

# Leslie R. Rubin, Ph.D.

## Resume

---

### WORK EXPERIENCE:

- 6/06 – current      Owner, RUBIN ADVISORS INC. [www.RubinAdvisors.com](http://www.RubinAdvisors.com)  
Provides economic development incentive negotiation and compliance services to private sector for profit and non-profit companies. Over \$303 million in economic assistance commitments has been secured for client investments totaling \$1 billion. Geographic experience has been principally North America. Is a WBE and is currently working with six publicly traded companies. Industry sectors served include manufacturing, warehousing/distribution, high technology, biotechnology, retail and insurance companies across the U.S.
- 2/15 – 08/18      Co-owner and CFO of Jeri Malone, Inc. a startup women’s RTW clothing company.
- 8/03 – 12/06      Partner & President, MERIDIAN INCENTIVE ADVISORS INC. Provided economic development services to private sector for profit and non-profit companies. Managed the economic development process for project investments totaling \$144 million and delivered incentive benefits in excess of \$53 million.
- 04/00 – 8/03      Owner, CONCORD ECONOMIC DEVELOPMENT SERVICES, LLC. Provided economic development services to private sector for profit and non-profit companies. Secured an average deliverable of \$2.8 million per client for multi-state incentive commitments.
- 01/97 – 8/03      Owner, RENN RUBIN & CO., Obtained WBE status with the State of IN in 1998. Provided economic development services for private sector for-profit and nonprofit entities. Company maintained ongoing client relations subsequent to formation of new Concord EDS, LLC.
- 10/98 – 02/00      Director, TELAMON CORPORATION. Team leader for the planning and deployment of Telamon’s customer high bandwidth technologies including DSL.
- 01/94 – current      Consultant, Ports of Indiana. Responsible for Federal homeland security and infrastructure grants procurement and grants management on an as needed basis.
- 11/93 – 2/97      VP, BUSINESS EXPANSION RESOURCES, INC., Provided incentive procurement services to over 20 expanding companies in a 3-year period.
- 2/93 – 1/94      Senior Research Scientist, CENTER FOR URBAN POLICY AND THE ENVIRONMENT, School of Public and Environmental Affairs, IUPUI. Responsible for project management, fund raising and participating in policy research activities with local and regional municipalities. Point person in the development of a Bowen Center (SPEA) competitive proposal. Center was awarded a \$1.2 million grant. Point person to Eastside Community Investments in the development of an EDA proposal. Responsible for \$185,000 in contract work for the Center.

# Leslie R. Rubin, Ph.D.

## Resume

---

- 3/92 – 2/93 Administrator, DIVISION OF PLANNING, Department of Metropolitan Development, City of Indianapolis. Managed a \$10 million budget and 46 people in the division. During tenure 4 neighborhood and 3 township plans were completed, the 1993 comprehensive affordable housing and community development block grant strategies were developed, economic policy impact analyses were performed for the City. Performance measures were developed for the Department of Metropolitan Development. Headed a team which obtained a \$250,000 competitive federal grant for economic development activities in the urban enterprise zone.
- 5/91 – 12/91 Participant, in discussions with REASON ASSOCIATES (Reason Foundation, Santa Monica, California), David Clifton (Indiana State Museum Society) and Mike Carroll (Lilly Endowment, Inc) concerning the future economic well being of the Indiana State Museum.
- 11/91 – 01/01 Adjunct Fellow, HUDSON INSTITUTE. Worked (as a team member) on health care issues (fall 1991) for the Department of Health and Human Services.
- 3/90 – 12/91 Consultant, LILLY ENDOWMENT, INC, Indianapolis, Indiana. Completed an assessment of environmental issues for the Lilly Endowment. Assisted in the evaluation and development of a local university based research center.
- 11/87 – 3/92 Laboratory Director of University Andrology, DEPT. OB/GYN, INDIANA UNIVERSITY SCHOOL OF MEDICINE. Faculty member of the department and director of male fertility research and clinical laboratory service. Was responsible for the development of a successful male gamete donor bank and the department's In-Vitro fertilization laboratory program. Was awarded a competitive federal grant to assess the impact of testicular cancer on male fertility.
- 2/85 – 6/90 Consultant, INDIANA INSTITUTE OF AGRICULTURE FOOD AND NUTRITION. Co-authored the report *Red Meat Consumption: Issues, Factors and Trends*, for the National Livestock and Meat Board. Wrote a regular column on food safety and environmental issues for the Institute's newsletter and assisted Institute staff on matters of food safety.
- 6/85 – 7/87 Laboratory Director and Partner, INDIANAPOLIS ANDROLOGY SERVICES. Responsibilities included the development of the laboratory, all administrative, operational, and scientific direction. Was responsible for the start-up of the first andrology lab in Marion County.
- 5/83 – 5/84 Radio Commentator for WIAN, Indianapolis public radio station. Spoke on issues of biochemistry as basis of human nutrition. The commentary was broadcasted weekly during the National Public Radio *Morning Edition* program.
- 3/83 – 5/85 Associate Director of Research and Development, FOLLAS RESEARCH LABS, INC. Expanded the microbiology department of the lab by establishing protocols for culturing of chlamydia and mycoplasma.
-

# Leslie R. Rubin, Ph.D.

## Resume

---

- 5/82 – 3/83 Postdoctoral Fellow, DEPARTMENT OF ANATOMY, Indiana University School of Medicine. Conducted anatomical and physicochemical research on the locus ceruleus region of the brain stem in genetically hypertensive rats.
- 5/81 – 5/82 Postdoctoral Fellow, PULMONARY MEDICINE, Veterans Administration Hospital, Indianapolis, IN. Conducted research manipulating RBC 2,3-Diphosphoglycerate and monitored the resultant effects on oxygen availability.

### EDUCATION:

INDIANA UNIVERSITY SCHOOL OF MEDICINE, Indianapolis, Indiana, Ph.D. in Biochemistry, June 1981. Thesis - Mercurial Scavenger Evaluation: In Vitro Methodology Utilizing Rat Liver Mitochondria and Rat Hepatocytes.

EARLHAM COLLEGE, Richmond, Indiana, B.A., Biology/Chemistry, June 1976.

BUTLER UNIVERSITY, Indianapolis, Indiana, accelerated non-degree summer program (June-August 1974).

SHELBYVILLE HIGH SCHOOL, Magna Cum Laude, Shelbyville, Indiana, Diploma, December 1972.

### CURRENT VOLUNTEER ACTIVITIES:

- Board member, Indianapolis Opera Company
- Board member, Jewish Federation of Greater Indianapolis
- Committee member, Indianapolis Museum of Art – Buildings & Grounds Committee

### PREVIOUS COMMITTEE and BOARD EXPERIENCE

Chair of Budget and Allocations for Jewish Federation of Greater Indianapolis

Greater Indianapolis Progress Committee (GIPC)

Indianapolis International Airport Advisory Committee

United Way Needs Assessment Steering Committee

Chair, City of Indianapolis, Health Issues Work Group

Chair, City of Indianapolis, Environmental Policy Work Group

Quality Assurance Committee (Department of OB/GYN, IUMC Indiana University Medical Center)

Indiana University Purdue University Indianapolis (IUPUI) Ad Hoc Environmental Committee

American Chemical Society SEED Program

Board Member Indianapolis Hebrew Congregation

Member of Indy Partnership, Tailwind Life Sciences Advisory Board

Member of Stanley K Lacy Leadership Series

# Leslie R. Rubin, Ph.D.

## Resume

---

### PUBLICATIONS:

### MANUSCRIPTS:

Rubin, Leslie, *Managing Economic Development Incentives across Multiple Sites*, April 2014

Rubin, Leslie, *A Jogger's Thoughts on Tomorrow*, July 2011

Rubin, Leslie (contributor), *Unlocking the Solution to Accessing Capital*, Trade & Industry Development, May/June 2011

Rubin, Leslie, *Wine, Business Women and an Economic Recovery Perspective*, Trade & Industry Development, Jan/Feb 2011

Rubin, Leslie, *Communities in Competition*, Build Indiana News, fall 2010

Rubin, Leslie and Rubin, Sarah, *The Essential Individual in Building a Sustainable Economy*, Trade & Industry Development, March/April 2010

Rubin, Leslie and Rubin, Sarah, *Infrastructure – Paving the Way Back to Economic Recovery*, Trade & Industry Development, Sept/Oct 2009

Rubin, Leslie and Rubin, Sarah, *Impacting the Bottom Line with Economic Assistance* Trade & Industry Development, Nov/Dec Issue 2008

Rubin, Leslie R. *Synchronizing Economic Incentives with Business Growth*, TakingStock, published by Highbury House Communications, Inc., 2000

Rubin, Leslie R. *Evaluating Economic incentives for Growing Industrial Companies*, TakingStock, published by Highbury House Communications, Inc., 2000

Rubin, Leslie R. *Employee Wages, How Much Impact Do Employee Wages Have on Economic Incentives?* TakingStock, published by Highbury House Communications, Inc., 2000

Rubin, Leslie R. *Economic incentives for small business*, Area Development Magazine, December 1998, Center for the Urban Policy and the Environment

Rubin, Leslie R., *Financing your business can take several forms*, Indianapolis Woman Magazine, July 1998

Littlepage, L, Rosentraub, M., and Rubin, L., *The health sector and the future of the Indianapolis regional economy*, May 1994, Center for the Urban Policy and the Environment

Rubin, L.R., Sarma, A., Harlow, K.A., *The non-urgent use of hospital emergency rooms*. September 1993, Center for the Urban Policy and the Environment.

---

# Leslie R. Rubin, Ph.D.

## Resume

---

Rubin, L.R., Dailey, E.C. and Krauss, J.C., *Indianapolis Fall Leaf Campaign after action evaluation and program recommendations*. City of Indianapolis, May 1993

Weinschrott, D.J., Jackson, R., P., with contributions by: Rubin, L., and Weinstein, K., *The future environment for health and health care in the United States, January, 1992*.

Berry, S.A., Srivastava, C.H., Rubin, L.R., Phipps, W.R. and Pescovitz, O.H., *Growth hormone-releasing hormone-like mRNA and immuno-reactive peptide are present in human testis and placenta*. Journal of Clinical Endocrinology and Metabolism, October 1991.

Foster, R.S., Rubin, L.R., McNulty, A., Birhle, R. and Donohue, J.P., *The detection of serum antisperm antibodies in patients with primary testicular cancer*. International Journal of Andrology, Feb. 1991.

Rubin, L.R., *Environmental Evaluation, Summary Report*. Report submitted to Lilly Endowment, Inc., December 1990.

Rubin, L.R., *Andrology: The study of male fertility*. Indiana Medicine, February 1990.

Rubin, L.R., *It's Getting Easier to Choose Your Baby's Sex*. The Saturday Evening Post. October 1988.

Chou, M. and Rubin, L.R.: *Red Meat Consumption: Issues, Factors and Trends*. Prepared for the National Livestock and Meat Board, June 1988.

M.O. Farber, L.R. Roberts (*ie Rubin*), M.H. Weinberger, B.L. Robertson, N.S. Fineburg and F. Manfredi: *Abnormalities of sodium and water handling in chronic obstructive lung disease*. Archives Internal Medicine, 142:1326 (1982).

L. Carlone, P. Serra, M.O. Farber, L.R. Roberts (*ie Rubin*) and F. Manfredi: *Red blood cell alkalosis and decrease oxyhemoglobin affinity*. American Journal of Medical Sciences, 284:8 (1982).

R.T. Blickenstaff, B. Cox, I. Foster, L.R. Roberts (*ie Rubin*) and L.K. Steinrauf: *Mercapto steroids in protection against mercury and lead poisoning*. J. Pharm. Sci. 69:556 (1980).

L.R. Roberts (*ie Rubin*), L.K. Steinrauf and R.T. Blickenstaff: *New evaluation of potential methylmercury scavengers*. J. Pharm. Sci. 69:964 (1980).

### ABSTRACTS:

Hartman, K., Reese, P. and Rubin, L.R., *Flow cytometric analysis of spermatozoal DNA: Correlation with abnormal sperm morphology*. Submitted to the American Society of Andrology annual meeting, March 1992.

Poirier, S., Einhorn, L.H. and Rubin, L. *Evaluation of reproductive capacity in germ cell tumor patients following chemotherapy with cisplatin, VP-16 and Bleomycin*. Submitted to the ASCO annual meeting, May 1992.

# Leslie R. Rubin, Ph.D.

## Resume

---

Foster, R.S., Rubin, L.R., McNulty, A.M., Bihrlé, R., Rowland, R.G. and Donohue, J.P., *Semen analysis in sperm DNA histograms of patients with newly diagnosed nonseminomatous testis cancer*. Submitted to the American Urological Association 1992 annual meeting.

Rubin, L.R., Foster, R.S., and McNulty, A., *Identification of antisperm antibodies in patients with primary testicular cancer*. Abstract presented at the American Andrology Society Meeting, New Orleans, La., Spring 1989.

Rubin, L.R., Foster, R.S., and McNulty, A.M., *Preliminary data from a longitudinal study on semen parameters of patients with primary testicular cancer*. Abstract presented at the American Andrology Society Meeting, Columbia, S.C., Spring 1990.

McNulty, A.M., Rubin, L.R., and Foster, R.S., *Update on antisperm antibodies in patients with clinical stage A or B1 carcinoma of the testis*. Abstract presented at the American Andrology Society Meeting, Columbia, S.C., Spring 1990.

### OTHER EXPERIENCE:

Assessed and co-developed non-profit center, The Center for Urban Policy and the Environment (at IUPUI under the guidance of the Lilly Endowment)

Moderator for the *Food and Cancer Risk* Session at the Hudson Institute Conference on Global Trends in Food, Farming, and Technology, April 1990.

Reviewer of the National Agricultural Chemical Association's (NACA) paper on the *Economic impact of the withdrawal of pesticides in the California market*, for John Urbanchuk, AUS Consultants, Industry Analysis Group, and John McCarthy, NACA research director (1989).

Advisor to Senator Richard Lugar concerning food safety (ongoing contact was Greg Thies, Senate Agriculture Committee Science Advisor) (1991).