

JULIA SASS RUBIN

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New Brunswick, NJ 08901

732-932-2499 (ext. 609)
jlsrubin@rci.rutgers.edu

EMPLOYMENT

Edward J. Bloustein School of Planning and Policy, Rutgers University

Assistant Professor, September 2003 - present

EDUCATION

Brown University Taubman Center for Public Policy and American Institutions

Post-Doctoral Fellow in Public Policy, July 2002 – June 2003.

Harvard University Graduate School of Arts and Sciences

Ph.D., Organizational Behavior, 2002.

Dissertation: *Exploring Organizations Operating on the Institutional Cusp:*

The Origins and Behavior of Community Development Venture Capital Funds

Committee: Theda Skocpol (Chair), Louis B. Barnes, Jeff Bradach, Marc Ventresca

Harvard University Graduate School of Arts and Sciences

A.M., Sociology, June 1997.

Harvard University Graduate School of Business

M. B. A., *with distinction*, June 1990.

First and Second Year Honors.

Harvard-Radcliffe College

A.B., Social Anthropology, *cum laude* in general studies, 1984.

Elizabeth Cary Agassiz and John Harvard Scholarships.

PUBLICATIONS

Books

Rubin, J. (Ed). (2007). *Financing Low Income Communities: Models, Obstacles, and Future Directions.* New York, NY: Russell Sage Foundation.

Articles and Chapters

Rubin, J. (forthcoming). Developmental Venture Capital: Conceptualizing the Field. *Venture Capital: An International Journal of Entrepreneurial Finance.*

Rubin, J. (forthcoming). All Underserved Markets are Not Created Equal: How the Rhetoric of Emerging Domestic Markets Can Hurt Distressed Communities. In *Enterprise and Deprivation: Small Business, Social Exclusion and Sustainable Communities*, Alan Southern (Ed). New York, NY: Routledge Publications.

Rubin, J. (2008). Adaptation or Extinction? Community Development Loan Funds at a Crossroads,

Journal of Urban Affairs, 30 (2), 191-220.

- Rubin, J. (2008). When Subsidy Becomes Scarce: Rethinking Community Development Finance. In Reengineering Community Development for the 21st Century, Donna Fabiani and Terry F. Buss (Eds). Armonk, NY: M. E. Sharpe.
- Benjamin, L, Rubin, J. S., & Zielenbach, S., (2008). Community Development Financial Institutions: Expanding Access To Capital In Under-Served Markets. In The Community Development Reader. James DeFilippis and Susan Saegert (Eds). New York, NY: Routledge Publications.
- Rubin, J. (2007). Financing Organizations with Debt and Equity: The Role of Community Development Loan and Venture Funds. In Financing Low Income Communities: Models, Obstacles and Future Directions. J. Rubin (Ed). New York, NY: Russell Sage Foundation.
- Rubin, J. (2006). Financing Rural Innovation with Community Development Venture Capital: Models, Options and Obstacles, Community Development Investment Review, 2 (3).
- Bates, T., Bradford, W., & Rubin, J., (2006). The Viability of the Minority-Oriented Venture-Capital Industry Under Alternative Financing Arrangements. Economic Development Quarterly, Vol. 20, No. 2, 178-191
- Rubin, J. and Stankiewicz, G., (2005). The New Markets Tax Credit Program: A Midcourse Assessment, Community Development Investment Review, Volume 1, Issue 1.
- Benjamin, L, Rubin, J. S., & Zielenbach, S., (2004). "Community Development Financial Institutions: Current Issues and Future Prospects." Journal of Urban Affairs, Volume 26, Number 2: 177-195.
- Rubin, J., (2004). Ethnic-Minority Entrepreneurs and Venture Capital. In Ethnic Entrepreneurship: Structure and Process. Curt Stiles and Craig Galbraith (Eds.) Elsevier Press: Bristol, UK.
- Rubin, J. & Stankiewicz, G., (2001). "The Los Angeles Community Development Bank: The Possible Pitfalls of Public-Private Partnerships," Journal of Urban Affairs, Volume 23, Number 2:133-153.
- Barkley, D., Markley, D. and Rubin J., (2001). "Certified Capital Companies: Strengths and Shortcomings of the Latest Wave in State-Assisted Venture Capital Programs," Economic Development Quarterly, Volume 15, No. 4, November: 350-366.

Other Publications

- Rubin, J. (2008). Community Development Venture Capital in Rural Communities. CDFI Fund Working Paper.
- Rubin, J., Zielenbach, S., Caskey, J. and C. Dickstein (2008). Systemic Impacts of Community Development Financial Institutions. CDFI Fund Working Paper.
- Rubin, J. (2008). Community Development Loan Funds, Assessing the Landscape, San Francisco Federal Reserve Working Paper.

- Rubin, J. (2006). *What Do We Know? Research on Outcomes and Impacts in the Community Development Financial Institutions Field*, White paper prepared for the John D. and Catherine T. MacArthur Foundation.
- Rubin, J. (2005). Review of Karl F. Seidman's book, *Economic Development Finance*, for *Journal of the American Planning Association* (2005), Vol. 71, No. 4, pp. 469-470, Autumn.
- Rubin, J., (2001). Community Development Venture Capital: A Double-Bottom Line Approach to Poverty Alleviation. *Proceedings of the April, 2001 Changing Financing Markets and Community Development, Second Federal Reserve Community Affairs Conference*, 121–154. Washington, DC: Federal Reserve System.
- Rubin, J., (2001). "Community Development Venture Capital: A New Approach to Economic Development and Poverty Alleviation," *Making Waves*, volume 11, number 4.
- Rubin, J., (2001). *Community Development Venture Capital: A Report on the Industry*, New York, NY: Community Development Venture Capital Alliance, February.
- Barkley, D., Markley, D, Freshwater, D., Rubin, J., Shaffer, R., (2001). *Establishing Nontraditional Venture Capital Institutions: Lessons Learned*, Rural Policy Research Institute (RUPRI). Available at [<http://www.rupri.org/pubs/archive/reports/P2001-11/lessons.html>].
- Barkley, D., Markley, D, Freshwater, D., Rubin, J., Shaffer, R., (2001). *Nontraditional Venture Capital Institutions: Filling a Financial Market Gap*, Rural Policy Research Institute (RUPRI). Available at [<http://www.rupri.org/pubs/archive/reports/P2001-11/gap.html>].
- Barkley, D., Markley, D, Freshwater, D., Rubin, J., Shaffer, R., (2001). *Establishing Nontraditional Venture Capital Institutions: The Decision Making Process*, Rural Policy Research Institute (RUPRI). Available at [<http://www.rupri.org/pubs/archive/reports/P2001-11/decision.html>].
- Barkley, D., Markley, D, Freshwater, D., Rubin, J., Shaffer, R., (2001). *Case Studies of Nontraditional Venture Capital Institutions*, Rural Policy Research Institute (RUPRI). Available at [<http://www.rupri.org/pubs/archive/reports/P2001-11/cs.html>].
- Barkley, D., Markley, D. and Rubin, J., (2000). *A Critical Review of the IC2 Institute Report 'The Certified Capital Companies Economic Development Innovation: Missouri's Experience To Date*. RUPRI: Rural Policy Research Institute (RUPRI) Policy Brief PB2000-2R, March. Available at [<http://www.rupri.org/pubs/equitycap/pbriefs.html>].
- Barkley, D., Markley, D. and Rubin, J., (1999). *Public Involvement in Venture Capital Funds: Lessons from Three Program Alternatives*. RUPRI Policy Brief PB99-2, November. Available at [<http://www.rupri.org/pubs/archive/reports/P99-9/index.html>].

Markley, D., Barkley, D., Freshwater, D., Shaffer, R., and Rubin, J., (1999). *A National Snapshot of Rural Equity Market Innovation*. In *Equity for Rural America: From Wall Street to Main Street*, Proceedings of the October 8-9, 1998 Federal Reserve Bank of Kansas City conference. Kansas City, MO: Federal Reserve Bank of Kansas City.

Rubin, J. & Tesdell, K., (1999). Community Development Venture Capital, *Community Affairs News Brief*, New York State Banking Department, Fall.

Tesdell, K. & Rubin, J., (1998). Community Development Venture Capital: A Powerful Tool for Economic Development and Poverty Alleviation, *Community Investments*, San Francisco Federal Reserve, Fall.

Government Testimony

Rubin, J., (2009). Invited testimony on the Washington DC CAPCO Program, before Small Business Committee, District of Columbia City Council, April 3.

Rubin, J., (2007). Invited testimony on New Markets Venture Capital Program, at roundtable before the Committee on Small Business, US Senate, SBA's SBIC and NMVC Programs. 110 Congress, Washington, D.C., June 21.

Rubin, J., (2003). Testimony on proposed CAPCO legislation, before the Senate Finance Committee and the Senate Financial Services Committee, Rhode Island Senate.

Rubin, J., (2000). Invited testimony on developmental venture capital at a hearing before the Committee on Small Business, US Senate, The President's Fiscal Year 2001 Budget Request for the Small Business Administration. 106 Congress, Second Session, Senate Hearing 06-543, February 24.

Rubin, J., (1999). Invited testimony on developmental venture capital at roundtable before the Committee on Small Business, US Senate, SBA's SBIC and Microloan Programs. 106 Congress, First Session, Senate Hearing 106-275, May 12.

Editorials and Interviews

Rubin, J. and D. Sandler (2009). "Stop Giving Away Texas Tax Funds as Venture Capital." *Houston Chronicle*, Sunday, May 16.

Rubin, J., (2003). Interview about NY CAPCO legislation, The People's Business, public affairs radio program produced by WRPI in Troy, New York and aired by the Pacifica Radio Network, August 7.

Rubin, J., (2003), "\$100 Million Transfer from R.I. Citizens," *Providence Journal* op-ed, April 30.

Rubin, J., (2003). Interview about RI CAPCO legislation, *Focus Rhode Island*, news show that is produced by and airs on RI National Public Radio, April 30.

Rubin, J., (2003), "CAPCO Not the Answer for State's Capital Needs," *Providence Business News* op-ed, May 5-11.

Rubin, J., & Stankiewicz, G., (2002), "Development Bank Useful Despite Missteps," *Los Angeles Daily News* op-ed, May 13, page A15.

TEACHING/ADVISING EXPERIENCE

Graduate

- Edward J. Bloustein School of Planning and Policy, Assistant Professor. Managing People and Organizations. Created and taught course for the MPP/MPAP program. (2006 – present).
- Edward J. Bloustein School of Planning and Policy, Assistant Professor. Management of Nonprofit Organizations. Created and taught course for the MPP/MPAP programs. (2003 - present).
- Edward J. Bloustein School of Planning and Policy, Assistant Professor. Community Economic Development. Created and taught course for the MCRP program. (2004 - present).
- Edward J. Bloustein School of Planning and Policy, Assistant Professor. Advanced Qualitative Research Methods. Created and taught course for the Ph.D. program. (2003 - present).
- Assumption University, Bangkok, Thailand, *Visiting Professor*. Strategic Management. Created and taught course for the MBA program. (1990-1991).

Undergraduate

- Rutgers University, Assistant Professor, Urban Poverty. Created and taught course. (Spring 2005).
- Brown University, *Post-Doctoral Fellow*, Public Policy 170 - 6, Community Economic Development. Created and taught seminar. (Spring 2003).
- Brown University, *Post-Doctoral Fellow*, Public Policy 170 - 7, Issues Facing Our Cities. Created and taught seminar. (Fall 2002).
- Harvard University, *Teaching Assistant*. Sociology 143: American Society and Public Policy. (Spring 1996).
- Assumption University, Bangkok, Thailand, *Visiting Professor*. Marketing. Created and taught course for the BA program. (1990-1991).

Executive

- Community Development Venture Capital Alliance, New York, NY, (1998, 1999, 2000, 2001, 2004 & 2005).
- National Community Capital Association, Memphis, TN, (2001).
- FDIC Division of Compliance and Consumer Affairs, Kansas City, MO, (2000).
- Northwest Community Development Academy, Port Ludlow, WA, (5/1999).

GOVERNMENT AND POLICY EXPERIENCE

Urban Institute. Advising Institute on national evaluation of the New Markets Tax Credit program of the Community Development Financial Institutions (CDFI) Fund, U.S. Department of the Treasury (August 2006 – present).

Urban Institute. Advised Institute on study of Small Business Administration's Small Business investment Company (SBIC) program (August 2005 – December 2006).

John D. and Catherine T. MacArthur Foundation. Advised foundation on state of the field of community development finance (August 2005 – April 2006).

United States Small Business Administration (SBA). Advised the SBA on all aspects of the design, legislative passage, and implementation of the New Markets Venture Capital program (April 1999 – January 2001).

Community Development Financial Institutions (CDFI) Fund, U.S. Department of the Treasury.

Review and evaluate applications of organizations applying for federal funding under the CDFI and New Markets Tax Credit programs (June 1999 – November 2003).

New Jersey Redevelopment Authority. Advised the Authority on the design and implementation of the New Jersey Urban Equity Fund (April 2001 – August 2001).

Appalachian Regional Commission (ARC). Advised the Commission's Entrepreneurship Initiative on ways to increase access to equity capital in Appalachia (December 1998 – January 2002).

Oversees Private Investment Corporation (OPIC). Advised OPIC on ways to evaluate the unmet demand for equity capital in its target countries (February 2002 – May 2002).

ACADEMIC CONFERENCE PRESENTATIONS

Urban Affairs Association (UAA) annual conference, Chicago, IL. "All Underserved Markets Are Not Created Equal: Why the Private Sector Alone Will Not Address the Capital Needs of Distressed US Communities" (3/2009).

CDFI Fund Research Conference, Washington, D.C., "Community Development Venture Capital In Rural Communities." (6/2008).

CDFI Fund Research Conference, Washington, D.C., "Assessing the Systematic Impact of Community Development Loan Funds." (6/2008).

Harvard University research symposium on New Finance for America's Cities, Cambridge, MA. "All Developmental Venture Capital Is Not Created Equal: Why the Rhetoric of Emerging Domestic Markets Hurts Distressed Communities." (12/2007).

Urban Affairs Association (UAA) annual conference, Seattle, WA. "Community Development Venture Capital: Past, Present and Future." (4/2007).

Urban Affairs Association (UAA) annual conference, Montreal, Canada "Adaptation or Extinction? Community Development Financial Institutions at a Crossroads." (4/2006).

Federal Reserve's Community Development Finance Conference. "Financing Organizations with Debt and Equity: Community Development Venture Capital and Loan Funds." (12/2004).

Association for Public Policy Analysis and Management (APPAM) annual conference, Atlanta, GA. "Understanding Corporate-Led Urban Renewal: The Case of New Brunswick, New Jersey." (10/2004).

Urban Affairs Association (UAA) annual conference, Washington, D.C. "A Funny Thing Happened on the Way to New Markets: Implementing and Managing The New Markets Initiatives." (4/2004).

Association for Public Policy Analysis and Management (APPAM) annual conference, Washington, D.C. "A Funny Thing Happened on the Way to New Markets: Implementing and Managing The New Markets Initiatives." (11/2003).

- Sustainable Community Development: What Works, What Doesn't and Why*, Third Federal Reserve System Community Affairs research conference, Washington D.C. "Evaluating the Impact of Federal Community Economic Development Policies on their Targeted Populations: The Case of the New Markets Initiatives." (3/2003).
- Sustainable Community Development: What Works, What Doesn't and Why*, Third Federal Reserve System Community Affairs research conference, Washington D.C. "Community development financial institutions: Current issues and future prospect." (3/2003).
- Academy of Management* annual meeting, Denver, CO. "Organizations Operating on the Institutional Cusp: The Case of Community Development Venture Capital." (8/2002).
- Academy of Management* annual meeting, Washington, DC. "Where Do Hybrid Organizations Come From? What the Developmental Venture Capital Industry Can Teach Us About New Field Formation." (8/2001).
- Urban Affairs Association (UAA)* annual conference, Detroit, MI. "Community Development Venture Capital: Balancing Financial and Social Objectives." (4/2001).
- Changing Financing Markets and Community Development*, Second Federal Reserve System Community Affairs research conference, Washington D.C. "Community Development Venture Capital: A Double-Bottom Line Approach to Poverty Alleviation." (4/2001).
- Association for Public Policy Analysis and Management (APPAM)* annual conference, Seattle, WA. Stankiewicz, G. and Rubin, J., "The Los Angeles Community Development Bank: When Money and Good Intentions Are Not Enough." (11/2000).
- Academy of Management* annual meeting, Toronto. "Balancing Conflicting Institutional Logics: The Case of Developmental Venture Capital and the Triple Bottom Line." (8/2000).
- Urban Affairs Association (UAA)* annual conference, Los Angeles, CA. Rubin, J. and Stankiewicz, G., "The Los Angeles Community Development Bank: When Money and Good Intentions Are Not Enough." (5/2000).
- ARNOVA* annual conference, Arlington, VA. "Is Sector Irrelevant in Cross-Sector Organizations?" (11/1999).
- Academy of Management* annual meeting, Chicago, IL. "It's the Mission, Stupid: The Case of Developmental Venture Capital and why Sector Doesn't Matter." (8/1999).
- Academy of Management* annual meeting, Chicago, IL. "Venture Capital and Inner-City Revitalization: Comparing Two Approaches." (8/1999).
- Babson College-Kauffman Foundation Entrepreneurship* research conference, Columbia, SC. "Community Development Venture Capital: Balancing Financial and Social Objectives." (5/1999).
- Urban Affairs Association (UAA)* annual meeting, Louisville, KY. "Community Development Venture Capital: Using Public and Private Means to Build Community and Fight Poverty in the Inner City." (4/1999).

Independent Sector Spring research forum, Alexandria, VA. "Community Development Venture Capital: A Study of Cross-Sector Organizations." (3/1999).

Association for Public Policy Analysis and Management (APPAM) annual conference, New York, NY. Invited discussant for a panel on Community Development Financial Institutions. (10/1998).

Academy of Management annual meeting, San Diego, CA. "Community Development Venture Capital: The Conflict of Capitalism and Democracy." (8/1998).

Babson College-Kauffman Foundation Entrepreneurship research conference, Gent, Belgium. "Public Policy and High Growth Firms: The Role of Institutional Forces In the Creation and Growth of Hybrid Social Enterprises." (5/1998).

SESSION/CONFERENCE ORGANIZER

Community Development Finance Conference organized with sponsorship from the New York, Philadelphia and Cleveland Federal Reserve Banks, December 2004. Conference organizer.

Urban Affairs Association annual meeting, Boston, MA, March 2002. "Funding Innovation in the Inner City." Organizer and chair of colloquy.

Academy of Management annual meeting, Chicago, IL, August 1999. "Social Enterprise: Organizational Evolution, or Much Ado About Nothing?" Organizer and chair of symposium jointly sponsored by the entrepreneurship and public and nonprofit divisions.

Academy of Management annual meeting, San Diego, CA, August 1998. Rubin, J. & Backman, E., "Operating on the Institutional Cusp: Managing Symbolic and Cognitive Conflict." Organizer and co-chair of symposium jointly sponsored by the organization and management theory, managerial and organizational cognition, and public and nonprofit divisions.

INVITED PRESENTATIONS

- Future of People and Place Development Policy retreat, (6/2009).
- New Jersey Nonprofit Day Event, Keynote Speaker, (6/2008).
- Rural Community Development Venture Capital conference, (10/2007).
- National Association of Seed and Venture Funds annual conference (9/2007).
- Center for Mental Health Services & Criminal Justice Research NIMH-NIDA Post-Doctoral Seminar (11/2005).
- Federal Reserve Bank of Dallas conference, (11/2005).
- Community Development Venture Capital Alliance annual meeting, Arlington, VA, (3/2005).
- NJ Conference on Housing and Community Development, Atlantic City, (9/2004).
- Stern School of Business, New York University, (5/2004).
- Milano Graduate School, New School University, (5/2004).
- Social Enterprise Alliance annual meeting, San Francisco, CA, (3/2004).
- Federal Reserve Bank of Cleveland, (6/2003).
- Financial Innovations Roundtable, Southern New Hampshire University, (5/2002 and 11/2002).
- Community Development Financial Institutions Fund, Department of the Treasury, Washington, D.C., (4/2001).
- Federal Deposit Insurance Corporation (FDIC) Community Development Investments and Opportunity for Partnership seminar, San Juan, Puerto Rico, (3/2001).
- Federal Deposit Insurance Corporation (FDIC) Training Conference, Kansas City, MO, (11/2001).
- Community Development Venture Capital Alliance annual meeting, New York, NY, (2/2001).

- Alternatives Federal Credit Union annual meeting, keynote speaker, Ithaca, NY, (5/2000).
- Federal Reserve Bank of San Francisco Community Reinvestment Conference, San Francisco, CA, (4/2000).
- Community Development Venture Capital Alliance annual meeting, Seattle, WA, (12/1999).
- Community Development Venture Capital Alliance annual meeting, Philadelphia, PA, (12/1998).
- Federal Reserve Bank of Boston Public and Community Affairs Department Advisory Committee, Boston, MA, (10/1998).
- National Association of Development Organizations annual conference, San Antonio, TX, (12/1999).
- Appalachian Regional Commission meetings on increasing access to equity in the Appalachian region, Pittsburgh, PA and Charlotte, NC, (10/1999).

GRANTS

Assessing the Systematic Impact of Community Development Loan Funds, CDFI Fund, U.S. Department of the Treasury, \$100,000 (PI)

Community Development Venture Capital in Rural Communities, CDFI Fund, U.S. Department of the Treasury, \$45,000 (PI)

Examination of Outcomes Resulting from Undocumented Aspects of Community Development Loan Funds' Operations, Grants to Get Grants Program, Bloustein School, \$2,500 (PI)

Community Development Venture Capital, Community Development Venture Capital Alliance, \$6,000 (PI)

Community Development Venture Capital, Aspen Institute Nonprofit Sector Research Fund, \$20,000 (PI)

Community Development Venture Capital, U.S. Department of Housing and Urban Development Dissertation Research Grant, 15,000 (PI)

PROFESSIONAL SERVICE

Reviewer

Journal of Business Ethics

Journal of Urban Affairs

Nonprofit and Voluntary Sector Quarterly

Urban Affairs Review

Venture Capital: An International Journal of Entrepreneurial Finance

Rutgers University

Bloustein School Steering Committee, *Untenured Faculty Representative* (2004-2006).

Methods Exam Committee, *Member* (2003 – 2006); *Co-Chair* (2005- 2006).

Harvard University

Organizational Behavior Ph.D. Program, *Student Representative* (1994-95).

Quincy House, Harvard University, *Resident Tutor and Advisor* (1989-98).

Harvard Business School

Women's Student Association, *President* (1989-1990).

Public and Non-Profit Management Club, *Director* (1989-1990).

BOARD SERVICE

- New Jersey Community Capital, *Chair of the Board* (2009 – present). *Board Member* (2005 - present).
- Advisory Committee, Poverty Research Institute, Legal Services of NJ, *Member* (2006-2007).
- Policy Committee, National Social Enterprise Alliance, *Member* (2004 – 2007).
- Communitas, Bremerton, WA. *Chair of the Board* (2001-2005), *Board Member* (1999-2005).
- Harvard-MIT Cooperative Society, Cambridge, MA. *Board Member* (1989-1990, 1982-1984).
- Park Hudson Tenants Cooperative, North Bergen, NJ. *Treasurer of the Board* (1987-1988).

OTHER PROFESSIONAL EXPERIENCE

McKinsey & Company, *Associate*. Evaluated strategic partnership options for a major pharmaceutical company. (Summer 1989).

Eastman Kodak Company, *Associate Product Manager*. Managed all aspects of marketing \$135 million (Lysol Spray) and \$38 million (Lysol Deodorizing Cleaner) household cleaner businesses (1985-1988).

Procter & Gamble Company, *Brand Assistant*. Member of team responsible for introduction of Lilt Shampoo and Conditioners and marketing of Lilt Home Permanent. (1984-1985).

AWARDS AND FELLOWSHIPS

- Excellence in Research Award for Association for Public Policy Analysis and Management (APPAM) conference paper, U.S. Department of Housing and Urban Development (2000)
- First Runner-Up for the Best Paper Award, Urban Affairs Association Conference (2000)
- David A. Aloian - Robert L. Beal award for service as resident tutor, Harvard University (1998)
- Derek Bok Center Certificate of Distinction in Teaching, Harvard University (1996)
- Nominated for Joseph R. Levenson Memorial Teaching Award, Harvard University (1996)
- Luce National Scholar - 1 of 15 selected nationally (1990-91)
- Dean's Award Recipient as 1 of 7 MBA students who had the greatest positive impact on Harvard Business School (1990)