

Kathe Callahan

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Education

Ph.D., Public Administration, Rutgers University-Campus at Newark, 1999

Master of Public Administration, Rutgers University-Campus at Newark, 1991

Bachelor of Arts, Montclair State University, 1977

Professional Experience

Assistant Professor, School of Public Affairs and Administration, Rutgers University-Campus at Newark, September 1999-present (tenure track appointment as of July 2002).

Assistant Professor, Department of Urban Health Administration, UMDNJ School of Public Health, December 2005-present, coterminous with primary appointment at Rutgers University.

Director, Graduate Program in Public Administration, Rutgers University-Campus at Newark, September 1999- June 2002.

Director, Newark Center for Families and Communities, Rutgers University-Campus at Newark, February 1998 to August 1999.

Team Leader, Citizen-Driven Results-Oriented Assessment of Government Performance, National Center for Public Productivity, Rutgers University-Campus at Newark, September 1996 to December 1997.

Teaching Assistant and Full Time Doctoral Student, Rutgers University-Campus at Newark, Graduate Department of Public Administration, September 1994 to August 1996.

Managing Director, National Center for Public Productivity, Rutgers University-Campus at Newark, June 1991 to September 1994.

Teaching Assistant and Full Time Graduate Student, Rutgers University-Campus at Newark, September 1989 to May 1991.

Consultant, North Ward Center, Inc., Newark, New Jersey, 1984-1989.

Director, Senior Community Service Project, North Ward Center, Inc., Newark, New Jersey, 1978-1984.

Courses Taught

MPA Program

Introduction to Public Administration

Public Organizations

Grant Writing and Grants Management (developed course)

Leadership

Performance Measurement: Adding Value through Citizens (developed course)

Cases in Public Sector Productivity

Capstone

Ph.D. Program

Performance Measurement and Program Evaluation (developed course)

Publications

Research focus:

- citizen participation/ civic engagement
- performance measurement
- democratic accountability
- responsive government

Books

Elements of Effective Governance: Measurement, Accountability and Participation, Taylor & Francis, Inc, 2007, 360 pages.

Global Public Management: Cases and Comments, edited with Dorothy Olshfski and Erwin Schwella. Thousand Oaks, CA: Sage Publications, 2005, 193 pages.

Government at Work, co-authored with Marc Holzer. Thousand Oaks, CA: Sage Publications, 1998, 232 pages.

Peer Reviewed Articles

“Citizen Participation: Questions of Diversity, Equity and Fairness” Journal of Public Management and Social Policy, 13(1), Spring 2007, 53-68.

“Citizen Involvement Efforts and Bureaucratic Responsiveness: Stakeholders, Barriers and Administrative Attitudes” with Kaifeng Yang, Public Administration Review, 67(2), 2007, 249-264.

“War Narratives: Framing Our Understanding of the War on Terror” with Melvin Dubnick and Dorothy Olshfski, Public Administration Review, 66(4), 2006, 544-568.

“Elmer Boyd Staats and the Pursuit of Good Government,” Public Administration Review, 66(2), 2006, 159-166.

“Assessing Citizen Involvement Efforts by Local Government” with Kaifeng Yang, Public Performance and Management Review, 29(2), 2005, 191-216.

“Citizen Participation: Models and Methods” International Journal of Public Administration, 28 pages, accepted for publication June 10, 2005.

“Training and Professional Development for Civically Engaged Communities” with Kaifeng Yang, Innovation Journal, 10(1), 2005, 1-16.

“Citizen Participation in Budgeting” co-edited with Jerry Miller, a symposium in the journal of Public Budgeting, Accounting and Financial Management, Vol. 14, No. 3, Summer 2002.

“The Utilization and Effectiveness of Citizen Advisory Committees in the Budget Process of Local Governments” Public Budgeting, Accounting and Financial Management, Vol. 14, No. 3, Summer 2002, pp. 295-319.

“The Challenge of Promoting and Sustaining Meaningful Citizen Participation,” International Review of Public Administration, Vol. 4, No. 2, 1999, 23-31.

“Flexible Performance Strategies: Responding to Change,” Public Productivity and Management Review, 20:2 (December 1996), co-edited with Vatche Gabrielian, 117-173.

“Rethinking Governmental Change: New Ideas, New Partnerships” with Marc Holzer. Public Productivity and Management Review, 17:3 (Spring 1994) pp. 201-214.

“Fiscal Pressure and Productive Solutions,” with Marc Holzer. Public Productivity and Management Review, 16:4 (Summer 1993) pp. 331-348.

Book Chapters/Encyclopedia Entries

“Influencing the Policy Process: Effectively Communicating Results,” Handbook of Research Methods in Public Administration, Second Edition, edited by Gerald J. Miller and Kaifeng Yang, Taylor & Francis, 2007.

Performance Measurement, Citizen-driven” entry for the International Encyclopedia of Public Administration and Public Affairs, Second Edition, Edited by Jack Rabin, Marcel Dekker, 2007.

“Profile of Meredith Newman,” Outstanding Women in Public Administration, edited by Claire Felbinger and Wendy Haynes, American Society for Public Administration, 2007.

“Citizen-driven Government Performance,” Chapter in Public Productivity Handbook, Edited by Marc Holzer and Seok-Hwan Lee, Marcel-Dekker, March 2004, 31-42.

Performance Measurement, Citizen-driven” entry for the International Encyclopedia of Public Administration and Public Affairs, Edited by Jack Rabin, Marcel Dekker, March 2003, 910-916.

“Government at Work: Best Practices and Model Programs” with Marc Holzer. Chapter in Introduction to Public Administration: A Book of Readings. Edited by J. Steven Ott and E.W. Russell, New York: Longman Press. 2001, 278-286.

“Productivity Improvement and Public Management,” with Marc Holzer. Chapter in Public Management Practice and Reform, Edited by Tom Liou, New York, Marcel Dekker, 2000, 291-319.

“Results-Oriented Government: Citizen Involvement in Performance Measurement,” with Marc Holzer. Chapter in Performance and Quality Measurement in Government: Issues and Experiences. Edited by Arie Halachmi. Burke, VA: Chatelaine Press, 1999, 51-64.

“Productivity Savings,” in Shafritz, Jay (Ed) International Encyclopedia of Public Policy and Administration. Boulder, CO: Westview Press, 1997, 5 pages.

“Best Practices,” with Marc Holzer in Shafritz, Jay (Ed) International Encyclopedia of Public Policy and Administration. Boulder, CO: Westview Press, 1997, 182-186.

“Gilbreths, Frank and Lillian (Scientific Management),” in Shafritz, Jay (Ed) International Encyclopedia of Public Policy and Administration. Boulder, CO: Westview Press, 1997, 5 pages.

“Fiscal Pressures and Productive Solutions” with Marc Holzer in Competent Government: Theory and Practice. Arie Halachmi and Marc Holzer, editors. Burke, VA: Chatelaine Press, 1995.

Conference Proceedings

Reinventing New Jersey, edited with Marc Holzer and Joseph DeIorio. Burke, VA: Chatelaine Press, 1996, 80 pages.

“Changing Government: Proceedings of the Sixth National Public Sector Productivity Conference,” Public Productivity and Management Review. 17:3 (Spring 1994) co-editor with Marc Holzer, 111 pages.

“Government’s Fiscal Crisis: Public and Private Solutions: Proceedings of the Fifth National Public Sector Productivity Conference,” Public Productivity and Management Review. 16:4 (Summer 1993), co-editor with Marc Holzer, 172 pages.

“New Approaches to Productivity: Proceedings of the Fourth National Public Sector Productivity Conference,” Public Productivity and Management Review. 15:2 (December 1991), co-editor with Marc Holzer, 172 pages.

Book Reviews

Invited to review Acting Civically: From Urban Neighborhoods to Higher Education, edited by Susan A. Ostrander and Kent E. Portney, Tufts University Press, 2007 for the **Non Profit and Voluntary Sector Quarterly**, May 2008

Invited to review the second edition of Harry Hatry's book Performance Measurement: Getting Results, Urban Institute, 2007 for the **Journal of American Planning Association**, April 2007.

"People, Politics, Participation and Place," **Public Administration Review**, 67(5), September/October 2007, 950-954. A review of three books: People and the Competitive Advantage of Place: Building a Workforce for the 21st Century, by Shari Garmise, M.E. Sharpe, 2006; Political Democracy, Trust, and Social Justice: A Comparative Overview, by Charles Andrain and James Smith, Northeastern Press, 2006; Remaking Governance: Peoples, Politics and the Public Sphere, by Janet Newman, Policy Press, 2005

Electronic Publications

Developed case studies, teaching notes and on-line course modules for the Sloan-funded Citizen-driven Government Performance Project, Spring 2003
(www.andromeda.rutgers.edu/~ncpp/sloan)

"Performance-based Accountability: Newark's Charter School Experience" with Louisa Visconti, Educational Resources Information Center, 2001.

Other Publications

"Collaboration Meets the Performance Measurement Challenge" with Kathryn Kloby, The Public Manager, Summer 2007, Vol 36, No. 2, 9-24

"Managing and Measuring for Results: Challenges in the Public Sector" Knowledge and Management, Pablo Orcinoli, Editor, translated into Spanish, May 2007

"New Jersey Quality Single Accountability Continuum (QSAC) 2006 Pilot Program Evaluation" Report for the Institute of Education, Law and Policy, with Kathryn Kloby and Teresa Moore, November 2006, 78 pages.

"Citizen-driven Government Performance: Lessons from Montclair." PA Times, June 2002, p. 12.

"Charter School Accountability: the Newark Experience" with Alan Sadovnik and Louisa Visconti, Publication Series, Dennis Gale, ed., Newark, NJ: Joseph C. Cornwall Center for Metropolitan Studies, 2001, 26 pages.

"Citizen Participation Run Amok," a case study, Public Productivity and Management Review, Vo. 23 No. 3 (March 2000) pp. 394-398.

Applied Research/Reports

IBM Business of Government Research Grant, \$20,000, “Collaborating to Strengthen the Relevance and Utilization of Performance Measurement” with Kathryn Kloby, 2008. This research is designed to explore the relationship between government sponsored performance measurement projects and community indicator projects to identify the potential linkages between the two. A collaborative approach to performance measurement, one that incorporates internal managerial-driven data with external, stakeholder-driven data has the potential to strengthen the relevance and utilization of performance measurement so that it accurately informs decision-making and ultimately improves the quality of public sector services.

Principal investigator for the Heldrich Center for Workforce Development at Rutgers (Spring/Summer 2007). I worked with the State of New Jersey Governor’s Office of Economic Growth (OEG) to help them develop implementation plans for the state’s economic growth strategy. I worked one on one with representatives from OEG and the various department and authorities contributing to the Economic Growth Strategy and assisted them in the development of measurable implementation plans that will be shared with the Governor and the public. I am currently assisting OEG in the design of interim reports to update the Governor and the public on the state’s progress against the action steps outlined in the strategy.

Principal investigator for the Institute of Education Law and Policy (IELP) at Rutgers (Spring 2007). I conducted a critical assessment of Shared Services for the New Jersey School Board Association. This included an in depth analysis of the policies and practices in three counties to explore the efficiencies of school district shared services; showcase examples of best practices; and monitor progress and report on efforts that have resulted in cost savings and tax relief. Funding for this analysis was secured by the Institute of Education Law and Policy (IELP).

Principal investigator for the Institute of Education Law and Policy (IELP) at Rutgers (Summer 2006). I conducted an extensive program evaluation of the New Jersey Quality Single Accountability Continuum (NJQSAC) assessment process for the New Jersey Department of Education (NJDOE) and submitted a comprehensive report to NJDOE in November 2006. Research support was provided by NJDOE and the Prudential Foundation.

Works in Progress

Book Proposal

Maximum Feasible Participation: Embracing the Ideal This book will be a narrative inquiry that tells the story of public officials, elected officials and citizens who were intimately involved in the anti-poverty and Community Action Programs in Newark, New Jersey.

Peer-reviewed journals

Editing a symposium on citizen involvement in the budget process for the Journal of Budgeting and Finance, October 1, 2007.

“Citizen Participation: A Managerial Perspective” for the, American Review of Public Administration

Citizens, Non-profits and Government: Measuring and Managing Government Performance, for the State and Local Review, with Kathryn Kloby.

Book Chapters

“The War on Terror: Aggressive Action in Search of a Dominant Narrative” with Melvin Dubnick and Dorothy Olshfski, for The Day that Changed Everything? Looking at the Impact of 9-11 at the End of the Decade, edited by Matthew Morgan, Palgrave Macmillan Publishers.

Conference Papers

“Bridges to the Past and Tunnels to the Future: Reflections on Citizen Participation Strategies in the Transformation of Governance” 69th Annual American Society for Public Administration Conference, March 7-11, 2008, Dallas, Texas.

“Collaborating to Strengthen the Relevance and Utilization of Performance Measurement” 10th International Winelands Conference, Stellenbosch, South Africa, April 16-18, 2008.

“Internal and External Perspectives: Collaborating to Strengthen the Relevance of Performance Measurement” with Kathryn Kloby, First Annual Public Performance Measurement and Reporting Conference, November 2-3, 2007, Rutgers, Campus at Newark

“Measuring and Managing Results through Collaborative Agreements” 68th Annual American Society for Public Administration Conference, March 23-27, 2007, Washington, D.C.

“Citizen Participation: A Managerial Perspective” Second Transatlantic Dialogue on A Performing Public Sector, sponsored by the European Group of Public Administration (EGPA) and the American Society for Public Administration (ASPA), Leuven, Belgium, June 1-3, 2006.

“Implications for Citizen Involvement: An Administrator’s Prerogative” 67th Annual American Society for Public Administration Conference, Denver, CO, March 31- April 4, 2006

“Accountability and Good Governance” 66th Annual American Society for Public Administration Conference, Milwaukee, Wisconsin, April 2-5, 2005

“Vicarious Experience: The Use of Case Studies in Public Administration Education” paper presented with Dorothy Olshfski, Teaching Public Administration Conference, Fort Walton, Florida, February 10-12, 2005.

“Ethics and Accountability” panel chair and moderator, 65th Annual American Society for Public Administration Conference, Portland, Oregon, March 27-30, 2004

“Innovative Service Delivery” paper presented at the 9th International Winelands Conference, Stellenbosch, South Africa, September 10-12, 2003

“State of War, State of New Jersey” panel discussion with Melvin Dubnick and Dorothy Olshfski at the Association of Government Accountants and American Society for Public Administration Symposium, “Vision, Opportunity and Solutions to Shape New Jersey’s Future,” Trenton, New Jersey, May 9, 2003.

“Public Administration in a State of War” paper presented with Melvin Dubnick and Dorothy Olshfski as part of the Founder’s Forum at the American Society for Public Administration, Washington, D.C., March 15-18, 2003.

“Teaching Performance Measurement: Curricular Resources,” Teaching Public Administration Conference, Dayton, Ohio, February 6-8, 2003

“Citizen-drive Government Performance,” National Association of Schools of Public Affairs and Administration, Los Angeles, CA, October 17-19, 2002.

“Performance Based Accountability – Newark’s Charter School Experience” Paper presented at the American Society for Public Administration National Conference, Phoenix, AZ, March 23-26, 2002

“Citizen-driven Performance Measurement” Paper presented at the Van Riper Symposium, the American Society for Public Administration National Conference, Phoenix, AZ, March 23, 2002

“Results-oriented Government: Citizen Involvement in Performance Measurement,” Paper presented at the 8th Annual Winelands Conference, Stellenbosch, South Africa, September 12-14, 2001

“Citizen-driven Government Performance,” Paper presented with Marc Holzer at the American Society for Public Administration National Conference, Newark, NJ, March 10-13, 2001

“Establishing the Context for Teaching about Globalization: Using Fiction in Public Administration Classes,” Paper presented with Dorothy Olshfski, Anita Puran and Roslyn Robertson at the Teaching Public Administration Conference, Phoenix, AZ, February 3-6, 2001.

“Privatization and Shared Services at the Local Level in New Jersey,” Paper presented with Vatche Gabrielian at the Governing in the Northeastern Corridor, ASPA Regions I, II, III, and IV Conference, Princeton, NJ. October 1996.

“Privatization: Is There a Method to the Madness?” Paper presented at the Eighth National Public Sector Productivity Improvement Conference, Washington, D.C., November 1995.

“Exemplary Public Sector Program as an Alternative to Privatization” paper presented at the New York State Political Science Association Conference, New York City, April, 1995.

“The Process of Innovation in Government: What Works? What Doesn’t?” Paper presented with Marc Holzer and Dorothy Olshfski at the Seventh National Public Sector Productivity Improvement Conference, Minneapolis, MN, September 1994.

Editorial Boards

Editorial Board, Journal of Public Management and Social Policy, 2006- date

Editorial Board, Center for Accountability and Performance (CAP), American Society for Public Administration, Cases in Public Sector Accountability, 2005 - 2006

Associate Editor, Public Voices, sponsored by the Section on Artistic, Humanistic, and Reflective Expression (SHARE) of the American Society for Public Administration, 1993-2000.

Editorial Board, Public Productivity and Management Review, 1992-date

External Research Projects and Support

IBM Business of Government Research Grant, \$20,000, “Collaborating to Strengthen the Relevance and Utilization of Performance Measurement” with Kathryn Kloby, 2008

Economic Growth Strategy for New Jersey’s Office of Economic Growth, \$10,800, researcher for the Heldrich Center for Workforce Development at Rutgers, Spring-Summer 2007.

Shared Services in New Jersey School Districts for the New Jersey School Boards Association, \$3,000, principal investigator for the Institute of Education Law and Policy (IELP) at Rutgers, Spring 2007.

New Jersey Quality Single Accountability Continuum (NJQSAC), \$3,000, Evaluation of the New Jersey Department of Education performance measurement process, principal investigator for the Institute of Education Law and Policy (IELP) at Rutgers, , Summer 2006

Curricular Development Grant: Citizen Involvement in Performance Assessment, \$530,310 from the Sloan Foundation for three years, Marc Holzer co-principal investigator, 2001-2004

Charter School Accountability: the Newark Experience, \$10,000, Cornwall Center for Metropolitan Studies, with Alan Sadovnik and Louisa Visconti, 2002

Hope VI Supportive Services, \$300,000 from the Newark Housing Authority for three years, 1999-2002

Strategic Resource Opportunity Allocation (SROA), \$45,000 from Rutgers University for the administration of the Newark Center for Families and Communities, 1999

Community Outreach Partnership Center (COPC), in collaboration with Robert Lake of the Center for Urban Policy Research, Rutgers University-New Brunswick: \$399,000 from HUD for three years, 1998-2001

Healthy Lifestyles Program, \$45,000 from the Healthcare Foundation of New Jersey, 1998-1999

Citizenship and Service Education Program (CASE), \$125,000 from the Prudential Foundation, (directed the program, did not secure the funding), 1997-2000

Citizen-driven Government Performance Project, \$750,000 from the Sloan Foundation for three years, with a one year extension of \$45,000 for dissemination through 2001, Marc Holzer co-principal investigator, 1997-2001

National Exemplary State and Local Awards Program: \$160,000 from the William C. Norris Institute and Coopers & Lybrand, 1988-1994

New Jersey Exemplary State and Local Awards Program: \$101,500 from the Fund for New Jersey, 1992-1995

Muskie Fellowship Program: USIA scholarship program for graduate students from the former Soviet Union. Ten Fellows from 1992-1996 were enrolled at Rutgers University and were awarded \$360,000 in stipends and tuition waivers.

Program Director, Muskie Fellowship Program, Rutgers University, 1992-1996

Academic reviewer for public administration Fellows for the American Council of Teachers of Russian (ACTR), Washington, D.C., 1992-1996

Interviewed candidates for the Muskie Fellowship Program in:

- Kazakhstan and Kyrgyzstan, January 1996
- Republic of Georgia, March 1994
- Russia, Kazakhstan, and Kyrgyzstan, January 1994
- Russia and Uzbekistan, February, 1993

Reinventing New Jersey, conference, proceedings and video project. One of seven nationwide events sponsored by the National Commission on the State and Local Public Service, \$13,000, 1994-1995

Program coordinator, with Joseph DeIorio, "Reinventing New Jersey" a one-day roundtable forum about critical issues facing New Jersey, Princeton, New Jersey, October, 1994

Savings Maximization and Reinvention Techniques (SMART): New Jersey Department of Treasury, \$35,000, 1994

Co-Director with Marc Holzer, identification of national best practices in state government for replication and savings in New Jersey.

Community Development Block Grant Evaluation Project: The Urban Institute, \$8,000, 1993-1994

Field Associate with Harry Hatry and Brenda Ashford of the Urban Institute, Washington, D.C., for a nationwide evaluation of the Community Development Block

Grant Program. Conducted an evaluation of the City of Newark, November 1993-February 1994

National Public Sector Productivity Improvement Conference: \$200,000 from the Prudential Foundation and other organizational co-sponsors, 1990-1994

Program Chair, with Anthony Cahill, "Breakthrough Government: Strategies, Measures, and Successes," Minneapolis, Minnesota, September 1994.

Conference Coordinator, with John Little, "Changing Government," Scottsdale, Arizona, September, 1993.

Conference Coordinator, with Janet Brown, "Government's Fiscal Crisis: Public and Private Solutions," Newark, New Jersey, June 1992.

Conference Coordinator, with Martin Conroy, "New Approaches to Productivity," Albany, New York, September 1990.

Professional Associations

American Society for Public Administration

- Member since 1989
- Executive Committee Member, Section on Management Science and Policy Analysis, 1996-1997; 2007-present
- Treasurer, Section on Management Science and Policy Analysis, 1997-2002
- Secretary, Section on Humanistic, Artistic, and Reflective Expression, 1992-1996
- Chair, Section on Humanistic, Artistic, and Reflective Expression, 1996-1999
- Member, Steering Group 1, 2000-2002
- Member, Conference Planning Committee, 2001
- Executive Committee, North Jersey Chapter, December 2002-present
- New Publications Committee, 2002-present
- Member, Task Force on Accountability, 2004-present
- Board Member, Center for Accountability and Performance (CAP), 2008-2011

American Political Science Association, 2002 - present

South African Association of Public Administration and Management.

- Founding Member, 2000 - present

Urban Affairs Association, 2002-present

National Civic League, 2005-present

Pi Alpha Alpha, National Honor Society for Public Administration

- Inducted 1991
- President, Rutgers Chapter, 1991-1993

- Co-chair, Rutgers Chapter, 1993-1994

Graduate Student Government Association, Chairperson and Treasurer (MPA), 1989-1991

Faculty Governance

Newark Faculty Council, 2001-2003

Elected Secretary 2003

President's Faculty Advisory Committee, 2003

Service to University

Member, Dean's Advisory Committee for Outcome Assessments, 2007-present

Member, Faculty Committee for Undergraduate Program in Public Service, 2006-present

Member, Faculty Advisory Committee, Cornwall Center for Metropolitan Studies, 2002-present

Blumenthal Mall Performance Indicator Project, 2002

Chair Development Project, 2000-2001

Women, Work, Newark, 2000

Rutgers and the Urban Environment: Intellectual Resource for Teaching, Research and Learning, 1999

Service to Community

Chair, Performance Management Committee, Newark Transition Team, Mayor-elect Cory Booker, June, 2006.

Panelist, Leadership Newark, April, 2003

Member, Transition Team, Citizen Services, Essex County Executive Joseph DiVincenzo, November – December, 2002

Advisor, Excellence in Essex County, appointed January 2003

Consultant, Casa Israel, Adult Medical Day Care Center, Newark, NJ, June 2001-June 2002

Essex County Democratic Committee Member, elected office 1988-present