

MARC HOLZER

Dean

and Professor of Public Affairs and Administration

School of Public Affairs and Administration, Rutgers University-Campus at Newark

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Education

Ph.D. University of Michigan, 1971, Political Science. Dissertation: "Public Policy-Making Theory and the Case of Family Planning," 495 pp.

M.P.A. University of Michigan, 1967, Public Administration (Institute of Public Policy Studies)

B.A. University of Rochester, 1966, Political Science

Academic Appointments

Dean, School of Public Affairs and Administration, Rutgers University-Campus at Newark, July 2006-

Rutgers University Board of Governors Professor of Public Affairs and Administration, February, 2006-

Professor II, Public Administration, Rutgers University-Campus at Newark, July, 2002 to February, 2006

Professor I, Public Administration, Rutgers University-Campus at Newark, 1989 to 2002

Previous Appointments at John Jay College/City University of New York:

Professor of Public Administration, 1980-89

Associate Professor of Public Administration, 1975-1979

Assistant Professor of Public Administration, 1971-1974

Senior Fellow, Rockefeller Institute of Government, State University of New York, Albany.
(On Sabbatical Leave from City University of New York, 1986-87)

Peoples Republic of China (2002-):

Chinese Public Administration Society: Chair Visiting Professor and Professor's

Committee of the Training Center (July 2002-July 2007)

Renmin University of China (Advisory Professor, School of Administration)

Zhongshan University (Adjunct Professor)

School of Public Administration, Jilin University (Adjunct Professor)

Huazhong University of Science and Technology (Advisory/Consultant Professor)

Professional and Public Service/Honors

International Recognition:

Chinese Public Administration Society:

Honorary Council Member. Appointed 2004 as the only such foreign member.

Award for Excellence. Beijing, 2002:

“For your distinguished scholarly contributions to the academic field of public administration in China and your outstanding contributions to cooperation between the Chinese and United States public administration communities.”

World Academy of Productivity Science, Elected Fellow, 2001:

“By virtue of significant and longstanding contributions to the improvement of quality, quality of work, quality of work life, quality of life and productivity.”

Southeastern Conference for Public Administration at the Annual Meeting in Columbia, S.C. on Thursday, October 3, 2002:

The Senator Peter B. Boorsma Award.

This award is named after a Senator in the Netherlands, and was awarded to Prof. Holzer "In recognition of his efforts over many years to enhance excellence in public administration theory and practices through exchanges and dialogues among academicians and practitioners from different countries."

National Recognition:

Conference of Minority Public Administrators, Presidential Leadership Award, 2006

International City/County Management Association, Academic Award in Memory of Stephen B. Sweeney, 2005

“Presented to an academic leader who has made a significant contribution to the formal education of students pursuing careers in local government.”

National Academy of Public Administration, Elected Fellow, 2003

American Society for Public Administration:

President, American Society for Public Administration, 2000-2001

Presidential Citation, American Society for Public Administration, March 2003:
For leadership of ASPA-Chinese Public Administration Society Secretariat.

William and Frederick Mosher Award for Best Article by an Academician
Appearing in the Public Administration Review, 2001. Co-Author and Co-
Recipient: Patria deLancer Julnes. March 2002.

Joseph Wholey Distinguished Scholarship Award for Best Scholarly Publication
in Performance-based Governance in a Public Administration Journal, 2001. Co-
Author and Co-Recipient: Patria deLancer Julnes. Presented by the Center for
Accountability and Performance. March 2002.

Charles H. Levine Memorial Award , April 2000

“for his demonstrated Excellence in teaching, research and service to the
community.”

Donald Stone National ASPA Achievement Award, 1994

“In recognition of his years of dedicated service and exemplary
contributions.”

Government Technology Leadership Awards Academy, Fellow, 2001

National Association of Schools of Public Affairs and Administration:

Excellence in Teaching Award, Oct. 1998

“In recognition of outstanding contributions to education for public

service through excellence in teaching.”

University Awards:

Rutgers University, Human Dignity Award, April 2004

“As professor for the Graduate Department of Public Administration, Dr. Holzer has been instrumental in building multicultural bridges with developing countries. His commitment to multiculturalism is reflected by the diverse student body of the Ph.D. program in public administration.”

Rutgers University, The Class of 1962 Presidential Public Service Award,
May 2002.

“In recognition of his long career of public service, his commitment to processes of democratic public planning, his involvement in programs of citizen-inclusion, and his extraordinary contributions to public service at the local, state, national, and international levels; his broadening of the dialogue within the field of public administration through the founding of three journals; his efforts to develop projects in China, Russia, and South Korea to encourage open government and strengthen the public sector; his service to national task forces, statewide studies, local school and planning boards, and to the Rutgers-Newark Department of Public Administration; and his unflagging dedication to addressing and solving the civic problems of the day.”

Rutgers University, The Board of Trustees Award for Excellence in Research,
May, 2001

“In recognition of his intellectual leadership that has shaped the direction of scholarship in the area of public administration; his pioneering and foundational work in the field of public sector productivity; his recasting of the terms of discourse in public administration and policy analysis through his focus on government performance; his influence in initiating a new body of research on the representation of bureaucracy and public administration in literature, art, and music; and his extraordinary contributions in scholarship and research that address the civic problems of the day.”

The City University of New York, Distinguished Faculty Honoree, 1987

Other Awards:

Outstanding Academic Award, New York Metropolitan Chapter of the American Society for Public Administration, June 1985

Outstanding Achievement Award, New Jersey Chapter/American Society for Public Administration, June 1992.

Policy Studies Organization. Aaron Wildavsky Book Award for Outstanding Editorship. 1997.

Books and Monographs (Published)

Performance Measurement: Building Theory, Improving Practice. Co-Editor: Patria de Lancer Julnes. An ASPA Classics Volume. Armonk, N.Y.: M.E. Sharpe. 2008. 195 pp.

Teaching Resources Guide for Public Affairs and Administration, Editor. Washington, D.C.: National Association of Schools of Public Affairs and Administration. 2007. 341 pp.

Citizen-Driven Government Performance. Co-Editor: Se-Koo Rhee. Seoul, Korea: Seoul Development Institute, 2006. 256 pp.

Digital Governance in Municipalities Worldwide (2005): A Longitudinal Assessment of Municipal Websites Throughout the World. Co-author: Sang-Tae Kim. Seoul: Sunkyunkwan University and Newark, N.J.: National Center for Public Productivity, 2006. 106 pp.

Frontiers of Public Administration: Proceedings of the Second Sino-U.S. International Conference: "Public Administration in the Changing World May, 2004. Co-Editor in Chief with Mengzhong Zhang and Keyong Dong. New York: United Nations Public Administration Network and Washington, D.C.: The American Society for Public Administration. 2006. 411 pp.

Reinventing Newark: Visions of the City from the Twentieth Century. Illustrated catalog for exhibit at Robeson Gallery, Rutgers-Newark. Newark: National Center for Public Productivity, 2005. 114 pp.

Research Resources in Public Administration. Co-Editors: Audrey Redding-Raines and Wenxuan Yu. New York: United Nations Public Administration Network; Washington, D.C.: American Society for Public Administration, 2005. 446 pp.

Public Productivity Handbook, Second Edition. Co-Editor Seok-Hwan Lee. (New York: Marcel Dekker, Inc., 2004) 715 pp.

Digital Governance in Municipalities Worldwide: An Assessment of Municipal Web Sites Throughout the World. Seoul, Korea: Global e-Policy e-Government Institute, Sungkyunkwan University, and New Jersey: The E-Governance Institute/National Center for Public Productivity, 2004), 89 pp.

Restoring Trust in Government: The Potential of Digital Citizen Participation. With James Melitski, Richard Schwester and Seung-Yong Rho. Washington, D.C.: The IBM Endowment for the Business of Government. 48 pp. August, 2004.

Chinese Public Administration: Challenges and Opportunities. Co-Editors: Mengzhong Zhang, Dong Keyong and Hu XiangMing (Guangzhou, China: Zhongshan University Press, June 2004), (Chinese and English) 389 pp.

Encyclopedia of Public Administration and Public Policy. Associate Editor of the Public Productivity and Performance Section of the Encyclopedia with Hwang-Sun Kang. Jack Rabin, Editor-in-Chief. Jack Rabin Editor, New York: Marcel Dekker (Online: 2002)

Economic Globalization and Strategies of Chinese Public Administration. Co-Editor in Chief: Mengzhong Zhang (Guangzhou, China: Zhongshan University Press, 2003), 361 pp. (Chinese and English)

Chinese Public Administration in Exploration. Co-Editor in Chief: Mengzhong Zhang. (Guangzhou, China: Zhongshan University Press, 2002), 471 pp.

Building Good Governance: Reforms in Seoul. Co-Editor: Byong-Joon Kim. (Seoul, Korea: Seoul Development Institute, and Newark, N.J: National Center for Public Productivity 2002) 274 pp.

Selections from the International Encyclopedia of Public Administration (Russian Translation). Co-Editor-in-Chief with Jay Shafritz. (Moscow and St. Petersburg: Petropolis Press, 2001) 631 pp.

Defining Public Administration. Associate Editor. Jay Shafritz, Editor-in-Chief (New York: Westview Press, 2000) 454 pp.

Public Service: Callings, Commitments, and Contributions. Edited. (New York: Westview Press, 2000) 432 pp.

Government at Work: Best Practices and Model Programs. With Kathe Callahan. (Thousand Oaks, CA: Sage Publications, 1998). 232 pp.

International Encyclopedia of Public Policy and Administration. Associate Editor; Jay Shafritz, Editor-in-Chief. (New York and Denver: Westview Press. 1998.) Four Volumes. 2504 pp.

Case Studies in Productive Public Management. Co-Editor: Vatche Gabrielian. (Burke, VA: Chatelaine Press, 1995). 388pp.

Competent Government. Co-Editor: Arie Halachmi. (Alexandria, VA: Chatelaine Press, 1994), 500 pp.

Public Productivity Handbook, Editor (New York, Marcel Dekker, Inc., 1992), 705 pp. Also as Russian Translation: Sbornik Statei Po Proizvoditelnosti v Obschestvennom Sektore, (Moscow: Foundation for Economic Literacy and Soros Foundation, 1998), 650 pp.

Public Administration Research Guide, Co-Author: Virginia Cherry (New York: Garland Publishing, 1992), 256 pp.

Public Sector Productivity, Co-Author Arie Halachmi (New York: Garland Publishing, 1988), 166 pp.

Strategic Issues in Public Sector Productivity, Co-Editor: Arie Halachmi (San Francisco, Jossey-Bass, Inc., 1986; Alexandria, VA: Chatelaine Press, 1994), 260 pp.

Productivity and Public Policy, Co-Editor: Stuart Nagel (Beverly Hills: Sage Publications and

Policy Studies Organization, 1984), 296 pp.

Current Cases in Public Administration, Co-Editor: Ellen Doree Rosen (New York: Harper and Row, 1981), 352 pp.

Transit Productivity: Improvement Through Management Training and Development, et al., (Washington, D.C.: United States Department of Transportation, 1979), 207 pp. plus appendices.

Managing for Improved Productivity, et al. (New York: National Center for Public Productivity, 1981), 285 pp. Previous version published as Local Government Productivity: A Workbook for Local Elected Officials, with Ellen Doree Rosen and Constance Zalk (Washington D.C.: Georgetown University Graduate School, Academy in the Public Service, 1977), 162 pp.

Literature in Bureaucracy: Readings in Administrative Fiction, Co-Editors: Kenneth Morris and William Ludwin (Wayne, New Jersey: Avery Publishing Group, Inc., 1979), 239 pp.

Productivity in Public Organizations, Editor (Port Washington, New York: Kennikat Press and the Dunellan Publishing Co., 1976), 322 pp.

Books in Preparation (in Draft Stages)

Using the Political Science and Government Literature. Janice Flug and Marc Holzer, Editors. New York: Marcel Dekker, 2005. Approx. 800 pp. Mss. to be completed January/February 2005.

Red Tape from Red Square. Marc Holzer, Vatche Gabrielian, Liudmila Kouznetsova, Lyuba Polyvoda. 256 pp., illustrated.

Classics of Performance Measurement. With Patria Julnes. Armonk: M.E. Sharpe, 2007. In preparation.

The Art of Public Service. With Emily Michaud.

Introduction to Public Administration. With Richard Schwester. Under contract to M.E. Sharpe. Projected completion date January, 2008.

Cases in Citizen-Driven Government Performance. With Jaeduk Keum. Under revision.

Proceedings of the Third Sino-U.S. Conference on Public Administration 2006. Edited with Mengzhong Zhang and Keyond Dong. In process.

Journals/Series

Editor-in-Chief and Founder, Public Performance and Management Review (formerly Public Productivity and Management Review), 1975 to date, 120 issues published/in press as of Dec. 2006, 2006. Newark: National Center for Public Productivity, 1975 - 1986; San Francisco: Jossey-Bass Inc., Fall 1986 to Summer, 1995; Sage Publications: Fall 1995-Fall 2003. M.E. Sharpe Publishers: Dec. 2003-. Co-Sponsored by the National Center for Public Productivity at Rutgers-Newark, the Section on Public Performance and Management of the American Society for Public Administration.

Editor-in-Chief and Founder, Public Voices. First issue Fall, 1993, 26 issues in print/in press through Fall, 2006. Newark: National Center for Public Productivity. from 1996: Chatelaine Press. Co-Sponsored by the Section on Historical, , Artistic and Reflective Expression of the American Society for Public Administration, The DPA Program-University of Illinois at Springfield, and the Graduate Dept. of Public Administration-Rutgers University, Campus at Newark.

Editor-in-Chief and Co-Founder (with Mengzhong Zhang), Chinese Public Administration Review. Inaugural issue Jan.-March 2002. 7 issues in print as of Dec. 2006. Sponsored by the Research Center of Public Administration of Zhongshan University, SPAPP of Huazhong University of Science and Technology, School of Administration of Jilin University, MPA Center of Xian Jiaotong University and Rutgers University-Graduate Dept. of Public Administration, Campus at Newark.

Editor-in-Chief and Series Founder, ASPA Classics. Series of books developed from journals related to the American Society for Public Administration. New York: M.E. Sharpe Publishers. Seven volumes with M.E. Sharpe:

Doug Watson and Wendy Hasset, eds. Local Government Management: Current Issues and Best Practices (2004)

Julia Beckett and Heidi Koenig, Public Administration and Law (2005)

Montgomery van Wart and Lisa Dicke, Perspectives on Administrative Leadership in the Public Sector (In press)

Nancy C. Roberts, The Age of Direct Citizen Participation (In press)

Irene Rubin, Public Budgeting Reader (In press)

Norma Riccucci, Classics of Public Personnel and Labor Relations (In press)

Patria deLancer Julnes and Marc Holzer, Performance Measurement (Draft)

Previous six volumes published with Westview Press:

Bruce, Willa, ed. Classics of Administrative Ethics (2000)

Stivers, Camilla. Democracy, Bureaucracy and the Study of Administration (2000)

Miller, Gerald, et. al., eds. Performance Based Budgeting (2000).

Broadnax, Walter, ed. Diversity and Affirmative Action in Public Service. (1999)

Holzer, Marc, ed.. Public Service: Callings, Commitments and Contributions. (2000)

Kearney, Richard and Evan Berman, eds. Public Sector Performance. (1999)

Editor-in-Chief, with Mengzhong Zhang. "Chinese Public Administration Forum Series." Zhongshan University Press. Scheduled for two volumes per year from 2002. First volume published in June, 2002: Chinese Public Administration in Exploration.

Editor-in-Chief with Mengzhong Zhang

Public Administration and Public Policy Handbook Series. Chinese Series.

Three Volumes published by Zhongshan University Press:

Handbook of Public Administration. Second Edition. Edited by Jack Rabin, W. Bartley Hildreth and Gerald J. Miller. Chinese translation published 2005.

Handbook of Organization Behavior, Second Edition, Edited by Robert T. Golembiewski. Chinese translation in process.

Public Administration and Law. Second Edition, David H. Rosenbloom and Rosemary O'Leary. Chinese translation in process.

Editor, with Mengzhong Zhang: "Public Administration Research Methodology Series." Chinese Public Administration. October 2001-July 2003.

Editor-in-Chief with Mengzhong Zhang

Public Administration Review Series. Chinese Version. Five Volumes to be published by Tsinghua University Press in 2005

Publications Advisor (Chinese versions). Sole Advisor of the Chinese Edition.

Meeting the Challenges of Performance-Oriented Government (edited by Kathryn Newcomer, Edward T. Jennings, Jr., Cheryle Broom and Allen Lomax). Guangzhou: Zhongshan University Press. September 2003.

Combating Against the Corruption. ASPA Workbook on Ethics. Guangzhou: Zhongshan University Press. Forthcoming.

Editor, Series of American Contributions, with Norma Riccucci. Personnel Mix: A Russian Journal of Human Research Management and Human Research Development Issues. (2002-)
With Norma Riccucci (2005-)

Symposia

“Comparative Asian Public Administration.” Symposium for International Journal of Public Administration. Co-Edited with Chan Gon Kim and Youn-Hee Kim. In press; publication scheduled for 2007.

“Public Productivity and Performance: The State of the Art.” Symposium for International Journal of Public Administration. Co-Edited with Kaifeng Yang. In press; publication scheduled for 2007.

“Administrative Discretion.” Editor. Symposium for Public Administration Quarterly. 2006.

Bureaucracy on the Silver Screen: A World-Wide Perspective. Sourcebook. Edited with Vatche Gabrielian. Burke, VA: Chatelaine Press. 2000. A Sourcebook in the Chatelaine Press Public Management, Policy and Education Series (also Public Voices. Vol. 4, no. 2). 107 pp.

“Emerging Concepts in American Public Administration.” Symposium edited with Claire L. Felbinger for International Review of Public Administration, Vol. 4, no. 2, December 1999, pp. 1-55.

“Public Administration—on the Edge: The Public Works Connection.” Claire Felbinger and Marc Holzer, eds. Public Works Management and Policy. Vol. 2, No. 4: March 1999. pp. 207-254.

"Post-Soviet Bureaucracy." Edited with Vatche Gabrielian. Symposium for International Journal of Public Administration. Vol. 22, no. 1, 1999. 169pp.

“Public Works Management in Transformation: Challenges to the State and Public Management.” Claire Felbinger and Marc Holzer, eds. Public Works Management and Policy. Vol. 2, No. 1: July 1997. pp. 9-50.

"Public Administration in Transformation: Challenges to the State and to Public Management." Edited with Claire Felbinger. Public Productivity and Management Review, Vol. 20, No. 4, June 1997. pp. 359-458.

Reinventing New Jersey. Co-Editors: Kathe Callahan and Joseph DeIorio. (Burke, VA: Chatelaine Press, 1995). 80pp.

"Changing Government: Proceedings of the Sixth National Public Sector Productivity Conference." Co-Edited with Kathe Callahan. Public Productivity and Management Review. 17:3, Spring 1994. pp. 201-312.

"Fiscal Pressures and Productive Solutions: Proceedings of the Fifth National Public Sector Productivity Conference." Co-Edited with Kathe Callahan. Public Productivity and Management Review, Summer, 1993, 16:4, 132 pp.

"New Approaches to Productivity: Proceedings of the Fourth National Public Sector Productivity Conference." Co-Edited with Kathe Callahan. Public Productivity and Management Review, Winter, 1991, 15:2, 172 pp.

"Human Services Productivity," Symposium Editor, Journal of Health and Human Resources Administration, Summer, 1991, Vol. XIV, No.1, 59 pp.

"Public Service: Present Problems, Future Prospects," Symposium Editor, International Journal of Public Administration, Vol. XII, No. 4, 1989, pp. 585-704; my introductory article of the same title: pp. 585-594.

"Productivity Measurement and Management," Symposium Co-edited with Arie Halachmi, Public Productivity Review, no. 44 (Vol. XI, No. 2), Winter 1987, pp. 3-51.

"The Future of the Public Service," Symposium Co-edited with Jack Rabin, Public Productivity Review, no. 43 (Vol. XI, No.1), Fall 1987, pp. 3-52, including co-authored introduction on "Public Service: Problems, Professionalism, and Policy Recommendations," pp. 3-13.

Resource Guide to Public Productivity, et al., (New York: National Center for Public Productivity, 1983), 150 pp.

"Productivity in Higher Education," Public Productivity Review, Issue Editor with Frederick S. Lane, Vol. II, No. 5 (1977), 93 pp., including introduction, pp. 4-8.

"Education and Training for Productivity," Public Productivity Review, issue editor with David C. Tatge, Vol. II, No. 4 (1976), 93 pp., including introduction, pp. 3-9.

"Productivity Bibliography," et al., Public Productivity Review, Vol. I, No. 4 (1975), 80 pp.

Articles (Peer Reviewed Journals)

"Digital Governance Worldwide: A Longitudinal Assessment of Municipal Web Sites." With Tony Carrizales, Seang-Tae Kim and Chan-Gon Kim. International Journal of Electronic Government Research. Vol. 2, No. 4. October-December 2006. Pp. 1-23.

"Public Administrators' Acceptance of the Practice of Digital Democracy: A Model Explaining the Utilization of Online Policy Forums in South Korea." International Journal of Electronic Government Research. Vol. 2, No. 2. 2006, pp. 22-48.

"The Trust-Performance Link: Implications for Performance Measurement." With Kaifeng Yang. Public Administration Review. Vol. 66, no. 1. January/February 2006.

"Public Performance Measurement: An Assessment of the State of the Art and Models for Citizen Participation." With Kathryn Kloby. International Journal of Public Management and Productivity. Vol. 54, no. 7. 2005.

"Sustaining Citizen-Driven Performance Improvement: Models for Adoption and Issues of Sustainability." With Kathryn Kloby. Citizen Engagement and Innovation Journal. Vol. X, Issue 1, Jan.-March 2005.

"Digital Governance Worldwide: An E-government Assessment of Municipal Websites

throughout the World.” With James Melitski, Seang-Tae Kim and Seung-Yong Rho. International Journal of E-Government Research. Vol. I, No. 1, Jan. –March, 2005. Pp. 1-18.

“Best Practices in Managing Reduction-In-Forces: Lessons Learned from the Australian Public Service Reform,” With Seok-Hwan Lee and Meredith Newman, Review of Public Personnel Administration, accepted for publication, Vol. 23.

“Public Administration in China: Past, Present and Future.” With Mengzhong Zhang. Chinese Public Administration Review. Accepted for publication Vol. III.

“Re-Approaching the Politics/Administration Dichotomy And its Impact on Administrative Ethics.” With Kaifeng Yang. Accepted by Public Integrity. 45 pp. 2004.

“China’s Fiscal Reform: The Issue of Extra Budgeting.” Marc Holzer and Mengzhong Zhang. Journal of Public Budgeting, Accounting and Financial Management. Vol 16, No1, Spring, 2004, pp.19-39.

“Performance Measurement and Improvement: An Assessment of the State of the Art.” With Kaifeng Yang. International Review of Administrative Sciences. Vol. 70, no. 1, March 2004, pp. 15-31.

“Building Effective Shared Service Partnerships” With Hedy L. Isaacs, International Review of Public Administration, Vol. 7, No. 1, July 2002, pp. 53-64.

“Promoting Utilization of Performance Measures in Public Organizations.” With Patria de Lancer Julnes. Public Administration Review. Nov./Dec. 2001. pp. 650-665.

“Public Administration in Transformation: Three Global Challenges.” Claire Felbinger and Marc Holzer. International Review of Public Administration, Vol. 4, no. 2, December 1999. Pp. 3-11.

“Labor-Management Tension and Partnership: Where Are We? What Should We Do?” Marc Holzer and Seok-Hwan Lee. International Review of Public Administration.. Vol. 4, no. 2, 1999. Pp. 33-44.

“The Doctorate in Public Administration: Some Unresolved Questions and Recommendations.” Claire L. Felbinger, Marc Holzer and Jay White. Public Administration Review. September/October 1999, Vol. 59, No. 5, pp. 459-464.

“The Scope of Public Administration Continuing Education in Universities: An Exploratory Study.” Montgomery Van Wart, Marc Holzer and Andrea Kovacova. Public Productivity and Management Review, Vol. 23, No. 1, September 1999. Pp. 68-82.

“Post-Soviet Bureaucracy: Change and Continuity.” With Vatche Gabrielian. International Journal of Public Administration, Vol. 22, no. 1, 1999, pp. 1-11.

“The New Russian Bureaucracy: What is New About It?” with Pavel Makeyenko and Vatche Gabrielian. International Journal of Public Administration, Vol. 22, no. 1, 1999, pp. 13-38.

“The Human Side of Managing Organizations at a Time of Change: The Russian Perspective.” with Liudmila Kouznetsova. International Journal of Public Administration, Vol. 22, no. 1, 1999, pp. 69-98.

"Mentoring as a Commitment to Teaching." Journal of Public Affairs Education. Vol. 4, No. 3, Dec. 1998. 5 pp.

"Decision Making: The Utility of Basic Models," Holzer, Marc and Giannatasio, Nicholas A., Korean Review of Public Administration, Vol. 3, No.1, 1998. pp. 137-177.

"Rethinking Governmental Change: New Ideas, New Partnerships" with Kathe Callahan. Public Productivity and Management Review. 17:3. Spring 1994. pp. 201-214.

"Creative Insights into Public Service: Building an Ethical Dialogue," Public Voices, 1:1, Fall, 1993. pp. 9-22.

"Measurement as a Means of Accountability," with Arie Halachmi. For "International Perspectives on Quality Public Management," Special Issue of International Journal of Public Administration, 1994.

"Public Service as Exemplary Service," Korean Public Administration Journal, 1993. Fall, 1993. pp. 186-206.

"Fiscal Pressures and Productive Solutions," with Kathe Callahan. Public Productivity and Management Review, Summer, 1993, 16:4, pp. 331-348.

"Toward a Competitive Public Administration," with Arie Halachmi. International Review of Administrative Sciences, Vol. 59, no. 1, March 1993, pp. 29-45. Published in French as: "Vers une administration publique competitive," Revue Internationale des Sciences Administratives, Volume 59, Numero 1, Mars 1993, pp. 33-52.

"Building Capacity for Productivity Improvement," Public Productivity and Management Review, Vol. XV, No.2, Winter 1991, pp 113-122.

"Perspectives on Productivity," Public Productivity and Management Review, Vol. XV, No.2, Winter 1991, pp 275-278.

"A New Realism Without the Old Optimism," Public Administration Review, March/April 1989, pp. 221-222 (Commentary on Minnowbrook II Conference).

"Productivity In/Garbage Out: The Case of the New York City Department of Sanitation," in symposium on "Success Stories in Revitalizing Public Agencies," Public Productivity Review, Vol. XI, No. 3, Spring 1988, pp. 37-50.

"Merit Pay, Performance Targeting and Productivity," with Arie Halachmi, Review of Public Personnel Administration, Vol. VII, no. 2, Spring 1987, pp. 80-91. Reprinted in Annual Editions: Human Resources (Guilford, Ct.: The Dushkin Publishing Group, Fall, 1988).

"Workforce Reductions and Productivity Improvement: Assumptions and Consequences," Public Administration Quarterly, Vol. X, No. 1, Spring 1986, pp. 86-98.

"Productivity and Fiscal Pressure," International Journal of Public Administration, Vol. VII, No.4, 1985, pp. 425-450.

"Management-Labor Productivity Simulation: City of Deficitprone," with Roger Canfield, in The Labor Relations Experience, Steven Spirn, ed. (Sun Lake, Arizona: Thomas Horton and Daughters, 1982). Originally published in Public Productivity Review, Vol. II, No. 4 (1976), pp. 38-47.

"Putting Productivity to Work," et al. The Bureaucrat, Summer 1983, pp. 12-25.

"Sharing Productivity Information," Public Productivity Review, Vol.IV, No. 2 (June,1980), pp. 138-145.

"Planning, Implementing and Evaluating Productivity Improvements," with Ellen Doree Rosen and Constance Zalk, The APS Review (Washington D.C.: Georgetown University Graduate School, Academy in the Public Service, Autumn 1979), pp. 24-31.

"Productivity: The Time Has Come," with Ellen Doree Rosen and Constance Zalk, The APS Review (Washington D.C.: Georgetown University Graduate School, Academy in the Public Service, Spring 1978), pp. 37-48.

"The Demand for Productivity in the Municipal Civil Service," Public Administration Review "Mini-Symposium," Wilbur Rich, ed., (September/October 1977), pp. 505-508.

"The Perceived Utility of MPA Degrees," with George Grode, Public Administration Review, (July/August 1975), pp. 403-412.

"Unorthodox Administrative Commentary," The Bureaucrat, (July 1974), pp. 116-129.

"Administrative Humor," review essay, Public Administration Review, (May/June 1974), pp. 280-282.

"Productivity Management Learning Package," Public Administration Review, (March/April 1974), pp. 163-164.

"Police Productivity: A Conceptual Framework for Measurement and Improvement," Journal of Police Science and Administration, November/December 1973, pp. 459-467, reprinted in Police and Law Enforcement, Vol. II, 1973-1974 MS Press, Inc., New York. Also reprinted in Criminal Justice in the Seventies: A Retrospective Approach, (Advocate Publishing Group, 1980).

Articles Under Review/In Preparation for Review by Peer-Reviewed Journals

"The Status of Doctoral Education in Public Administration and Affairs." With Hua Xu and Tiankai Wang. For submission to Journal of Public Affairs Education. Nov. 2006. 52 pp.

"Adoption of E-government at the Local Level: An Analysis of New Jersey's 10 Largest Municipalities." With Jim Melitski. For submission to an E-Government journal. 31 mss. Pp.

“An Analysis of Public Administration in China.” With Mengzhong Zhang. For submission to Public Administration Review. 33 pp.

“Web-Based Distance Education in Public Administration Programs.” With Kaifeng Yang for submission to Journal of Public Affairs Education. 38 pp.

“The MPA vs. the MBA: A Counterintuitive Pattern in Support of the Public Service Ethic.” With Ann Medinets for submission to Journal of Public Affairs Education.

“How Dangerous Is Public Service? An Empirical Analysis.” For submission to Public Administration Review.

“The Extent of Volunteer Resources in Not-for-Profit Organizations.” With Maria D’Agostino and Sung Ha Nam for submission to Review of Public Personnel Administration.

“The Price of Public Service.” With Younhee Kim, Daniel Bromberg and Aroon Manoharan. For submission to Public Administration Review.

“Recognition of Individuals in Public Service: A Survey.” With Chan-Gon Kim and Wenxuan Yu. For submission to the International Journal of Public Administration.

“Images of Leadership in the Cinema: American and Russian Films.” With Lyuba Polyvoda and Lois Redmond Simmons. For submission to a major public administration journal.

Chapters/Encyclopedia Entries

“Five Great Ideas in American Public Administration.” With Vache Gabrielyan and Kaifeng Yang. Handbook of Public Administration, 3rd Ed. CRC Press. Jack Rabin, et al, Eds.2007. Forthcoming.

“Paradigms and Public Administration Research.” With Kaifeng Yang. Public Administration and Political Science Methods Handbook, Gerald Miller, Ed. CRC Press. 2007 forthcoming.

“Helping Government Measure Up: Models of Citizen-Driven Government Performance Initiatives.” With Kathryn Kloby. International Handbook of Practice-Based Performance Management, Eds: P. de Lancer Julnes, F. Berry, M. Aristigueta and K. Yang. Thousand Oaks, CA: Sage Publications, Forthcoming.

“State Shared Services and Regional Consolidation Efforts.” With Leila Sadeghi and Richard Schwester. The Books of the States, 2007. Vol 39. Lexington, KY: Council of State Governments. 20 mss. pp./8 printed pages.

“E-Governance in Latin American Cities: An Assessment of Selected City Web Sites.” With Tony Carrizales and Richard Schwester. In Mila Gasco-Hernandez (ed.) Latin American Online: Cases, Successes and Pitfalls. Hershey, PA: Idea Group. In press.

“International Perspectives on Performance Measurement.” With Daniel Bromberg. The Municipal Yearbook, 2007. Washington, D.C.: International City Management Association. Pp. 23-31.

“State Science and Technology: Best Practices.” With Richard Schwester. The Book of the States, 2005. Vol. 37. Lexington, KY: The Council of State Governments. 2005. Pp. 575-581.

“Management Education Online.” With Tony Carrizales and Richard Schwester. For Encyclopedia of Digital Government. 2005.

“Citizen Consultation via Government Websites.” With Tony Carrizales and Richard Schwester. Encyclopedia of Digital Government. 2005.

“Digital Government and Citizen Participation.” With Lung-Teng Hu and Seok-Hwi Song, for Digital Government, G. David Garson, Editor. In press. 36 pp.

“Minority and Ethnic Access to E-Gov.” With Jim Melitski. White paper for the U.S. Government E-Business Report. San Francisco: The Saringa Group. In press. 27 pp.

“Implementing/Improving management for the New E- Gov.” With Jim Melitski, as an ASPA contribution to the U.S. Government E-Business Report. San Francisco: The Saringa Group. In press. 22 pp.

“Management-Workforce Cooperation for Productivity,” with Seok-Hwan Lee, Encyclopedia of Public Administration and Public Policy, Jack Rabin Editor, New York: Marcel Dekker. In press. 29 pp.

Public Productivity Handbook, Second Edition (Marc Holzer and Seok-Hwan Lee, editors), New York: Marcel Dekker, 2004:

“Trust, Performance, and Pressures for Productivity in the Public Sector,” With Mengzhong Zhang, pp 215-229.

“Mastering Public Productivity and Performance Improvement,” With Seok-Hwan Lee. pp. 1-16.

“Total Quality Management and Customer Focus: Lining the Philosophy of TQM to Responsive Public Agencies,” With Seok-Hwan Lee. Pp. 635-648.

“Labor-Management Partnerships: Direct Paths to Productivity Improvement.” With Seok-Hwan Lee. Pp. 565-576.

“Productivity Improvement Resources: In Print and On the Web,” With Seok-Hwan Lee. pp. 687-704.

“Privatization.” With Byron E. Price and Hwang-Sun Kang. Pp. 83-106.

“Balanced Measurement in the Public Sector: Stakeholder-Driven Measurement.” With Hwang-Sun Kang. Pp. 285-296.

“Performance Measurement and Improvement in State Agencies.” Chapter in The Book of the States, Volume 34 (Lexington, KY: The Council of State Governments, 2002), pp. 361-369.

“Productivity Improvement and Public Management.” With Kathe Callahan. Handbook of Public Management Practice and Reform, Tom Liou, Ed. (New York, Marcel Dekker, 2001). Pp. 291-319.

“Productive Human Resource Management for the Twenty-First Century: Context and Strategies. With Hedy Isaacs and Seok-Hwan Lee. For Managing Human Capital for the 21st Century: Strategic Public Personnel Management. Editor: Ali Farazmand. (New York: Marcel Dekker, Inc., 2000). In press. 33 mss. pp.

“Performance Measurement for Better Management: A Primer.” With Vatche Gabrielian. In Public Policy and Administrative Renewal in Canada and the United States, Wayne Petrozzi, ed. Toronto: Mosaic Press, In press. 28 mss. pp.

“Results-Oriented Government: Citizen Involvement in Performance Measurement.” With Kathe Callahan. In Performance and Quality Measurement in Government: Issues and Experiences. Edited by Arie Halachmi. Burke, VA: Chatelaine Press, 1998. pp. 51-64.

"Five Great Theories of American Public Administration." With Vatche Gabrielian. Chapter in Handbook of Public Administration, 2d Ed. Jack Rabin, W. Bartley Hildreth and Gerald Miller, eds. New York: Marcel Dekker, 1998. pp. 49-101.

“Productivity and Quality Management.” in Classics of Public Administration, Jay M. Shafritz and Albert C. Hyde, eds. New York: Harcourt Brace, 1997. pp. 558-566.

International Encyclopedia of Public Policy and Administration. Jay Shafritz, Editor-in-Chief. (New York and Denver: Westview Press. 1998). Author/co-author of the following entries:

"Productivity: Public Sector," (Sole author) pp. 1750-1755

"Administrative Fiction" (Marc Holzer and Vatche Gabrielian) pp. 42-46.

"Informal Organizational Systems" (Pavel Makeyenko, Marc Holzer and Vatche Gabrielian), pp. 1136-1138.

"Formal Organization" (Pavel Makeyenko, Marc Holzer and Vatche Gabrielian) pp. 924-927.

"Innovation" (Pavel Makeyenko, Marc Holzer and Vatche Gabrielian). pp. 1145-1148.

"Structure-Organizational" (Pavel Makeyenko, Vatche Gabrielian and Marc Holzer). pp. 2182-2187.

"Control (Internal Controls)" (Pavel Makeyenko, Vatche Gabrielian and Marc Holzer) pp. 524-528.

"Reinventing Government" (with Vatche Gabrielian, Marc Holzer and Philip Nufrio), pp. 1948-1951

"Best Practices" (Marc Holzer and Kathe Callahan) pp. 182-186.

"Communicating Administrative Issues Through Creative Forms." Chapter in Handbook of Administrative Communication, James Garnett and Alex Kouzmin, editors. New York: Marcel

Dekker, 1997. 59 mss. pp.

"Hacia Una Administración Pública Competitiva." With Arie Halachmi. in La Productividad Y La Calidad En La Gestión Pública. Rafael Bañón i Martínez, Arie Halachmi and Geert Bouckaert, editors. Santiago de Compostela, Spain: Escola Galega de Administración Pública (EGAP), 1996. pp. 29-50.

"Government as Competitor: Alternatives to Privatization," with Arie Halachmi , in Budget Management, 2nd Ed. Jack Rabin, W. Bartley Hildreth, Gerald Miller, editors. Athens, GA: University of Georgia, Carl Vinson Institute of Government. 1995. pp. 57-62.

"Privatization and Productivity" Chapter in Public Personnel Administration: Problems and Prospects, Steven W. Hays and Richard C. Kearney, Editors. Englewood Cliffs, N.J.: Prentice-Hall. Third Edition. 1995. pp. 190-201.

"Insights into Bureaucracy from Film: Visualizing Stereotypes," with Linda Slater. Chapter in Public Administration Illuminated and Inspired by the Arts. Charles Goodsell and Nancy Murray, Editors. Westport, CT: Greenwood Publishing Company, 1994. pp. 75-90.

"Productivity Improvement as Multidimensional Capacity Building." Chapter in The Enduring Challenges in Public Management , Arie Halachmi and Geert Bouckaert , eds. San Francisco: Jossey-Bass Inc., 1995. pp. 413-448.

"Productivity and Quality Management." Chapter in Handbook of Public Personnel Administration and Labor Relations, Jack Rabin, editor. New York: Marcel Dekker, 1994. 43 mss. pp.

"Productivity Measurement," Chapter in Handbook of Public Budgeting, Jack Rabin, editor (New York: Marcel Dekker, 1992), pp. 387-400.

"Labor-Management Cooperation," Chapter Co-authored with Susan Grace in Public Productivity Handbook, Marc Holzer, ed., New York: Marcel Dekker, Inc. 1992. pp 487-498.

"Making Government Service More Attractive: Recruiting the Best and Brightest," Chapter in Public Personnel Management: Current Concerns, Future Challenges, Carolyn Ban and Norma Riccucci, editors, 1991. pp. 3-16.

"The Productivity Movement," Chapter in Public Personnel Administration: Problems and Prospects, Steven W. Hays and Richard C. Kearney, Editors. Englewood Cliffs, N.J.: Prentice-Hall, 1990. pp. 162-176.

"Public Administration Under Pressure," in Frederick S. Lane, ed., Current Issues in Public Administration, Third Ed. (New York: St. Martin's Press, 1986) pp. 419-430. Originally published in Holzer and Nagel, Productivity and Public Policy (Beverly Hills: Sage Publications and Policy Studies Organizations, 1984), pp. 71-86.

"The Use of Short Stories and Poetry in Teaching Public Administration," with Kenneth Morris, in Innovations in Teaching Public Affairs/Administration, Richard Heimovics and Ann-Marie Rizzo, eds. (University of Missouri and Florida International University, 1981), pp. 100-109. A similar article appeared as "Administrative Fiction," Newsletters of NASPAA's Undergraduate Section (October 1980), pp. 2-5.

"A Systematic Approach to Public Sector Productivity," New Readings in Public Administration, Jae Kim ed. (Dubuque, Iowa: Kendall Hunt, 1980), pp. 196-209.

"Corrections," with Constance Zalk and Jerome Pasichow, in Productivity Improvement Handbook for State and Local Government, George Washnis, ed., National Academy for Public Administration. (New York: John W. Wiley, 1980), pp. 1003-1031.

"Welfare, Vocational Rehabilitation and Social Services," contribution to chapter by Edward C. Baumhler, et al., in Productivity Improvement Handbook for State and Local Government, George Washnis, ed. National Academy for Public Administration. (New York: John W. Wiley, 1980), pp. 1187-1229.

"Alternative Approaches to Effective Public Administration," in Antony Simpson, Guide to Library Research in Public Administration, (New York: Center for Productive Public Management, 1976), pp. i-xviii

Other Publications

"Comprehensive Action Plan." With Marilyn Rubin and Mary Ellen Cronk. Hackensack, N.J.: New Jersey Meadowlands Commission. January 2007. 85 pp.

"The Executive MPA: An Efficient Pathway to Effective Government." With Maja Holmes and Byron Price. *Public Administration Times*. October 2006.

"A Review of *Bureaucracy and Democracy: Accountability and Performance*." (by William T. Gormley, Jr. and Steven J. Balla), Co-authored with Kathryn Kloby. *Journal of Public Administration Research and Theory*. Issue 16, 2006.

"Workforce-Management Cooperation in the Public Sector: Beyond Adversarial Relationships," With Seok-Hwan Lee, *Personnel Mix* (Russian Journal) (In press)

"Human Resource Management for Productivity: Five Important Aspects," Co-authored with Seok-Hwan Lee, *Personnel Mix* (Russian Journal) (In press)

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"Municipal Management is Necessary Management." Public Management. July 2004, Vol. 86, No. 6, and the February issue of the Public Administration Times.

"Proposal for Reinventing the Fiscal Policies between the Center and Locality: A Study of Extra-Budgetary Funds." With Mengzhong Zhang. Chinese Public Administration, Nov. 2003, pp. 64-69.

“Evaluation of the New Jersey Commission on Science and Technology.” With Jim Melitski, John Fry and Richard Schweser. 212 pp. Two Volumes. November, 2002.

“Evaluation of the Municipality of Anchorage Performance Measurement Program.” With John Fry and Kaifeng Yang. Nov. 2002. 56 pp.

“Returning Take-Over Districts to Local Control.” Paul Tractenberg, Alan Sadovnik, Marc Holzer and Gerald Miller. Trenton: New Jersey Dept. of Education, 2002. Four Volumes.

“The Progress of U.S./China Public Administration Secretariat. Co-authored with Mengzhong Zhang. Public Administration Times, March, 2002.

“Renmin University of China and Its Holding of 2002 Conference.” With Mengzhong Zhang. Public Administration Times, February, 2002.

“Chinese Public Administration Review: An Introduction.” With Mengzhong Zhang. Chinese Public Administration Review, Vol. I, no. 1, January-March 2002.

“The Case Study Methodology.” With Mengzhong Zhang. Chinese Public Administration. Jan. 2002.

“The Construction and Development of Theory,” Coauthored with Mengzhong Zhang. CHINESE PUBLIC ADMINISTRATION (December 2001); reprinted by XINHUA DIGEST (March, 2002). XINHUA DIGEST represents the highest honor for academic articles to be selected in China.

“An Overview of Qualitative Research Methods.” With Mengzhong Zhang. Chinese Public Administration. November, 2001.

“Inter-Local Cooperation: An Analysis of Shared Services.” Study prepared for the New Jersey Department of Community Affairs, January 2002. Marc Holzer, Lisa Mahajan and LaMont Rouse. Draft. 262 pp.

“Case Study of Peer Review” Mengzhong Zhang and Marc Holzer. Chinese Public Administration. October 2001 p. 43.

“The Empirical Research Methodology of Public Administration and Its Steps.” With Mengzhong Zhang. Chinese Public Administration. Sept, 2001.

“The Path of Chinese Public Administration Society.” Co-authored with Mengzhong Zhang. Newsletter of the American Society for Public Administration. June 2001.

“Workforce-Management Cooperation in the Public Sector: Beyond Adversarial Relationships,” With Seok-Hwan Lee, *Personnel Mix* (Russian Journal) (In press)

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“Review of the New Public Administration and Its Impact on American Public Administration.” Mengzhong Zhang, Marc Holzer and Terry Konn. The Study of Political Science. In press..

“U.S.-China Public Administration Secretariat.” Marc Holzer and Mengzhong Zhang. Public Administration Times, February 2001. p. 8.

“Public Administration and Public Policy Education in China.” Marc Holzer and Mengzhong Zhang. Public Administration Times. July 2001. p. 7.

“A New Era of Cooperation Between ASPA and CPAS.” Mengzhong Zhang’s Report on Dr. Marc Holzer’s Visit to Beijing.” Public Administration Times, August 2000. p. 4.

“Introducing the Chinese Public Administration Society and a New Journal.” Marc Holzer and Mengzhong Zhang. E-Newsletter of the American Society for Public Administration. June 2001. p. 3.

“The Empirical Research Methodology of Public Administration and Its Steps: Principal Procedures of Chinese Public Administration Research.” Mengzhong Zhang and Marc Holzer. Chinese Public Administration. September, 2001. pp. 37-43.

“Strategies for Publication.” Marc Holzer and Mengzhong Zhang. Chinese Public Administration. August 2001. pp. 42-44.

“Preface to the Series of Public Administration Research Methodology Section.” With Mengzhong Zhang. Chinese Public Administration Review. August 2001.

“Overall Preface to the Series on Public Administration Research Methodology.” Mengzhong Zhang and Marc Holzer. Chinese Public Administration. August, 2001. pp. 40-41.

“The Linkage of Friendship and the Bridge of Cooperation: Introducing the U.S./China Public Administration Secretariat.” Marc Holzer and Mengzhong Zhang. Chinese Public Administration. March, 2001.

“The New Public Administration: A Quest for Social Equity and Democratic Values.” Terry M. Konn, Marc Holzer and Mengzhong Zhang. Chinese Public Administration. February, 2001. pp. 43-46. Reprinted in Public Administration (Issue Three, 2001), Beijing: Renmin University.

“Communicating Commitment” in “PA 2000: The Future of Public Administration” The University of West Florida. 2000 pp. 29-46

“Public Performance Evaluation and Improvement.” Chinese Public Administration. March 2000, pp. 36-39.

“An Interview with Professor Marc Holzer, Vice-President of the American Society for Public Administration (ASPA), A New Leader of American Public Administration Circles in the Next Century.” Mengzhong Zhang. Chinese Public Administration. No. 9, 1998, Serial No. 159. Pp. 41-44.

“Outsourcing and Shared Services Among New Jersey Municipalities: A Preliminary Assessment of Potential.” Edited with Raphael J. Caprio. New Jersey: Graduate Department of Public Administration, Newark Campus of Rutgers, The State University of New Jersey. January 1995. 126 pp.

"The Relationship Between Human Resource Development and the Use of Performance Indicators in Public Organizations." Chapter in Human Resources Development in the Public Service. (New York: United Nations). 1995. 17pp.

"Downsizing Smart: What's Cost-Effective, What's Not and Why? Lessons Learned in the U.S.A." Paper prepared for the Conference on "Cutting Costs/Maintaining Services in the Wake of the Social Contract." The Canadian Institute, Toronto. March 3, 1994. 40pp.

"Public Voices: Encouraging Creative Voices." with Liudmila Kouznetsova. Editorial. Public Voices. Fall, 1993. I:1. pp. 5-8..

"Government as Problem Solver: Public Productivity in a Market Environment." Proceedings of the International Conference on Productivity and Market Economy, International Information Agency on Productivity Problems: Moscow, 1993. (in Russian). 80 pp.

"Documentation of Early Resolution Demonstration Program," New York State Division of Human Rights, May, 1992. 40 pp.

"Commentary: Widening the Dialogue," Public Productivity Review, Vol. XII, No. 4, Summer 1989, pp. 343-344.

"Management Analysis for the New York State Office of the Aging," with Paul Epstein and Patricia Chartock, 1989. 115 pp.

"Focus: Productivity Improvement in New York State--the Science and Art of Capacity Building," Managing New York State, Number 1, 1988, pp. 1-5. Reprinted as: "Productivity Improvement--The Science and Art of Capacity Building," International Productivity News, September, 1988.

"Management Confidential Awards Program Design" for the New York State Office of Employee Relations, 1987. 45 pp.

"Self-Study of the Master of Public Administration Program," prepared for submission to the National Association of Schools of Public Affairs and Administration, with members of the MPA faculty, September 1984, 260 pp. plus appendix.

"Productivity Management Training Package," with staff of the National Center for Public Productivity, (Washington, D.C.: American Society for Public Administration, 1984), 350 pp. plus audio-visual and other training aids.

Commentary on "Improving Municipal Productivity: The View From City Hall," City Almanac, June, 1983, pp. 21-23.

"Public Productivity: Shaking Off Business and Bureaucracy," essay for the Centennial Agendas Project of the American Society for Public Administration, summarized in The Study of Administration Revisited, James D. Carroll and Alfred M. Zuck (Washington D.C.: ASPA, 1983), pp. 14-15.

"The Development, Implementation and Utilization of Performance Measurements in the Public Sector," Proceedings of the Legislative Commission on Economy and Efficiency in Government, State of New York (Albany, N.Y.: March 4, 1981).

"Capacity Sharing Productivity Improvement Projects," contributor to series of five publications under this general title, including Summary of Productivity Improvement Projects, 26 pp.; Practical Ideas for Governments Facing Planning and Scheduling Problems, 33pp.; Practical Ideas for the Government That Has Everything--Including Productivity Problems, 34 pp.; Practical Ideas on Ways for Governments to Work Together, 19 pp., (Washington D.C.: U.S. Department of Housing and Urban Development, 1979).

"Methodological Assessment of the Civilianization Study," 1978-1979 by the Civilianization Task Force, New York City Police Department, with Lewis Chartock, July 1980.

"Report of Analysis of New York Police Department Statistics on Chronic Absenteeism," with Ellen Doree Rosen, for New York City Police Department, May 1977.

"A Productive Start," Public Productivity Review, Vol. I, No. 1, (1975), pp.1-3.

"Productivity Survey and Analysis: Non-Compensated Pre- and Post- Tour Productive Work by New York City Police Lieutenants," a study prepared for the Lieutenants' Benevolent Association, 26 pp. and appendices, 1975.

"Report of the Special Panel to Study the Question of Merger of the Westchester Parkway Police and the Westchester County Sheriff's Department," with John J. Sullivan and Joel Douglas. Submitted to Committee on County Officers and Departments, County Board of Legislators, Westchester County, June 1975, 19 pp.

"Middle States Self Study," et al. prepared for College's submission to the Middle States Association of Colleges and Secondary Schools, 1974. 382 pp. and 167 apx. Subsequent to self study, drafted, with Ellen Doree Rosen, the College's response to the Middle States Team's Evaluation Report, 15 pp.

"New York City Police Department Productivity Management Course 1973." Course outline and collection of readings, including my own overview (19 pp.) of police productivity, published for internal use by the New York City Police Academy.

Web Site Design and Development (www.spaa.newark.rutgers.edu or www.ncpp.us)

School of Public Affairs and Administration

Performance Measurement and Reporting Network

Citizen-Driven Government Performance

Best Practices Worldwide

Multi-Lingual Performance Aids

Exemplary State and Local Awards Program

National Center for Public Productivity

Public Administration Teaching Roundtable

Unbuilt Newark

Red Tape from Red Square: Russian Satirical Cartoons and Posters on Bureaucracy

United Nations Public Administration Network. Web pages accepted for publication Fall, 2000 (approx. 200 text pp.)

With Kaifeng Yang: Case Studies, Newsletters and Email Alerts, Distance Education

With Shelley Rice: Civic Education; Search Engines; Awards and Best Practices

With Judy-Lynne Peters: Analytical Reports/Online

Publications/Bibliographies/Recommended Readings; Online Information Resources/Statistical Databases/Data Centers; Legislative Links

Distance Education. Web site with Kaifeng Yang. Fall, 2000. Sections on Issues, Tools, Players, etc. (approx. 250 text pp.)

Arts and Audiovisual:

"Reinventing Newark." Art Exhibit at Rutgers-Newark. With Lois Redman-Simmons and Elizabeth Strom. Fall 2005 in Robeson Art Gallery, Dana Library, Rutgers-Newark campus.

"Faces of Newark in the 1930s." with Cornelia Cotton. Exhibition of twenty-four photographs by William Cotton. Dana Library, September to December, 2000.

"Red Tape from Red Square." Exhibit of 120 posters and cartoons from the former Soviet Union, accompanied by Soviet-era movies on bureaucracy. With Vatche Gabrielian and Liudmila Kouznetsova. Exhibited at Rutgers University (1995), Bowling Green State University (1996), C.W. Post College/Long Island University (1997); partial exhibit at ASPA National Conference (Atlanta, GA), June/July 1996. Also see web site above.

"Exemplary Government in New Jersey." Executive Producer and Editor. 30 minute video featuring case studies of state winners of Exemplary State and Local Awards Program. Burke, VA: Chatelaine Press, 1996.

"Reinventing New Jersey." Executive Producer and Editor. 30 minute video of conference of Winter Commission on State and Local Public Service. Burke, VA: Chatelaine Press, 1995.

"Exemplary Government." Executive Producer and Editor. 30 minute video featuring case studies of national winners of Exemplary State and Local Awards Program. Burke, VA: Chatelaine Press, 1995.

"Bureaucracy Through the Artist's Eye: Russian and American Perspectives." Exhibit of fifty posters, paintings and pop art pieces presented at the Annual Conference of the American Society for Public Administration, San Francisco, July 1993. Traveling exhibit planned for 1995-96.

"The Business of Management," interview for use in series of films for Public Television

Networks (Los Angeles, California: Southern California Consortium for Community College Television, Program #26, 1983). My segment has been running continuously on public television stations throughout the country from 1983 to the present.

"Alternative Approaches to Productivity," with Constance Zalk and David Tatge, 80 slides and sound, with script (New York: Center for Productive Public Management, 1978).

"Productivity Posters," edited set of 12 diagrams highlighting critical factors in the management of public organizations, with other members of the Center for Productive Public Management, 1976.

Professional and Public Service/Recognition:

Member, New Jersey Commission on Jobs and Economic Growth. 2003-2004.

American Society for Public Administration:

President (2000-2001)

President-Elect (1999-2000)

Vice-President (1998-1999)

Chair, Nominating Committee (2003-2004)

ASPA Classics Series, Editor-in-Chief, 1997-

Chair, National Conference Program, Philadelphia, 1997

National Council Member, 1982-1985

National Training Committee, Chairman, 1981-1982, 1983-1984;

New York Metropolitan Chapter, President, 1978-1979 and 1979-1980

Lower Hudson Valley Chapter, Acting President, 2003-2004

Northern New Jersey Chapter, Acting President, 2002-2003

Publications Committee, 1989-date; Vice-Chair 1992-93; Chair 1993-94

Regions I/II Annual Conference, New York City, October 1980, Co-Chairperson

Section on Chinese Public Administration, Founding Co-Chair, 2006-

Section on Humanistic, Artistic and Reflective Expression, Founding Chair, 1992

Section on Management Science and Policy Analysis, Chairperson, 1981-1982, 1989-90;

Executive Committee, 1981-94

Section on Public Administration Education, Executive Committee, 1991-94

Academy of Management/Public Sector Division: Chair, Best Article Committee, 1998.

Campus Arts and Science College (Athens, Greece) Advisory Academic Board/
Board of Trustees 1995-2002

Center for Civic Responsibility, Newark Advisory Task Force, 2004-

Center for Government Services, Rutgers University. Advisory Board, 1997-

Commonwealth Centre for E-governance in India. Advisory Board Member, 2004-

Croton Educational Alliance, Co-Chair and Founder, 1983-85

Croton-Harmon Board of Education, Elected Member, 1984-87; President, 1986-87

Croton, Village of, Planning Board, 1992-1994

Encyclopedia of Public Administration. Editorial Board Member, (Marcel Dekker, Inc.) 1999-

Institute for the Study of Public Policy Implementation, American University, Leadership Forum, 2000-2001

International Productivity Network, Founding Chair, 1988-1998

International Journal of Public Administration, Editorial Board, 1989-
Chair,
Simon Award Committee, 1983

International Journal of Organization Theory and Behavior, 1997-

International Review of Public Administration (formerly Korean Review) Editorial Board 1996-

International Society for Quality Government, International Director, 1992-94

Journal of Non-Profit and Public Sector Marketing, Editorial Board, 1990-

Journal of Management History, Editorial Board, 1994-98

Journal of Public Management and Social Policy, Senior Advisory Board

National Association of Schools of Public Affairs and Administration:

Chair, Annual Dissertation Award, 2004

Chair, Doctoral Committee, 2004-

Co-Chair, Doctoral Programs Survey Committee (with Kathy Newcomer), National Association of Schools of Public Affairs and Administration, 2003-2004.

Doctoral Committee, 1990-

Faculty Recognition Committee, 1991-92

New Directions in Public Administration Research, Editorial Board, 1985-90

New York State Office of Management and Productivity,
Judge for Governor's Productivity Awards, 1988, 1990.

Public Administration and Management: An Interactive Journal, Editorial Board, 1996-

Public Administration Information Network (Electronic), Contributing Editor, University of Southern California, 1994-1995

Public Administration Quarterly, Editorial Board, 1983-

Public Administration Review, Editorial Board, 1996-2000

Public Administration Teaching Roundtable, Founder and Co-chair, 1980-

Public Budgeting and Financial Management, Editorial Board, 1988-

State and Local Government Review, Editorial Board, 1999-2002

The Public Manager (formerly The Bureaucrat), Editorial Board, 1983-

ThinkLai Institution for Public Management, People's University of China, Advisor, 1998-

Who's Who in American Education, 1993 to current edition

Who's Who in America, 1997 to current edition

Who's Who in the East, 1983 to current edition

Who's Who in the World, 1984 to current edition

Who's Who of Emerging Leaders in America, 1988 (first edition)

Professional Presentations

Frequent presentations to professional associations and government agencies (i.e. approximately one conference panel or presentation per month, or more than two hundred to date). These have included seminars for senior executives at the Federal, State and Local levels, and for staff of the Public Service Boards of Australia; papers delivered/panels chaired at national and regional public administration, public policy and political science meetings.

Conferences Chaired/Co-Chaired/Organized:

Global e-Policy e-Governance Forum: International Conference on Digital Governance in Municipalities Worldwide. June 14-15, Seoul, Korea/Sungkyunkwan University.

A Performing Public Sector: The Second ASPA-EGPA Transatlantic Dialogue (American Society for Public Administration-European Group on Public Administration). Leuven, Belgium, June 1-3 2006.

Third Sino-U.S. International Conference for Public Administration, Beijing/Renmin University, June, 2006. Conference Co-Organizer and Chair, U.S./International Delegation

Second Sino-U.S. International Conference for Public Administration, Beijing/Renmin University, May, 2004. Conference Co-Organizer and Chair, U.S./International Delegation.

First Sino-U.S. International Conference for Public Administration, Beijing/Renmim University, June, 2002. Conference Co-Organizer and Chair, U.S. Delegation.

American Society for Public Administration:

Newark National Conference, President (March 2001)

Philadelphia National Conference, Program Chair (July, 1997)

American Society for Public Administration, Regions I/II Conference (October, 1980)

The First International Forum on Public Administration, Wuhan: Huazhong University of Science and Technology. Co-Chair of Conference (June, 2002).

"National Conference on Public Administration, the Arts, and the Humanities" (Oct. 1987)

Third National Public Sector Productivity Conference (June, 1988)

Fourth National Public Sector Productivity Conference (Sept. 1990)

Fifth National Public Sector Productivity Conference (June, 1992)

International Conference on Productivity and Economy, (Moscow, 1992)

Sixth National Public Sector Productivity Conference (September, 1993),

Seventh National Public Sector Productivity Conference (September, 1994)

Eighth National Public Sector Productivity Conference (November, 1995)

Ninth National Public Sector Productivity Conference (November, 1998)

Selected Presentations (Recent)

Testimony on Shared Services and Municipal Efficiencies to Joint Committee of the New Jersey Legislature. Trenton, New Jersey: Aug. 30, 2006.

Reforma y Modernizacion de la Administracion Publica. "Metodos Innovadores para un Gobierno Eficaz." July 14, 2006. Dominican Republic.

Research Presentations in Seoul, Korea, June 2006:

Seoul National University

Catholic University of Seoul

Seoul National Women's University

Research Presentation in China, June 2006:

Fudan University, Shanghai

Renmin University, Beijing (Third Sino-U.S. Conference on Public Administration)

Research Presentation in Leuven, Belgium, June 2006:

Performance Measurement and Reporting Network Feasibility Study

Westchester Municipal Managers Association: Innovations in Public Performance

American Society for Public Administration, 2005 National Conference:

Citizen-Driven Government Performance

Alfred P. Sloan Foundation Grantee's Conference. Presenter: "Online Training in Citizen-Driven Government Performance." Worcester, MA. Oct. 2004.

Lower Hudson Valley ASPA Chapter. Seminar Presenter: "High Performing Municipalities." Oct. 2004.

Southeast Conference of Public Administrators (SECOPA), Paper prepared with Younhee Kim. "Representative Bureaucracy in the E-Government Era." Oct. 2004. Charlotte, NC.

Second Sino-U.S. Conference on Public Administration, Renmin University, Beijing: "Digital Democracy." Plenary Address. May, 2004.

Tsinghua University, Department of Public Administration, May, 2004, "Citizen-Driven Government Performance."

American Society for Public Administration, Portland, OR, National Conference, Presenter. "Citizen Driven Government Performance." March 2004.

American Society for Public Administration, Portland, OR, National Conference, Presenter. "Citizen Driven Government Performance." March 2004.

Baruch College, Presenter, Faculty Seminar, "Digital Democracy." April 2004

Renmin University, Beijing, China. Second Sino-U.S. Conference on Public Administration, Address to Plenary Session, "Digital Democracy." May 2004

Tchingua University, Beijing, China, Presenter, Seminar for Faculty and Public Administration Students, "Citizen-Driven Government Performance." May 2004

Seoul Development Institute, Seoul, Korea, Presenter, Seminar for Professional Staff., "Performance Measurement and Citizen Input." May 2004.

Korean Research Institute for Local Administration. Seoul, Korea. Presenter, Seminar for Professional Staff. May, 2004..

Sungkyunkwan University, Seoul, Korea. Seminar for Faculty and Students. May, 2004.

National Association of Schools of Public Affairs and Administration. Annual Conference. Pittsburgh. Presenter: "Doctoral Education Survey" and "Problems of Faculty Evaluation." Oct. 2003.

National Association of Schools of Public Affairs and Administration, Annual Conference, Los Angeles (Oct. 2002)

Chair, Panel on “Citizen-Driven Government Performance”

Presenter: Panel on Doctoral Education

Southeastern Conference for Public Administration, Columbia, S.C. Oct. 2002. Presenter and Panel Discussant.

China:

The First International Forum on Public Administration, Wuhan: Huazhong University of Science and Technology. Co-Chair of Conference.

Lecture: “Public Productivity improvement and Performance Measurement, ” June, 2002 (Lecture).

Paper: Critical Issues in E-government and Governance. With James Melitski

First Sino-U.S. Conference on Public Administration, Renmin University, Beijing: “Citizen Driven Government Performance.” June, 2002.

Zhongshan University. Lecture on “Public Administration, Public Productivity and Performance Improvement.” June, 2002.

Korea:

Keynote Speaker. International E-Government Conference. Sungkyunkwan University.. Nov. 6, 2002. (Videotaped).

Rutgers University:

Norman Samuels Annual Research Day. “Citizen Driven Government Performance.” Newark. May 6, 2002.

Humphrey Fellows Seminar. “Citizen Driven Government Performance.” New Brunswick. February 28, 2002.

American Society for Public Administration :

National Conference (March 2004)

Convener and Presenter: “Online Training in Public Performance Measurement”

National Conference (March 2003)

Convener and Presenter: “Curriculum Development in Citizen-Driven Government Performance.”

National Conference, (March 2002).

Convener and Presenter: “Research Issues in Citizen-Driven Government Performance.”

Convener: Panel on “Trust and Governance.”

Utah Chapter: “Citizen Driven Government Performance: Performance Measurement, E-governance and Citizen Involvement,” March, 2002.

Utah State University.

“Scholar in Residence.” March 2002. Lectures to undergraduate and graduate class on “Public Administration and Public Service.”

Prior to 2001:

Academy of Management, Doctoral Symposium, Public Sector Section (Cincinnati, OH) August, 1996: "Publishing Strategies."

American Bar Association ,Opening Speaker, "Government Effectiveness Seminar," (New York, 1993);

American Political Science Association (Chicago, IL) Sept. 1995: Chair, Panel on "The Arts and Humanities as an Interdisciplinary Resource;" Presenter: "Battling Bureaucracy: Ethical Lessons."

American Society for Public Administration :

National Conference, Phoenix, AZ (March 2002). Panel Chair and Present: "Curriculum Development for Citizen-Driven Government Performance."

Utah Chapter: "Citizen Driven Government Performance: Performance Measurement, E-governance and Citizen Involvement," March, 2002.

National Conference, Newark, N.J., (March 2001) Panel Chair and Presenter: "Citizen-Driven Government Performance"

Iowa Chapter, Des Moines (September 2000): Keynote Speaker: "Performance Measurement"

Northern New Jersey Chapter (April 1998). Meeting Speaker: "Developing Qualitative Perspectives on Public Service."

Massachusetts Chapter (Dec. 1997). Meeting Co-Speaker: "Exemplary Public Service".

New York Metropolitan Chapter (May, 1997). Annual Dinner Speaker: "Images of the Public Service."

National Conference, Philadelphia (July, 1997). Focus Session presentation on "Challenges to the State and to Public Management."

Southeast Conference of Public Administrators (SECOPA) (Sept. 1997), Plenary Presentation on "Exemplary Government: Best Information on Best Practices"

(January, 1999): Symposium Paper on "The Future of Public Administration"

National Conference (Atlanta, GA) June-July, 1996: Chair, Panel on Best Practices Awards Programs; Organizer of Russian Art Exhibit and Film Festival.

Regional Conference (Princeton, NJ) Sept. 1996: Chair and Presenter, Panel on Web-Based Resources for Productive Public Administration

Hawaii Chapter (Honolulu) Nov. 1996: Plenary Speaker on Information Sources for Producing Public Services.

Canadian Institute and the Labour Market and Productivity Commission of the Province of Ontario, Opening Speaker (1994).

Center for Russian, Central and East European Studies, Rutgers University-Campus at New Brunswick. Visiting Fellow. Presentation on "Post-Soviet Bureaucracy." Feb. 1996.

China:

Chinese Society for Public Administration, Beijing, Oct. 1999, "The State of the Art of American Public Administration."

The First International Forum on Public Administration, Wuhan: Huazhong University of Science and Technology: "Public Productivity improvement and Performance Measurement," June 20, 2002 (Lecture). Co-Chair of Conference.

First Sino-U.S. Conference on Public Administration, Renmin University, Beijing: "Citizen Driven Government Performance." June, 2002. Leader of U.S. Delegation.

Zhongshan University. Lecture on "Public Administration, Public Productivity and Performance Improvement." June 24, 2002.

Peking University, Beijing, Oct. 1999, "Productivity and Performance."

Peoples University, Oct. 1999, "Five Great Theories of American Public Administration."

Conference on Liberal Learning (White Plains, N.Y., 1991),
 C.W. Post College/Long Island University. "Red Tape from Red Square," Art Exhibit of
 Russian Satirical Posters for the XIX and XX Centuries. March, 1997.
 Department of Public Policy and Administration, Rutgers-Camden: Keynote Speaker: "Government at
 Work." Twentieth Anniversary Celebration of the Department. November, 1999.
 Exemplary State and Local Awards Program and Certified Public Manager Society Conference
 (Princeton, NJ) Sept. 1995: Plenary Speaker on "Producing Public Service: Image and
 Reality."
 First World Congress of the International Productivity Network ,
 Conference Keynote (Canberra, Australia, 1992);
 Institute for the Study of Public Policy Implementation, American University, Leadership Forum,
 October,
 2000: "Leadership and Implementation."
 Instituto Universitario Ortega y Gasset (Madrid, Spain): Opening Speaker on "Productivity and
 Quality" for Permanent Seminar in Public Administration and Public Economics;
 International Conference on Productivity and Economy, Co-Chair and Keynote, (Moscow,
 1992); International Institute of Administrative Sciences, Public Sector Productivity Working
 Group
 (Helsinki, Finland): Opening Speaker on "Beyond Traditional Assessments: Building
 New Pressures for Productivity and Quality";
 Iowa Chapter of the American Society for Public Administration. Keynote Speaker: "Reality Based
 Performance Assessment." Sept. 2000
 Journal Editors Symposium. Georgetown University. Sept. 2000. Chair, Panel on Marketing. Participant,
 Panel on Public Administration Theory.
 Kennedy School of Government, Innovations Program, Judge for Top Fifteen Awards for the
 Program's First Fifteen Years. September, 2001.
 Korean Institute of Public Finance/Korean Tax Institute. (Seoul, Korea) August, 1996.
 "Competitive Government."
 National Association of Schools of Public Administration and Affairs (Austin, TX) Oct. 1995:
 Chair and Presenter, Panel on Long-Term Changes in the MPA Degree; Member,
 Research Panel.
 New Jersey Office of Neighborhood Empowerment: Cities of Action Conference. Speaker on
 "Citizen Driven Government Performance." Nov. 1997.
 Public Administration Doctoral Workshop (Bloomington, Ind., 1991),
 Public Sector Management Conference (Syracuse, New York, 1991)
 Quality Management Seminar, Lecturer (Jakarta, 1992);
 RAND Forum on "Developments in Public Sector Human Resource Management" for the
 Quadrennial Review of Military Compensation and the Office of the deputy Assistant
 Secretary of Defense for Civilian Personnel Policy. Opening Speaker on "Human
 Resource Issues in Public Sector Productivity Improvement." (Washington, D.C.) Nov. 1995.
 Rutgers University-Newark: Norman Samuels Annual Research Day. "Citizen Driven
 Government
 Performance." May 6, 2002.
 Rutgers and New Jersey Institute of Technology." (Newark, N.J.) August, 1995. Seminar for
 Teaching Fellows, Panelist on "Sensitive Issues in Faculty-Student Relationships."
 Saint Petersburg University (Russia): Lecture to Department of Sociology on "Public Sector
 Productivity Improvement";

Samsung Economic Research Institute. (Seoul, Korea) August 1996. "Productivity in Local Government."

Sloan Foundation Symposium on Performance Management: Oct. 1997 and Oct. 1998:
 "Citizen Driven Government Performance: The Case of Montclair, New Jersey"
 "The Use of Visuals in Presenting Performance Measurement Data"

State of Florida, "Hub of Excellence" Lecture Series, plenary speaker. (Tallahassee, Fla., 1992);

Taiwan Public Administration Study Tour (Seminar at Rutgers University) April, 1996:
 "Productivity Improvement and Budgeting."

United Nations Development Program. "Public Sector Performance Measurement and Improvement." Evaluation Capacity Building Conference. Beijing, China Oct. 1999.

Utah State University. "Scholar in Residence." March 2002. Lectures to undergraduate and graduate class on "Public Administration and Public Service."

Courses Taught

Bureaupathology

Cases in Productive Public Management

Cases in Public and Nonprofit Productivity

Citizen-Driven Government Performance

Comprehensive Review

Digital Democracy

Employee Incentives

E-Government and E-Governance

Fieldwork

Global Best Practices

Human Resource Management

Independent Study in Public Administration (Various Topics)

Internship in Public Administration

Introduction to American Government

Introduction to Public Administration

Leadership

Management Systems and Techniques

Organizational Structures

Performance Improvement in Public Administration

Performance Measurement and Evaluation in the Public Sector

Personnel Administration

Policy and Program Assessment

Problem Solving in Public Administration: Theory and Practice

Productivity in Public Organizations

Project Management

Prospectus Research

Public Administration and the Arts

Public and Nonprofit Productivity

Qualitative Methods in Public Administration

Study of Public Organizations

Student Advising

Director, Ph.D. Program in Public Administration, Rutgers University (1994-2006)

Dissertation Advising:

Dissertation Chair: Nicholas A. Giannatasio, 1997

The Essence of Decision Making: The Utility of Decision Models and Techniques in Public Administration

Dissertation Chair: Patria de Lancer, 1997

Performance Measures as Knowledge and Innovation: An Elaborated Model Explaining Utilization

Dissertation Chair: Kathe Callahan, 1999

Citizen Participation: The Utilization and Effectiveness of Citizen Advisory Committees in Local Government

Dissertation Chair: Rajade Berry, 1999

Affirmative Action Officers in Higher Education: Factors that Contribute to Effectiveness in Public and Private Institutions

Dissertation Chair: Keith Carrington, 1999

Administrative Discretion in Public Agencies: The Case of Civilian Review of the Police

Dissertation Chair: Hedy Isaacs, 2001

Influence, Enforcement and Collaboration: Legitimizing a Conflict Resolution Approach to Public Administration

Dissertation Chair: Changhwan Mo, 2001

Privatization and Public Accountability: The Comparison Between Private and Public Bus Operations

Dissertation Chair: Hwang-Sun Kang, 2002

Establishing Sustainable Performance Measurement Systems in the Public Sector: Performance Measurement as a Facilitator for Learning Government

Dissertation Chair: James Melitski, 2002

Information Technology in the Public Sector: E-Government in New Jersey

Dissertation Chair: Ray Gonzales, 2003

Enhancing the Utility of Human Service Performance Measurement Systems

Dissertation Chair: Georgia Harris 2003

The Impact of Monetary Strategies on Organizational Commitment in the Military

Dissertation Chair: Mwabilu Ngoyi 2003

Outcome Budgeting: Assessing the Integration of Management Tools into Budgeting Systems

Dissertation Chair: Kaifeng Yang 2003

Public Administrators' Trust in Citizens: A Missing Link in Citizen-Centered Reforms

Dissertation Chair: Mengzhong Zhang, 2004

Policy Diffusion Across National Boundaries: A Case Study of South Korea's Knowledge Cooperation Projects

Dissertation Chair: Seung-Yong Rho, 2004

Citizen-Government Interaction and Its Effects on Trust in Government

Dissertation Chair: Chan-Gon Kim, 2005

Public Administrators' Acceptance of the Practices of Digital Democracy: A Model Explaining the Utilization of Online Policy Forums in South Korea

Dissertation Chair: Tiankai Wang, 2005

Government Fiscal Transparency on Municipal Bond Issuance

Dissertation Chair: Young Cheoul Kang 2006

Understanding the Applicability of Strategic Management in the Public Sector

Dissertation Chair: Jaeduk Keum 2006

Does Public Deliberation Strengthen the Impact of Performance Measurement on Democracy and on Management?

Dissertation Chair: Lyuba Palyvoda 2006

Roles of Ukrainian Charity Foundations in Delivering Public Services

Dissertation Chair (in progress)

Manuel Aliaga

Youn-Hee Kim

Lisa Mahajan

Emily Michaud

Lois Redman-Simmons

Fayth Ruffin (Global Affairs)

Hua Xu

Wenxuan Yu

Dissertation Committees:

Frederic Bogui (2001)

Neil De Haan, Jr. (2004)

Gloria Frederick (2001)
 Vatche Gabrielian (1999)
 Glenda Kirkland (2003)
 Seok-Hwan Lee (2000)
 Sharon McCrone (2003)
 Rina Majumdar (2003)
 Patricia Moore (2001)
 Judy Peters (2004)
 Donijo Robbins (1999)
 Mona Choudhary (in progress)

Faculty Advisor, Humphrey Fellows Program, Rutgers University, September 2002-
 Faculty Advisor, Muskie Fellowship Program for MPA/Ph.D. Students from the Former Soviet Union, 1993-
 Faculty Advisor, Presidential Management Interns (Applicants and appointees)
 Faculty Advisor, Pi Alpha Alpha Public Administration Honorary Society, 1991-95
 Thesis Advisor: Masters theses and policy papers
 Internship Advisor: placements in federal, state and local agencies

Membership in Professional Organizations

American Society for Public Administration: Sections on Public Performance and Management; Humanistic, Artistic and Reflective Expression; International and Comparative Administration; Public Administration Education; Research.
 American Political Science Association: Section on Public Administration
 International City Management Association (Academic Member)

Administrative Responsibilities (University, College and Departmental)

Rutgers University (1989-date):

Dean, School of Public Affairs and Administration (July, 2006-)

Chair, Graduate Department of Public Administration (July, 2000-June, 2006)

Chair, Search Committee, Dean of the Rutgers Business School. (Fall, 2005-)

Member, University Committee on Efficiency and Entrepreneurship (Fall 2006-)

Interim Director, Joseph C. Cornwall Center for Metropolitan Studies (Aug. 2002-Jan. 2004)

Director, Rutgers Ph.D. Program in Public Administration (1992-)

Executive Director, National Center for Public Productivity at Rutgers-Newark (1989-)
 (also see below)

Director: Secretariats for Memoranda of Understanding (MOUs):

American Society for Public Administration and Chinese Public Administration Society
 American Society for Public Administration and United Nations Division of Public Economics and Public Administration

E-Governance Institute at Rutgers-Newark and Korean E-Government Institute at Sungkyunkwan University.
 European Group on Public Administration
 Korean Association of Public Administration

Executive Committee, Fellow and Board of Center on Global Change and Governance (1996-);
 International Studies Strategic Planning Committee (University-Wide) (1995-96);
 Global Studies Committee (University-Wide) (1995-96);
 Chair, Quality and Communications Initiative Committee (1996-99);
 Member, Faculty Council (1997-), Vice-Chair 1998-99; Chair 1999-2000;
 Graduate Studies Executive Committee (1992-);
 Ph.D. in Management Executive Committee, (1997-2000);
 Center for Governmental Services, Advisory Board (1996-);
 Ph.D. in Urban Systems (with UMDNJ and NJIT), planning committee, (1998-2000);
 Chair, Rutgers University Committee on the Future/Public Policy and Law (1997-2002),
 Joseph C. Cornwall Center for Metropolitan Studies:
 Organizing Committee 1999-2000
 Chair, Executive Committee, Sept. 2002-Jan. 2004
 Member, Recruitment/Tenure/Promotion Committees: Political Science, Education, Criminal Justice,
 Public Policy and Administration (Camden), etc.

John Jay College/City University of New York (1971-1989):

Coordinator, Master of Public Administration Program (John Jay College, 1973-86) and Director of Public Administration Programs (Graduate and Undergraduate/John Jay College), 1984 to 1986. Responsibilities: Graduate Studies Executive Committee (1972-1986)
 Co-Chair, CUNY Committee on a Ph.D. in Public Administration (1978-88);
 Chairperson, College-wide Middle States Reaccreditation Self-Study (1992-94));
 Long-Range Planning Committee (1978-79)

Executive Director and Founder, National Center for Public Productivity, 1975 to date. Rutgers University and John Jay College/City University of New York.

Responsibilities: Development and Administration of Funded Projects (International, Federal, State and Local, totaling more than \$10 million; see "Funded Projects"; Supervision of staff of up to thirty-five persons; Financial and Personnel Administration; Liaison with College, Local, State, Federal, Private Sector and Foundation Organizations; Publication and Dissemination Programs; Development of National/International Conferences and Training Projects; Surveys and Other Forms of Research; etc. Typical annual value of funded projects and student fellowships is more than half-a-million dollars.

Externally-Funded Research Grants and Contracts (Principal Investigator/Co-Investigator)

The New Jersey Meadowlands Commission. "Strategic Plan and Performance Improvement Strategy." \$160,000. 2006.

Alfred P. Sloan Foundation. "Performance Measurement and Reporting Network." \$399,000. 2006-2008.

Rutgers University Research in Service to New Jersey Program. "311 Feasibility Study." \$10,000. 2006.

Alfred P. Sloan Foundation. "Needs Assessment for a Responsive Government Network." \$42,000. 2005-2006.

City of Newark, Department of Engineering. "Computerized Permit Tracking System." \$25,000. Co-PI Byron Price. Oct. 2004-March 2005. Contract approved.

Alfred P. Sloan Foundation, "Online Certificate Program in Citizen-Driven Government Performance." \$443,000. 2004-2007.

Rutgers University Academic Excellence Award. "Performance Indicator System for Municipalities." \$30,000. 2004-2005.

State of New Jersey, Department of Community Affairs. SHARE grant for Municipal Performance Measurement Consortium/Benchmarking and Professional Training. \$30,000. 2004-2007.

"Unbuilt Newark." Prospectus for Art Exhibit at Newark Public Library. With Lois Redmond-Simmons, Elizabeth Strom and Stephanie Bush-Baskette. 2003-2004. Ongoing. Cornwall Center. \$10,000 from New Jersey Council on the Humanities.

State of New Jersey. "Evaluation of New Jersey Commission on Science and Technology." August, 2002- November 2002. \$50,000.

Municipality of Anchorage. "Evaluation of Performance Measurement System." October-November 2002. \$3,500.

Alfred P. Sloan Foundation. "Citizen-Driven Government Performance Curriculum Development and Dissemination Project." \$530,035. July 2001-August 2004. (Co-PI Kathe Callahan)

Rutgers University, SROA Grants. "E-Governance Institute." \$35,000. July 2001-June 2003.
\$20,000 July 2002-June 2003

New Jersey Department of Community Affairs. "American Society for Public Administration Conference in Newark." \$65,000. 2001.

New Jersey Department of Education. "School District Takeover Planning Project." Co-Principal Investigator with Paul Tractenberg. \$230,000. Nov. 2000-August 2001.

Alfred P. Sloan Foundation. "Citizen-Driven, Results-Oriented Government Performance Project." 1996-2000. \$875,000.

Alfred P. Sloan Foundation, "Implementation and Dissemination Project." Jan. 2000- Jan. 2001. \$30,000

New Jersey Division of Community Affairs. "Local Government Consolidation of Services." Study. 1999-2000. \$42,000.

New Jersey Department of Health and Senior Services. "Organizational Effectiveness Study." 1997. \$39,000.

New Jersey Office of Neighborhood Empowerment. "Resource Guide." 1997. \$7,000.

"Best Practices Worldwide Database." Public Employees Roundtable. 1997-98. \$8,000.

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.

Benchmarking Analysis and Comparison of Court Productivity. New Jersey Administrative Office of the Courts. AY 94-96. \$90,000.

National Conference on Public Sector Productivity. Prudential Foundation, Coopers and Lybrand, and other sources. 1992-date. \$85,000.

National Exemplary State and Local Awards Program. The William C. Norris Institute and Coopers and Lybrand. 1989-date. \$200,000.

New Jersey Exemplary State & Local Awards Program. Fund for New Jersey. 1993-96. \$140,000.

"Red Tape from Red Square." Art-cinema exhibit. \$1500 from Bowling Green State University; \$1200 from the SHARE Section of the American Society for Public Administration; \$500 from C.W. Post College; \$2000 from Rutgers University (Office of the Graduate Dean).

Reinventing New Jersey. Conference, Proceedings and Video Tape. The Winter Commission on State and Local Public Service. 1994-95. \$13,000.

Savings Maximization and Reinvention Techniques (SMART): New Jersey Department of Treasury, \$35,000, 1994. Co-Director with Kathe Callahan, identification of national best practices in state government for replication and savings in New Jersey.

Public Administration Roundtable Web Site. Teaching Excellence Center, Rutgers Univ. \$1250.

Public Service Leadership Project. Fund for New Jersey. AY 96-97. \$20,000.

Personal Information

Address: 4 Giglio Court, Croton-on-Hudson, New York 10520

Home Telephone: (914) 271-6709
Or (212) 579-5734

Date of Birth: February 28, 1945

References available upon request.

6-1-07