meeting for the Association for Behavior Analysis, Washington, DC.
10. Gardner, R. (1995, August). *Establishing clinically responsive environments to address challenging behaviors*. Symposium conducted at the annual convention of the American Psychological Association, New York, NY.
11. Gardner, R. (1995, October). *Beyond the brain injury: Transitioning children and adolescents back to the community*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
12. Gardner, R. (1995, October). *The comprehensive approach to the medical and behavioral management of a traumatically brain injured child*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
13. Gardner, R. (1995, October). *Facilitating an effective consumer transition: Clinical, consumer and parent perspectives*. Panel presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
14. Gardner, R. (1996, March). *Assessing medical needs to determine behavioral intervention protocols*. Poster session presented at the annual conference of the Massachusetts Brain Injury Association, Marlborough, MA.
15. Gardner, R. (1996, March). *Treating antecedents: The effects of applied behavioral analysis in the community*. Poster session presented at the annual conference of the Massachusetts Brain Injury Association, Marlborough, MA.
16. Gardner, R. (1996, March). *The use of antecedent management and functional communication training to reduce the use of mechanical restraints in a traumatically brain injured child*. Poster session presented at the annual conference of the Massachusetts Brain Injury Association, Marlborough, MA.

17. Gardner, R. (1996, May). *A traumatically brain injured child: The use of functional communication training and environmental modifications to decrease the use of mechanical restraints*. Symposium conducted at the annual meeting for the Association for Behavior Analysis, San Francisco, CA.
18. Gardner, R. (1996, October). *One year later: The use of antecedent management and FCT with a traumatically brain-injured child*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
19. Gardner, R. (1996, October). *Clinical interventions in brain injury: The development of multidisciplinary teams*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
20. Gardner, R. (1996, October). *Development of clinical monitoring systems to evaluate the use of psychopharmacology*. Symposium conducted at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
21. Gardner, R. (1997, May). *Antecedent strategies: The effect of a self-evaluation monitoring system on the daily routines of three adolescent males with traumatic brain injury*. Poster session presented at the annual meeting of the Association for Behavior Analysis, Chicago, IL.
22. Gardner, R. (1997, May). *Making the way back to school and community: Special challenges for students with acquired brain injury*. Poster session presented at the annual meeting of the Association for Behavior Analysis, Chicago, IL.
23. Gardner, R. (1997, May). *Investment in our children's future: Transitional education services outcome*. Poster session presented at the annual meeting of the Association for Behavior Analysis, Chicago, IL.
24. Gardner, R. (1997, May). *The successful transition from medical rehabilitation to educational programming*. Poster session presented at the annual meeting of the Association for Behavior Analysis, Chicago, IL.
25. Gardner, R. (1997, March). *Development of clinical monitoring systems to evaluate the use of psychopharmacology*. Poster session presented at the annual conference of the Massachusetts Brain Injury Association, Marlborough, MA.
26. Gardner, R. (1997, March). *The demographics and outcome measures of 53 children who have sustained acquired brain injuries*. Poster session presented at the annual conference of the Massachusetts Brain Injury Association, Marlborough, MA.
27. Gardner, R., Bird, F., & Maguire, H. (2001, October). *Community based programs: Developing quality applied behavior analysis services during initial program development*. Symposium conducted at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
28. Bird, F., Carreiro, R., Meikrantz, H., Abenaim, N., Gardner, R., & Maguire, H. (2001, October). *Antecedent management strategies to reduce aberrant behaviors with an adolescent with brain-injury*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
29. Bird, F., Maguire, H., & Gardner, R. (2002, May). *Three years later – the development of a private residential school based on the principles of Applied Behavior Analysis: What does the data tell us?*

- Symposium conducted at the annual meeting for the Association for Behavior Analysis, Toronto, Canada.
30. Gardner, R. (2002, May). *Implementing quality assessment and improvement programs: The application of continuous quality improvement practices during initial program development*. Paper presented at the annual meeting for the Association for Behavior Analysis, Toronto, Canada.
 31. Bird, F., Carreiro, R., & Gardner, R. (2002, October). *Psychopharmacology management and ABA: Student outcomes: A team approach*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
 32. Carreiro, R., Abenaim, N., Conard, M., Bird, F., & Gardner, R. (2002, October). *Establishing a clinically responsive environment to reduce severe aggression with an adolescent boy with brain injury*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
 33. Bird, F., Gardner, R., Maguire H., & Carreiro, R. (2002, October). *Positive behavior supports for adolescents with acquired brain injury: Long-term outcomes in community settings*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
 34. Gardner, R., & Maguire, H. (2002, October). *Including children with autism and behavior disorders in public schools*. Paper presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
 35. Gardner, R., Bird, F., Maguire, H., & Brady, M. (2002, May). *An overview of Applied Behavior Analysis: Implementation strategies for public schools*. Symposium conducted for the presentation for the Massachusetts Association of Approved Private Schools (MAAPS), Westboro, MA.
 36. Bird, F., & Gardner, R. (2002, January). *Functional Behavior Assessment*. Workshop presented to District Wide Professional Development for Teachers, Lincoln Public Schools, Lincoln, MA.
 37. Bird, F., & Gardner, R. (2002, January). *Functional Communication Training*. Workshop presented to District Wide Professional Development for Teachers, Lincoln Public Schools, Lincoln, MA.
 38. Bird, F., & Gardner, R. (2002, February). *Antecedent Management*. Workshop presented to District Wide Professional Development for Teachers, Lincoln Public Schools, Lincoln, MA.
 39. Gardner, R., Bird, F., Maguire, H., Carreiro, R., & Abenaim, N. (2003, May). *Intensive positive behavior supports for an adolescent with acquired brain-injury: Long term outcome in community settings*. Symposium conducted at the annual meeting for the Association for Behavior Analysis, San Francisco, CA.
 40. Gardner, R. (2005, February). *Developing behaviorally-based interdisciplinary teams: Applications with community-based program development*. Symposium conducted at the annual Western Regional Conference on Behavior Analysis by the California Association for Behavior Analysis, Dana Point, CA.
 41. Gardner, R. (Chair) (2005, May). *Ethics and organizational effectiveness within ABA*. Symposium conducted at the annual meeting of the Association of Behavior Analysis, Chicago, IL.

42. Bird, F., Gardner, R., Maguire, H., & Almeida, D. (2006, May). *Ensuring procedural integrity of clinical programming in applied settings*. Workshop presented at the annual meeting of the Association for Behavior Analysis, Atlanta, GA.
43. Bird, F., Gardner, R., Maguire, H., & Almeida, D. (2006, October). *Ensuring procedural integrity of clinical programming in applied settings*. Workshop presented at the annual conference for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
44. Almeida, D., Bird, F., Gardner, R., & Maguire, H. (2007, May). *Ensuring procedural integrity of clinical programming in applied settings*. Workshop presented at the annual meeting of the Association for Behavior Analysis, San Diego, CA.
45. Bird, F., Gardner, R., & Maguire, H. (2007, May). *Ensuring procedural integrity of clinical programming in applied settings*. Workshop presented at the annual meeting of the Association for Behavior Analysis, San Diego, CA.
46. Bird, F., Gardner, R., Maguire, H., & Almeida, D. (2007, August). *Ensuring procedural integrity of clinical programming in applied settings*. Workshop presented at the annual meeting of the Greater Boston Association for Behavior Analysis, Somerville, MA.
47. Reed, D. D., DiGennaro Reed, F. D., Cos, T., Gardner, R., & Reed, A. J. (2007, October). *The function of behavior analysis in health psychology: Cross-citations and JABA publication analyses*. Poster session presented at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
48. Gardner, R. (Chair). (2008, May). *Application of behavioral principles to improve performance in a human services agency*. Symposium conducted at the annual meeting of the Association for Behavior Analysis International, Chicago, IL.
49. Gardner, R. (Panelist). (2008, October). Current legislative issues impacting the delivery of behavior analytic services. Panel discussion conducted at the annual meeting for the Berkshire Association for Behavior Analysis and Therapy, Amherst, MA.
50. Gardner, R. M., Bird, F. L., Maguire, H., & Studer, L. (2009, May). *The challenge: Facilitating a successful transition into adulthood for individuals with autism and severe behavior challenges*. Workshop presented at the annual meeting of the Association for Behavior Analysis International, Phoenix, AZ.
51. Gardner, R. (Chair). (2010, May). *Utilizing behavior change strategies to achieve political change*. (Invited Speaker: Massachusetts Rep. John Scibak.) Special event presented at the annual meeting of the Association for Behavior Analysis International, San Antonio, TX.
52. Bird, F., Orchanian, S., & Gardner, R. (2011, May). *Intensive positive behavior supports for a young man with chronic self-injurious behaviors*. In, F. Bird (Instructor), *Generating long-term outcome for individuals with challenging behaviors*. Symposium conducted at the 2011 ABAI Annual Convention in Denver, CO.
53. Gardner, R. (2012, January). Senior Executive Directors Forum: Lessons Learned: Serving Individuals with Autism for the Past 30 Years. Panel member at the 2012 Council on Autism Services Conference in Las Vegas, NV.

54. Gardner, R. (2012, March). MassABA Panel Discussion: Massachusetts Legislative Update, Impact on Services. Panel member at the 2012 MassABA annual conference in Waltham, MA.
55. Gardner, R. (2012, May). *Organizational Behavior Management (OBM): How Data-Based Systems Impact Services*. Workshop presented for the Massachusetts Interagency Restraint and Seclusion Prevention Initiative's Data Subcommittee, Andover, MA.
56. Gardner, R. (Chair). (2012, May). *Promoting successful transitions to alternate settings*. Symposium conducted at the 2011 ABAI Annual Convention in Denver, CO.
57. Dores, P., Bird, F., & Gardner, R. (2012, May). *The ethical challenges of insuring quality behavioral work in complex applied settings*. In, Chok, J. (Chair), *Behaviorists behaving badly: Why behavior analysts sometimes use fad or pseudo-scientific treatments, and how we can maintain fealty to our science*. Symposium conducted at the 2012 ABAI Annual Convention in Seattle, WA.
58. Woolf, S., Vargas-Irwin, M., Ross, R., Gardner, R., Randall, J., & Liu-Constant, B. (2012, May). *Massachusetts Association for Applied Behavior Analysis (Mass ABA)*. Expo conducted at 2012 ABAI Annual Convention in Seattle, WA.
59. Gardner, R. (2012, May). *Organizational Behavior Management (OBM): How Data-Based Systems Impact Services*. Workshop presented for the Massachusetts Interagency Restraint and Seclusion Prevention Initiative's Steering Committee, Andover, MA.
60. Gardner, R. (2013, January). Leading an Organization during Difficult Times Panel Discussion. Panel member at the 2013 Council on Autism Services conference, Las Vegas, NV.
61. Gardner, R., & Maguire, H. (2014, January). *Behavior Intervention and Support: The Ethical and Programmatic Concerns of Serving Difficult Clients in Difficult Times*. Workshop presented at the 2014 Council on Autism Services Conference in Las Vegas, NV.
62. Gardner, R., (2015 January). *Policies ALL Agencies Should Have: Roundtables with Executive Leadership*. Workshop presented at the 2015 Council on Autism Services Conference in Las Vegas, NV.
63. Gardner, R. (2015 August). *Interactive Panel Discussion: Supporting an Ethical Environment within a Human Service Agency*. Panel Discussion at the Ethics in Professional Practice Conference in Beverly, MA.
64. Gardner, R. (2016, January). *Providing Residential Services: Challenges and Solutions*. Workshop presented at the 2016 Council on Autism Services Conference in Las Vegas, NV.
65. Gardner, R. (2017, January). Senior Executive Director Roundtable. Co-Leader of Panel at the 2017 Council on Autism Services conference, Las Vegas, NV.
66. Gardner, R. (2017, April). *Using Organizational Behavioral Management to Drive and Measure Organizational Outcomes*. Workshop presented at the 2017 Pennsylvania Association for Behavior Analysis Conference, Hershey, PA.
67. Gardner, R. (2017, May). Executive perspective in health and human services. Invited panel member at the 2017 OBM in Health and Human Services Conference, Denver, CO.

68. Gardner, R. (2017, May). Organizational Showcase and Roundtable. Panel member at the 2017 OBM in Health and Human Services Conference, Denver, CO.
69. Gardner, R. (2018, January). Report on the Public Policy Committee. In *CASP Updates: Where we've been and where we are going*. Presentation at the 2018 Council of Autism Service Providers Conference, Las Vegas, NV.
70. Gardner, R. (2019, January). CEO/Executive Director/President Roundtable. Co-Leader of Panel at the 2019 Council on Autism Service Providers Conference, Scottsdale, AZ.
71. Gardner, R. (2019, January). *Crisis Management: Cases that Can Lead to Crisis*. Invited speaker to the Massachusetts Association Approved Private Schools CEO Professional Development Group.
72. Gardner, R. (2019, March). Invited Speaker University of Massachusetts Lowell. *Public Policy and Applied Behavior Analysis*.
73. Gardner R. (2019, June). Invited Speaker Council of Autism Services Providers Leadership Institute. *CEO Leadership Development, New Program Development to the Culture Change of a large multi-state non-profit organization, Lessons Learned*.
74. Gardner, R. (2020, August). Ensuring organizational ethics: Another case for organizational behavior management. Virtual presentation conducted at the 8th Annual Ethics in Professional Practice Conference at the Cambridge Center for Behavioral Studies, Littleton, MA.
<https://behavior.org/event/ethics-professional-practice-conference-2020-2/>
75. Gardner, R. (2020, August). From the front of the room: Forty years of leadership lessons in earning the seat and leading the table. Invited keynote speaker at the Women in Behavior Analysis virtual conference, Nashville, TN.
76. Gardner R. (2021, January). Invited Speaker Council of Autism Services Providers. *Issues in COVID-19 Vaccine Administration*.
77. Gardner, R. (2021, January). Invited Speaker Massachusetts Association of Approved Special Education Schools. *Issues in COVID-19 Vaccine Administration*.
78. Gardner, R. (2021, January). Invited Speaker Massachusetts Coalition for Applied Behavior Analysis Providers. *Issues in COVID-19 Vaccine Administration*.
79. Gardner, R. (2021, January). Invited Speaker Pennsylvania Advocacy and Resources for Autism and Intellectual Disability. *Issues in COVID-19 Vaccine Administration*.
80. Gardner, R. (2021, January). Invited Speaker Little Star Applied Behavior Analysis Therapy Program. *Issues in COVID-19 Vaccine Administration*.
81. Gardner, R. (September, 2021). Invited Speaker Butterfly Effects Applied Behavior Analysis Program. *Women's Leadership*.
82. Gardner, R. (2022, May). *IDEA and Special Education: What are we learning from recent special education case law - some emerging trends*. Workshop presented at the 2022 Council on Autism Services Conference in Portland, OR.

83. Gardner, R., Kallman, E., Mansfield, E. (2022, May) *Board Development and Advancing Strategies*. Workshop presented at the 2022 Council on Autism Services Conference in Portland, OR.
84. Gardner, R., Maguire, H. (2022, May) *Perspectives on Building and Maintaining a Sustainable ABA Business Model and Work Culture*. Panel Discussion held at the 2022 Association for Behavior Analysts International Conference in Boston, MA.
85. Gardner, R., McCann, B. (2022, October) *Special Education Workshop*. Workshop presented at the 2022 Autism Law Summit in Oklahoma City, OK.
86. Gardner, R., Rubin, J., Woods, D., Diamond, D. (2023, January) *Vision, Strategy and Culture of Innovation: A Symposium for the Health and Human Services Sector*. Virtual panel presentation at the Woods Services and Social Innovations Journal Symposium.

PUBLICATIONS-Articles

- Luiselli, J., Gardner, R., Bird, F., Maguire, H., & Harper, J. (January 2022) *Organizational Behavior Management in Human Services Settings: Conducting and Disseminating Research that Improves Client Outcomes, Employee Performance, and Systems Development*. Journal of Organizational Behavior Management.
- Maguire, H., Harper, J., Gardner, R., Luiselli, J. (January 2022) *Behavioral Training and Performance Management of Human Services Organization Care Providers During the COVID-19 Pandemic*. Advances in Neurodevelopmental Disorders.
- Gardner, R., Maguire, H., Labowitz, J., Orchanian, S. and Weiss, M.J.. (2020) *Maintaining Best Outcomes for Students in a Congregate Care Setting Amidst a Pandemic*. Autism Spectrum News.
- Gardner, R. M., Maguire, H., Quigley, S. P., & Weiss, M. J. (2020, Summer). *Ensuring best outcomes for children with behavioral needs and adults with medical fragility in a congregate care setting amidst the COVID-19 pandemic*. Behavioral Health News.
- Gardner, R., Bird, F., Maguire, H., Parenti, K., & Weiss, M. J. (Summer 2019). Interview with Melmark's cross-division leadership team about Melmark's core commitments. Association for Science in Autism Treatment, 15.4.
- Weiss, M.J., Haag, M., & Gardner, R. (2018). ASAT responds to the Philadelphia Inquirer's "Falling off the Cliff." *Science in Autism Treatment*, 15 (1), 18-19.
- Gardner, R., Weiss, M.J. & Bird, F. (2016) *Applied Behavior Analysis as and Intervention for Individuals with Autism: Reflections on 35 Years of Evolution*. Autism Spectrum News.
- Gardner, R., Bird, F., Maguire, H., Carreiro, R., & Abenaim, N. (2003). Intensive positive behavior supports for adolescents with acquired brain injury. *The Journal of Head Trauma Rehabilitation*, 18, 52-74.

Gardner, R. Contributor on Health Policy to Silva, T.J., Sofis, L.A., & Palfrey, J.S. (2000). *Practicing comprehensive care: A physician's operations manual for implementing a medical home for children with special health care needs*. Boston, MA: Institute for Community Inclusion, Boston. Retrieval at <http://www.communityinclusion.org/publications/pdf/compicare.pdf>.

Savage, R., Gardner, R., & Madigan, C. (1996). Developing Functional IEP's for Students with Brain Injuries. In Aspen Reference Group, D. E. Eutsey (Ed.) & S. N. Di Lima, *Brain Injury Survivor and Caregiver Education Manual*. Aspen, MD: Aspen Publishing Co.

Savage, R., Gardner, R., & Madigan, C. (1995). Developing Functional IEP's for Students with Brain Injuries. Retrieval from The Perspectives Network site: http://www.tbi.org/library/html/developing_functional_ieps.html.

PUBLICATIONS-Books

Maguire, H., Gardner, R., Bird, F., & Luiselli, J. K. (2022). Professional development, training, and supervision in human services organizations: EnvisionSMART™, A Melmark model of program development. *Elsevier/Academic Press*.

Luiselli, J. K., Gardner, R. M., Bird, F. L., & Maguire, H. (Eds.) (Spring, 2021). *Organizational Behavior Management Approaches for Intellectual and Developmental Disabilities*. *Routledge/Taylor & Francis*

PUBLICATIONS-Book Chapters

Luiselli, James K., Bird, F., Maguire, H., & Gardner R.M. (2023) Conducting and Disseminating Research. *Luiselli, James K. Applied Behavior Analysis Advanced Guidebook: A Manual for Professional Practice. Second Edition. Elsevier/Academic Press*.

Gardner, R. M., Bird, F., Maguire, H., & Luiselli, J. K. (2021). Introduction to Organizational Behavior Management in Intellectual and Developmental Disabilities. *Luiselli, J. K., Gardner, R. M., Bird, F. L., & Maguire, H., Organizational Behavior Management Approaches for Intellectual and Developmental Disabilities. Routledge/Taylor & Francis*

Savage R., Russo, D., & Gardner, R. (1996). Brain Injuries in Children: Coming back to school. In J. Leon-Carrion (Ed.), *Neuropsychological Rehabilitation: Fundamentals, Innovations and Directions* (pp. 499-512). Delray Beach, FL: St. Lucie Press.
Simultaneous release of book in Spanish under title: *Manual de Rehabilitación Neuropsicológica*.

PUBLICATIONS – In Prep

Bird, F., Maguire, H., Gardner, R. M., Harper, J. M., & Luiselli, J. K. (2022). *Clinical systems and programming in human service organizations: EnvisionSMART™, A Melmark model of program administration and operation*. Elsevier/Academic Press, in preparation.

Maguire, H., Bird, F., Orchanian, S., Gardner, R., Luiselli, J. (2023). *Educational Practices in Human Service Organizations*. Elsevier/Academic Press, in preparation.

GUEST REVIEWER-Journal articles

Gardner R. *Behavior Analysis and Practice* (2019) *Special Section - Diversity and Inclusion*

GUEST REVIEWER-Books

Gardner R. *Practice Standards for Organizations Providing Behavior Analytic Services for Individuals with ASD. Strategic Planning Chapter.* Council for Autism Service Providers.