

## JUDD ROBERT ALLEN

### Curriculum Vitae

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**Licensure:** New York State License #8861-1 (Psychologist)  
Vermont State License #480000440 (Psychologist)

### **Education:**

New York University: Ph.D., Community Psychology, June, 1985.

New York University: M.A., Community Psychology, Oct., 1984.

Vassar College: B.A., Psychology, May, 1981.

### **Supplementary Educational Experiences:**

University of Vermont: Graduate Training in the Primary Prevention of Psychopathology with George Albee, Justin Joffe, and Steve Goldston.

Kean College: Graduate Program in Organizational Development with Robert F. Allen and John Tehie.

International Institute of Humanistic Psychology: Summer Institute with Eric Erikson.

Columbia University, Graduate School of Social Work: Instruction on the Sociocultural Elements of Social Work with Howard Polsky.

Columbia University, Graduate School of Sociology: Research in Urban Environments with Herbert Gans.

Columbia University, Graduate School of Anthropology: Research in Urban Anthropology with Ida Susser.

Harvard University: Study of Personality Theory with Howard Kaplan.

Harvard University: Study of Adult Development with Eric Erikson.

The New School for Social Research: Study of Art Therapy and Classical Political Economic Theory with Joseph Garia and Sidney Gluck.

## **Awards and Honors**

Board of Directors of the National Wellness Institute, Inc.  
Board Member of *Health Promotion Research Foundation*  
Board Member of *Perhaps Kids Meeting Kids Will Make a Difference*  
Associate Editor of The American Journal of Health Promotion  
Consultant Advisory Committee, Institute for Health and Productivity Management  
International Eminent Poet, International Poets Academy  
Recipient of John Estabrook, Adjunct Professorship, Nebraska Methodist College  
Charter Member of the National Wellness Institute Service and Leadership Circle  
Approved National Research Service Award, National Institute of Mental Health  
Served on the Vermont Governor's Council for Physical Fitness and Sports  
Completed more than 25 consecutive New York City Marathons as well as multiple Ironman distance competitions and cross-country ski marathons

## **Professional Activities**

Human Resources Institute, LLC (Burlington, Vermont). President, 1982-present.  
Methodist College (Omaha, Nebraska) Visiting Professor, 1997-present  
Center for Substance Abuse Prevention (Washington, D.C.). Community Partnership Grant Evaluator, 1991-1994.  
Fielding Institute (Santa Barbara, California). Consultant to Ph.D. Program in Human Resource and Organizational Development, 1989-1991.  
Johnson State College (Johnson, Vermont). Adjunct faculty, Psychology, 1988-1990.  
Cornell University Medical College (New York, New York). Clinical Instructor, Department of Public Health, 1986- 1988.  
Kean College (Elizabeth, New Jersey). Teacher of Summer Academy for Principals and Supervisors courses, School Programs to Combat Alcohol and Drug Abuse and Wellness and Positive Health for School Leaders, 1987.  
Memorial Sloan-Kettering Cancer Center (New York, New York). Senior Research Analyst, Department of Cancer Control, 1985- 1987.  
New York University, Teaching Assistant for introductory psychology and masters level course in social psychology, 1982-1984.  
Association of Community Organizations for Reform Now (ACORN). Community Organizer of low-income neighborhoods in Philadelphia, PA. 1981.

Frost Valley YMCA Camp (Oliverea, New York) Wellness Adventure Trip Leader. Developed bike, canoe and backpacking trips for teens, visually handicapped adults, and business executives. Summers, 1979-1985.

**Publications:**

- Allen, J. & Luetzinger, J. (2009). Achieving a Healthy and Productive Workplace Culture. Health and Productivity Management. Spring, 8-11.
- Allen, J. (2009). Bringing Wellness Home: How to Create a Household Subculture that Supports Wellness Lifestyle Goals. Healthyculture.com, Burlington, Vermont.
- Allen, J. (2008). Wellness Leadership: Creating Supportive Environments for Healthier and More Productive Employees. Healthyculture.com, Burlington, Vermont.
- Allen, J. (2008). Healthy Habits, Helpful Friends: How to Effectively Support Wellness Lifestyle Goals. Healthyculture.com, Burlington, Vermont.
- Allen, J. (2008). Achieving a culture of health: The business case. Health Enhancement Systems White Paper, Midland, Michigan.
- Goaszewski, T., Allen, J. & Edington, D. (2008). Working together to create supportive environments in worksite health promotion. The Art of Health Promotion. March/April, 22:4, 1-12.
- Allen, J. & Hunnicutt, D. (2006). Fostering wellness leadership: A new model. Absolute Advantage Special Report. Wellness Councils of America, Omaha, Nebraska.
- Allen, J. (2004). The mentoring model. Absolute Advantage, 3:5 52-55.
- Allen, J. (2002). Work-life balance: A shared opportunity. Wellness Management, 18:4.
- Allen, J. (2002). What will it take to promote healthy lifestyles among all Americans? The Art of Health Promotion. September/October, 6:5, 4-5.
- Allen, J. (2002). The role of mentoring in health promotion. The Art of Health Promotion. March/April, 6:4 1-12.
- Allen, J. (2001). Building supportive cultural environments. In Michael P. O'Donnell editor, Health Promotion in the Workplace, Third Edition, Delmar Publishers, Inc., Albany, New York, 202-217.
- Allen, J. and Leutzinger, J. (1999). *Wellness Mentor Training* video. Produced in cooperation with Union Pacific Railroad, Vermont Public Television and Groove Tech Productions. Available from Healthyculture.com.
- Allen, J., Hunnicutt, D. and Johnson, J. (1999). Fostering wellness leadership: A new model. *Special Report from the Wellness Councils of America*: Omaha, Nebraska
- Allen, J. and Leutzinger, J. (1999). The role of culture change in health promotion. The Art of Health Promotion. March/April, 3:1 1-10.

- Allen, J. (1999). *Wellness Leadership Video: Defining Management's Role in Creating Healthier and More Productive Cultures*. Produced by Vermont Educational Television. Available from [Healthyculture.com](http://Healthyculture.com).
- Allen, J. (1998). *Working Well: A Video for Creating Healthier and More Productive Work Climates*. Produced by Vermont Educational Television. Available from [Healthyculture.com](http://Healthyculture.com).
- Allen, J. (1998). Transformations that last: A cultural approach. Comments for second edition of *Transforming Work*. Miles River Press: Alexandria, Virginia, 44-70.
- Allen, J. (1998). Wellness Mentoring can help rebuild the corporate culture. *AWHP's Worksite Health*, Summer, 27-30.
- Allen, J. (1998). *The Culture Change Planner*. Available from [Healthyculture.com](http://Healthyculture.com), Burlington, Vermont.
- Allen, J. (1997). Lifestyle change rates: Our greatest challenge. *AWHP's Worksite Health*, Spring, 29-31.
- Allen, J. (1997). The key to successful lifestyle change. *Total Wellness*, 5:7 8.
- Allen, J. (1997). Mentoring can bring needed vitality to wellness programming. *Wellness Management*, 13:1 1 4-5.
- Allen, J. (1996). *With a Little Help from My Friends: Peer Support Video for Healthier Lifestyles*. Produced by Vermont Educational Television. Available from [Healthyculture.com](http://Healthyculture.com).
- Stokols, D., Allen, J. & Bellingham, R. L. (1996). The social ecology of health promotion: Implications for research and practice. *American Journal of Health Promotion*, 10:4, 247-251.
- Allen, J. (1995). Editor's Picks: Key concepts in culture change. *Wellness Connections Anniversary Review Issue*, 6:2 4.
- Allen, J. & Bellingham, R. (1994). Building supportive cultural environments. In Michael P. O'Donnell and Jeffery S. Harris editors *Health Promotion in the Workplace*, Second Edition, Delmar Publishers, Inc., Albany, New York, 204-214.
- Allen, J. (1995). Commentary: Organizational development of a university-based interdisciplinary health promotion project. *American Journal of Health Promotion* 10, 1.
- Allen, J. (1993). Common goals: Corporate culture and wellness. *Wellness Management*, 9:4 10-11.
- Allen, J. (1993). It's about dancing with the culture. *Ardell Wellness Report*. 33 7.

- Allen, J. (1993). Cultural change programs must be systematic to be effective. Wellness Management, 9:3 10-11.
- Allen, J. (1993). Organizational climate plays integral role in shaping healthy lifestyles. Wellness Management, 9:2 10-11.
- Allen, J. (1993). Breaking the cycle of broken promises: The role of supportive cultural environments in successful health promotion. American Journal of Health Promotion 7, 5.
- Allen, J. (1993). Building a supportive workplace. Healthy, Wealthy and Wise: Fundamentals of Workplace Health Promotion, Wellness Councils of America, Omaha, Nebraska, 57-64.
- Allen, J. (1993). Key concepts in culture change. Wellness Connections, 3:3 1, 4-5.
- Allen, J. (1993). Organizational support plays integral role in shaping healthy lifestyles. Wellness Management, 9:1 6-7.
- Leutzinger, J., Richling, D., & Allen, J (1993). Union Pacific Railroad pioneers a culture-based approach to wellness. Worksite Wellness Works, November, 3.
- Allen, J., Ardell, D. B. et al. (1992). *30 Scripts for Relaxation, Imagery and Inner Healing* Duluth, Minnesota: Whole Person Associates.
- Allen, J. (1992). Peer support plays vital role in shaping health behavior. Wellness Management, 8:4 11.
- Allen, J. (1992). Peace lifestyles and peace cultures. Resources in Education ED, 342.
- Allen, J. (1992). Core program values shape normative goals in supportive cultures. Wellness Management, 8:3 10.
- Allen, J. (1992). Translating wellness values into the language of community and organizational culture. Wellness Management, 8:2 10.
- Allen, J. (1992). Key concepts in culture change. Wellness Management, 8:1 2-7.
- Allen, J. (1991). Peace lifestyles and peace cultures. ERIC Clearinghouse on Social Studies and Social Science Education, Indiana University Social Studies Development Center Bloomington Indiana.
- Allen, J. & Allen, R. F. (1990). A sense of community, a shared vision, and a positive culture: Core enabling factors in culture based change. Community Organization: Traditional Principles and Modern Applications, Edited by Robert D. Patton and William B. Cissell 4-19.
- Bellingham, R., Cohen, B, Edwards, M. R., & Allen, J. (1990). *The Culture Change Sourcebook*. Amherst, Massachusetts: Human Resources Development Press.

- Allen, J. (1989). Changing group and organizational cultures to support healthy lifestyles. Wellness Management 4:4 1-2.
- Allen, J. (1988). Robert F. Allen: A memorial tribute. American Journal of Health Promotion 2:3, 47-49.
- Allen, J. (1988). Judd Allen on Robert F. Allen. The Ardell Wellness Report 14, 2.
- Allen, J. (1987). Getting back into the wellness business: Culture-based health promotion by health professionals. Proceedings of the Annual Meeting of the Society for Prospective Medicine.
- Allen, J. (1987, Feb.). In the Eyes of the Great Mandella. Poet, World Poetry Society, Matras, India.
- Allen, J. (1987). Achieving primary prevention through culture change systems. Journal of Primary Prevention 7:2, 91-107.
- Allen, J. (1986). New lives for old: Lifestyle change initiatives among older adults. Health Values, 10:6 8-18.
- Allen, J. (1986, Autumn). Proud father with buried son. Premier Poets: The Ninth Biennial Anthology, World Poetry Society, Madras, India, 120.
- Allen, J. (1986). Blood Poem. Poet, World Poetry Society, Madras, India, 27:10, 76.
- Allen, J. (1986). Proud father with buried son. Broadside, 174, 19.
- Allen, J. & Allen, R. F. (1986). Achieving health promotion objectives through culture change systems. American Journal of Health Promotion, 1:1, 42-49.
- Allen, J. & Allen, R. F. (1986). From short term compliance to long term freedom: Culture-based health promotion by health professionals. American Journal of Health Promotion 1:2, 39-47.
- Allen, J. (1985). Correlates of success in lifestyle change efforts. Resources in Education, ED255808.
- Allen, J. (1985). Social environment and the lifestyle change efforts of senior citizens. University Microfilms: Ann Arbor, Michigan.
- Allen, J. & Allen, R. F. (1985). A Child Went Forth: Peace. A video presentation on building supportive environments for peace activism. Available from the Human Resources Institute, Morristown, New Jersey.
- Allen, J. (1982, Nov.). An adventure that leads to a healthier lifestyle. Perspective Magazine.
- Allen, R. F. & Allen, J. (1988). Culture-based health promotion for older adults. The CHHSM Report: Papers on Public Policy Issues, 5, 10-16.

Allen, R. F., Allen, J., Certner, B., & Kraft, C. (1987). *The Organizational Unconscious: How to Create the Corporate Culture You Want and Need*. Englewood Cliffs, N.J.: Prentice Hall, 1982. Second Edition: HRI Press. Available only through HRI.

Allen, R. F. & Allen, J. (1987). A sense of community, a shared vision, and a positive culture: Core enabling factors in culture-based health promotion efforts. American Journal of Health Promotion, 1:3, 40-47.

Allen, R. F. & Allen, J. (1983). Lifegain: A new way of helping young people to create positive health-supporting cultures. New Designs for Youth Development, 4:5, 21-28.

Allen, R. F., Allen, J. & Kraft, C. (1980). *The Handbook for Cultural Analysis and Change*. Morristown, New Jersey: Harbor Press.

*Lifegain: An Invitation to Positive Health* (1980). A slide and video presentation which was written and produced by the Human Resources Institute with Kean College of New Jersey.

### **Professional Presentations**

Fostering Cultural Support for Happiness. Presentation to the National Wellness Conference, Stevens Point, Wisconsin (July 2009).

Fostering Cultural Support for Wellness. Address to WorkWell Wellness Council, Lincoln, Nebraska (June 2009).

Wellness Leadership: Engaging Managers and Supervisors in the Creation of Supportive Environments. Keynote address to The Conference on Health & Productivity, Indianapolis, Indiana (April 2009).

Seeing Wellness through a Cultural Lens. Keynote address to the Sitka Health Summit, Sitka, Alaska (May 2009).

Creating Supportive Cultural Environments for Success. Sitka Health Summit, Sitka, Alaska (May 2009).

Wellness Leadership. Sitka Health Summit, Sitka, Alaska (May 2009).

Full Engagement: Giving Everyone Health Promotion Role. Art and Science of Health Promotion Conference, San Francisco, California (March 2009).

Building Effective Management Teams for Health Promotion. Art and Science of Health Promotion Conference, San Francisco, California (March 2009).

Getting Senior Management Support for a Culture of Health. IHPM 8<sup>th</sup> Annual International Conference Scottsdale, Arizona (October, 2008).

Wellness Leadership. Assurex Global Fall Wellness Conference, Atlanta, Georgia (October, 2008).

Creating and Sustaining a Healthy Work Climate. Keynote address to the Annual Conference of the Iowa Wellness Council of America. Des Moines, Iowa (September 2008).

Developing Wellness Mentors. The Annual Conference of the Iowa Wellness Council of America. Des Moines, Iowa (September 2008).

The Good, the Bad and the Program Lessons Learned. National Wellness Conference, Stevens Point, Wisconsin (July 2008).

Wellness Leadership. National Wellness Conference, Stevens Point, Wisconsin (July 2008).

Wellness Leadership. Keystone Health Promotion Conference. Lebanon Valley College. Annville, Pennsylvania (June 2008).

Creating a Culture that Supports Wellness. Workplace Wellness Conference: Creating Lasting Change. Brookhaven National Laboratory. Upton, New York (April 2008).

The Role of Middle-Managers, Wellness Committees and Other Leaders in Supporting a Wellness Culture. Art and Science of Health Promotion Conference, San Diego, California (March 2008).

Creating a Wellness Culture. Southwest Colorado Worksite Wellness Conference. Durango, Colorado (November 2007).

Creating a Healthy Work Climate. Working Well Conference. Muncie, Indiana (October 2007).

Creating a Climate for Personal and Organizational Wellness. Making the Connection: Emotional Well Being and Productivity II Conference. Sunnyside, Prince Edward Island, Canada (October 2007).

Conferencia Internacional A Criacao de Culturas e Ambientes Saudaveis Para A melhoria Da Qualidade de Vida Dos Trabalhadores. VII Congresso Brasileiro de Qualidade de Vida IV Simposio de Educacao Continuada "Qualidade de Vida: Da Teoria a Pratica." Sau Paulo, Brazil (October 2007).

Wellness Leadership. Wellness Councils of the Midlands Quarterly Symposium, Omaha, Nebraska (September 2007).

Bringing on the Wellness Culture Revolution. Keynote address for the National Wellness Conference, Stevens Point, Wisconsin (July 2007).

Creating Supportive Cultural Environments for Healthy Lifestyles. The Art and Science of Health Promotion Conference, San Francisco, California (March 2007).

Creating a Culture that Supports Wellness. Keynote address for the First National Wellness Conference of Australia. Brisbane, Australia (December 2006).

Tools for Creating Supportive Wellness Environments. First National Wellness Conference of Australia. Brisbane, Australia (December 2006).

Mobilizing Peer Support for Wellness. National Wellness Conference. Stevens Point, Wisconsin (July 2006).

Creating the Culture to Support the Healthy Work Environment. Address to Wellness in the Workplace: Beyond Individual Risks and Behaviors. University of Michigan Health Management Research Center. Ann Arbor, Michigan (March 2006).

Culture Change to Support Individual and Organizational Wellness. Keynote address to Adirondack Wellness Movement Conference. Saranac Lake, New York (October 2005).

Culture Change to Support a Clean and Vibrant Community. Keep America Beautiful Training, Irving, Texas (September 2005).

Culture Change to Support Individual and Organizational Wellness. Advanced Academy in Worksite Wellness. National Wellness Conference. Stevens Point, Wisconsin (July 2005).

Mobilizing Peer support to Support Wellness. National Wellness Conference. Stevens Point, Wisconsin (July 2005).

Organizational Health and its Connection to Workplace Health and Productivity Management. Employers Forum Institute for Health and Productivity Management. Niagra on the Lake, Ontario, Canada (March 2005).

Culture Change to Support Individual and Organizational Wellness. Worksite Summit on Policy and Environmental Approaches. Seattle, Washington (November 2004).

The Importance of Establishing a Supportive Organizational Culture. Institute for Health and Productivity Mangement Fourth Annual International Conference. Phoenix, Arizona (October 2004).

Organizational Culture: The Setting for Health and Productivity Management. Institute for Health and Productivity Mangement Fourth Annual International Conference. Phoenix, Arizona (October 2004).

A Culture of Sustainability. Sustainable Communities. Burlington, Vermont (July 2004).

Learning Communities. National Wellness Conference. Stevens Point, Wisconsin (July 2004).

Private/Public Partnerships for Community Wellness. Pre-conference program with Bruce Leonard. National Wellness Conference. Stevens Point, Wisconsin (July 2004).

Organizational Health. Presentation to the Second Annual 4 “Ps” Leadership Forum and Disease Management Summit. Orlando, Florida (April 2004).

Creating Wellness Subcultures. The National Wellness Conference. Stevens Point, Wisconsin (July 2003).

Mentor Training for Peer Support at Worksites. Presentation to the National Wellness Conference. Stevens Point, Wisconsin (July 2003).

Wellness Mentoring: Mobilizing Peer Support Networks for Successful Lifestyle Change  
2<sup>nd</sup> South African National Wellness Conference, Port Elizabeth, South Africa  
(March 2003).

Creating a Culture that Supports Wellness 2<sup>nd</sup> South African National Wellness  
Conference, Port Elizabeth, South Africa (March 2003).

The Role of Mentor in Health Promotion The Art and Science of Health Promotion  
Conference, Washington, DC (March 2003).

Creating a Supportive Environment for Work/Life Balance. National Wellness Conference.  
Stevens Point, Wisconsin (July 2002).

Peer Support on College Campuses. Presentation to the National Wellness Conference.  
Stevens Point, Wisconsin (July 2002).

Creating a Supportive Environment for Work/Life Balance. Greater Kalamazoo Wellness  
Coalition, Kalamazoo, Michigan (November 2001).

Creating a Supportive Environment for Work/Life Balance. Keynote presentation for  
Corporate Champion in Health Conference Fort Worth, Texas (September 2001).

Developing Connectedness Online. Presentation with Bill Hettler. National Wellness  
Conference. Stevens Point, Wisconsin (July 2001).

Strategies for Creating a Culture of Community. Presentation with Christina Hunnicutt,  
National Wellness Conference. Stevens Point, Wisconsin (July 2001).

Creating a Culture that Supports Wellness. Keynote presentation to Wellness Connections  
Conference, Fetzer Center at Western Michigan University, Kalamazoo, Michigan  
(April 2001).

Practical Steps for Fostering Environments that Support Wellness. Presentation to Wellness  
Connections Conference, Fetzer Center at Western Michigan University,  
Kalamazoo, Michigan (April 2001).

Creating a High Performance Culture. Performance Realities Conference. Tampa, Florida  
(December 2000).

Advancing Organizational Cultures. National Wellness Conference. Stevens Point,  
Wisconsin (July 2000).

Defining Management's Role in Creating Wellness Cultures. National Wellness  
Conference. Stevens Point, Wisconsin (July 2000).

Changing Cultural Norms to Support Wellness Lifestyles Maine Governor's Summit on  
Cardiovascular Health Bowdoin College, Brunswick, Maine (June 2000).

Creating Supportive Cultural Environments Keynote address to the First South African  
National Wellness Conference, Port Elizabeth, South Africa (May 2000).

Wellness Leadership: Defining Management's Role in Creating Wellness Cultures First South African National Wellness Conference, Port Elizabeth, South Africa (May 2000).

The Way Forward: Introducing Wellness in South Africa Closing panel discussion at the First South African National Wellness Conference, Port Elizabeth, South Africa (May 2000).

The Role of Mentor in Enhancing Health and Productivity The Art and Science of Health Promotion Conference, Colorado Springs, Colorado (March 2000).

Creating Healthier and More Productive Cultural Norms at the Workplace The Art and Science of Health Promotion Conference, Colorado Springs, Colorado (March 2000).

Emerging Issues in Advancing Organizational Cultures: Beyond the Gold The Art and Science of Health Promotion Conference, Colorado Springs, Colorado (March 2000).

Wellness Lessons from the 100 Best Companies to Work for: A Cultural Analysis. National Wellness Conference. Stevens Point, Wisconsin (July 1999).

Defining Management's Role in Creating Wellness Cultures. National Wellness Conference. Stevens Point, Wisconsin (July 1999).

Creating a Corporate Culture that Attracts and Retains the Best Employees. *Fortune Magazine* HR Series University of Chicago Gleacher Center, Chicago, Illinois (May, 1999).

Creating a Corporate Culture that Attracts and Retains the Best Employees. *Fortune Magazine* HR Series, Time & Life Building, New York, New York (May, 1999).

The Roles of Technology in Nurturing Peer Support and a Sense of Community. The Art and Science of Health Promotion Conference, Amelia Island, Florida (March 1999).

Using Technology to Create a Healthier and More Productive Work Climate. The Art and Science of Health Promotion Conference, Amelia Island, Florida (March 1999).

Closing Keynote: Balancing Technology and Human Touch. The Art and Science of Health Promotion Conference, Amelia Island, Florida (March 1999).

Building Supportive Cultural Environments. Building a Healthier Workplace Conference, Columbia, South Carolina (November 1998).

Weathering the Storm by Building a Supportive Cultural Climate. 11<sup>th</sup> Annual Mid-Atlantic Worksite Wellness Conference, Wilmington, Delaware (November 1998).

Creating Supportive Cultural Environments. Governor's Conference on Health and Wellness. Charleston, West Virginia (September 1998).

Creating a Healthier and More Productive Work Climate. Governor's Conference on Health and Wellness. Charleston, West Virginia (September 1998).

Creating Healthy Cultures. Catholic Hospital, Seoul, South Korea (September, 1998).

Creating a Healthy Work Climate Health. Work & Wellness Conference, Whistler, British Columbia (September 1998).

Building Supportive Cultural Environments. Work & Wellness Conference, Whistler, British Columbia (September 1998).

Peer Support for Physical Fitness. Physical Activity throughout the Lifespan Conference. Montpelier, Vermont (September 1998).

Pathways to Spirituality: Exploring Meaning and Purpose in Wellness Lifestyles and Wellness Cultures. National Wellness Conference. Stevens Point, Wisconsin (July 1998).

Supportive Environments for Stages of Change. National Wellness Conference. Stevens Point, Wisconsin (July 1998).

Finishing Strong: Thoughts for the Coming Days. Closing General Session for the Art and Science of Health Promotion. Monterey, California (March 1998).

Wellness Mentor Training. Preconference Seminar, National Wellness Conference. Stevens Point, Wisconsin (July 1997).

Tools for Tapping the Cultural Unconscious. National Wellness Conference. Stevens Point, Wisconsin (July 1997).

Tools for Tapping the Cultural Unconscious. The Art and Science of Health Promotion. Hilton Head Island, South Carolina (February 1997).

Avoiding Program Clutter: Strategies for Keeping Wellness Efforts on Track. National Wellness Conference. Stevens Point, Wisconsin (July 1996).

Cultural Support for Stages of Change. National Wellness Conference. Stevens Point, Wisconsin (July 1996).

Achieving Balance in Health Promotion. Keynote warm-up presentations at Art and Science of Health Promotion Conference. Colorado Springs, Colorado (March 1996).

Building Healthy Community and Organizational Cultures: The Integration of Awareness Campaigns, Screenings, and Wellness Courses. Delegate Forum of the Central Iowa Wellness Council Des Moines, Iowa (November 1995).

Sustained Change Through Culture Change: A Step Beyond Awareness Campaigns, Screenings, and Wellness Courses. National Wellness Conference. Stevens Point, Wisconsin (July 1995).

What Leaders Can Do: Strategies for Wellness Culture Integration. National Wellness Conference. Stevens Point, Wisconsin (July 1995).

Building Supportive Workplace Environments: Fundamentals for Health Promotion.

Business & Health '95: Building the Healthy Workforce You Need for the 21 Century. Portland, Maine (May 1995).

Key enabling Factors in Workplace Health Promotion. Business & Health '95: Building the Healthy Workforce You Need for the 21 Century. Portland, Maine (May 1995).

Building a Healthy Climate for Change. Keynote presentations at Art and Science of Health Promotion Conference: Balancing Individual and Social Responsibility in Health Promotion. Orlando, Florida (March 1995).

State of the Science of Health Promotion Research. Panel presentation to Art and Science of Health Promotion Conference: Balancing Individual and Social Responsibility in Health Promotion. Orlando, Florida (March 1995).

Questions of Culture Change. Topic discussion at Art and Science of Health Promotion Conference: Balancing Individual and Social Responsibility in Health Promotion. Orlando, Florida (March 1995).

Quality, Community, Vision and Positive Outlook: Creating Healthy Work Climates. Presentation to Green Mountain Retreat: Wellness Promotion in the Northeast (August 1994).

Building Health Community and Organizational Cultures: A Step Beyond Awareness Campaigns, Screenings, and Wellness Courses. Preconference seminar: National Wellness Conference. Stevens Point, Wisconsin (July 1994).

Creating a Shared Vision of Wellness. Presentation to the National Wellness Conference. Stevens Point, Wisconsin (July 1994).

Building Supportive Well Workplace Cultures. Presentation to the Well Workplace Management Development Series 1994. Flatwoods, West Virginia (June 1994).

Developing a Shared Vision for a Healthy Community. Presentation to the Collaborative Community Health Forum. Danbury, Connecticut (June 1994).

Making the Culture Dance: Pathways to Supportive Environments. Presentation to Northeast Conference on Wellness. Buffalo, New York (May 1994).

- The Healthy Company: Work Climate in Health Promotion. Presentation to The Art and Science of Health Promotion Conference: The Impact of Families, Friends, and Social Systems on Health. Colorado Springs, Colorado (February 1994).
- Strategies for Holistic Management. Presentation to 1st National Economic Summit and Conference for Women Business Owners in America. San Francisco, California (March 1994).
- Strengthening Corporate Culture Through Health Promotion. Presentation to Health Promotion and Wellness Council of Michigan. Detroit, Michigan (September 1993).
- Cultural Analysis: Tools for Program Design and Evaluation. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1993).
- Culture Change Through a Shared Vision of Wellness. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1993).
- Healthy Organizational Cultures. Address to the API Business Forum. Perth, Western Australia (April 1993).
- Key Factors in Successful Health Promotion. Address to the Maine Municipal Association. Portland, Maine (May 1993).
- Components of Successful Wellness Programs. Keynote address, Occupational Health in the '90s: Focus on Wellness, Concord, New Hampshire (March 1993).
- Key Factors in Improving Job Satisfaction and Increasing Morale through Health Promotion. Workshop presentation, Occupational Health in the '90s: Focus on Wellness, Concord, New Hampshire (March 1993).
- Measuring Cultural Variables in Health Promotion. Workshop presentation, The Art and Science of Health Promotion Conference: American Journal of Health Promotion 4th Annual Conference, Hilton Head Island, South Carolina (February 1993).
- Key Enabling Factors: An Update. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1992).
- Culture-based Lifestyle Planning Workshops. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1992).
- Building Supportive Social Environments for Healthy Lifestyles. Keynote address Healthy People/Healthy Places II, Sudbury, Ontario (May 1992).
- Key Enabling Factors in Successful Community and Organizational Change. Healthy People/Healthy Places II, Sudbury, Ontario (May 1992).

Key Enabling Factors in Organizational Change. First Annual Conference of the Chicago Organizational Development and Cord Networks, Chicago (November 1991).

The Lifegain Health Culture Audit: A Tool for Assessing the Impact of the Social Environment on Lifestyle Practices. Presentation at Wellness for a Change Conference, Charleston, West Virginia (October 1991).

Building Supportive Environments for Healthy Lifestyles. Workshop presentation with Joanne Clavelle, R.N. Wellness in the workplace: Meeting the Year 2000 Objectives, Burlington, Vermont (September 1991).

Tools for Tapping the Cultural Unconscious. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1991).

Healthy Individuals in Health Organizations: Bridging the Gap Between Human Resource Development and Health Promotion. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1991).

Tools for Tapping the Corporate Unconscious: Measuring the Health Culture. Wellness in the Workplace, Baltimore, Maryland (April 1991).

Building Supportive Environments for Change. American Journal of Health Promotion 2nd Annual Conference: The Art and Science of Health Promotion, Hilton Head Island, South Carolina (February 1991).

Patient Compliance and Noncompliance: A Culture Trap for Physicians. Lecture Series at the Family Practice Center of the Moses H. Cone memorial Hospital, Greensboro, North Carolina (January 1991).

A Shared Vision, a Sense of Community, and a Positive Culture: Key Enabling Factors in Successful Health Promotion. Workshop presentation, Worksite Wellness: A Vision for Health Promotion in the 90's, Boston, Massachusetts (November, 1990).

Changing Cultural Norms for a Caring Community. The Seventh Annual Community Psychology Conference: Building Supportive Communities (October 1990).

Changing Cultural Norms to Support Healthy Lifestyles. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1990).

A Sense of Community, A Shared Vision, and A Positive Culture: Key Factors in Successful Health Promotion. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1990).

Creating a Supportive Environment for Change. Seminar presentation, Centretown Community Health Centre, Ottawa, Ontario (January, 1990).

- A Sense of Community and a Shared Vision. Seminar presentation, Sandy Hill Community Health Centre, Ottawa, Ontario (January, 1990).
- Culture Change at the Community Level. Seminar Presentation, Healthy People Healthy Places Conference, Sudbury, Ontario (January 1990).
- Performance Management. Seminar presentation, Vermont Learning Center of the State of Vermont, Montpelier, Vermont (December, 1989).
- Motivating Your Employees. Seminar presentation, Vermont Learning Center of the State of Vermont, Montpelier, Vermont (November, 1989).
- Training Seminar in Culture-Based Change. Human Resources Institute, Rock Point Conference Center (October, 1989).
- Organizational Structure. Seminar presentation, Vermont Learning Center of the State of Vermont, Montpelier, Vermont (September, 1989).
- Changing Cultural Norms to Support Healthy Lifestyles. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1989).
- Peace Lifestyles and Peace Cultures. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1989).
- Training in Culture-based Change. Seminar sponsored by the Human Resources Institute, Bishop Booth Conference Center, Burlington, Vermont (September 1989).
- Values Management and Communication Skills. Archdiocese of Newark, Institute for Pastoral Care, Lodi, New Jersey (April 1989).
- A Tribute to the Life and Work of Robert Allen. Keynote address, The National Wellness Conference, Stevens Point, Wisconsin (July 1988).
- Changing Corporate and Community Cultures to Support Healthy Lifestyles. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1988).
- Key Factors in Health Promotion. Workshop presentation, The National Wellness Conference, Stevens Point, Wisconsin (July 1988).
- Changing Corporate Cultures to Support Healthy Lifestyles. Preconference workshop, Wellness in the Workplace Conference, Baltimore, Maryland (May, 1988).
- Key Factors in Corporate Health Promotion. Preconference workshop, Wellness in the Workplace Conference, Baltimore, Maryland (May, 1988).
- A Tribute to the Life and Work of Robert Allen. Keynote address, Wellness in the Workplace Conference, Baltimore, Maryland (May, 1988).
- The Enabling Triangle. Workshop Presentation to the Wellness in Action Conference. Toronto, Ontario (December, 1987).

Building Healthy Organizational Cultures. Workshop presentation to the Wellness in Action Conference. Toronto, Ontario (November, 1987).

Wellness and Culture Change. Keynote Address. Wellness and the Community College Conference, St. Louis, MO (October, 1987).

Getting Back into the Wellness Business: Culture-based Health Promotion by Health Professionals. Presentation at the Annual Meeting of the Society for Prospective Medicine (September, 1987).

Changing the Health Care Culture to Support Shared Values. Presentation to the Catholic Health Association's Formation Task Force, Anaheim, California (July, 1987).

Key Enabling Factors in Successful Health Promotion Programs. Paper presented at the 1987 Region I: Association for Fitness in Business Conference, Springfield, Mass. (April, 1987).

Values and Corporate Culture. Paper presented at the Catholic Health Association's Task Force on Formation, Chicago, Ill. (April, 1987).

Mental Health in Nicaragua. Paper presented at Vassar College, Poughkeepsie, New York (Feb. 1985).

Correlates of Success in Lifestyle Change Efforts. Paper presented at the 92 annual meeting of the American Psychological Association, Toronto, Canada (August, 1984).

Primary Prevention in Nicaragua. Paper presented at the Vermont Conference on the Primary Prevention of Psychopathology, Burlington, Vermont (July, 1984).

Allen, J., Lehmann, S., Nemoto, T. & Rojas, M. The Elderly as Mental Health Service Consumers. Paper presented at the 93 annual meeting of the American Psychological Association, Los Angeles, California (1985, August).

Lehmann, S., Shinn, M. B., Allen, J. & Simko, P. (1983, August). Measuring Social Supports. Paper presented at the 91st annual meeting of the American Psychological Association.