

# CURRICULUM VITAE

**ROBERT ALAN SHICK, Ph.D.**

**10 Bay Street Landing  
Staten Island, New York, 10301  
(718) 442-7319**

---

**Dr. Robert Shick has extensive experience in the public sector as a senior administrator in New York City government. During his career in the public sector, Dr. Shick managed a comprehensive set of government functions, including: policy and management analysis, contracting-out of government services, financial management, computer technology, and intergovernmental and community relations. His research interests include privatization and the contracting-out of government services, nonprofit management, and organizational development.**

## **EDUCATION**

**New York University, New York, Ph.D. in Public Administration.**

**New York University, New York, Master of Public Administration.**

**Indiana University, Bloomington, M.A. in Economics.**

**The City College of New York, New York, B.S. in Economics.**

## **ACADEMIC EXPERIENCE**

**Assistant Professor**

**2007 -**

**present**

**Director, Executive MPA Program**

**Managing Director, National Center for Public Performance**

**RUTGERS UNIVERSITY**

**SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION**

*Teach courses in the Master of Public Administration Program, direct the Executive MPA Program both in Trenton and in Newark, perform the functions of the Managing Director of the National Center for Public Performance, perform research in the field and perform service to Rutgers University and the community.*

**Activities During Academic Year 2007/2008**

- **Managed the Online Certificate Programs at Rutgers University School of Public Affairs and Administration**

- **Director of 311 Community of Practice for Rutgers Public Performance Measurement Reporting Network**
- **Director of Nonprofit Community of Practice for Rutgers University Public Performance Measurement Reporting Network**
- **Peer Reviewer for National Journal for Training, article**
- **Moderator, Panel on Nonprofit Agencies, Rutgers University National Center for Public Performance Annual Conference, January 2008.**
- **Teach PA 542 Government Budgeting Systems – Fall 2007 and PA 501 Introduction to Public Administration – Spring 2008.**
- **Participating author of the study, “Developing a Statewide 311 System for the State of New Jersey.”**
- **Paper presentation at the Annual Conference of the Urban Affairs Association, April, 2008, “City 311 Systems: Improving Public Performance and Meeting Citizens’ Needs.”**
- **Moderator of Panel, Performance Measurement in Acquisitions, Public Manager and American Society for Public Administration Conference, Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners, July 2008.**
- **Direct Study of Websites of Government Entities in the United States, States and the Two Largest Cities in Each State.**
- **Revised the Curriculum for the Public Performance Measurement Certificate.**
- **Recruit New Students to Executive MPA Program.**
- **Establish outreach efforts for additional students for SPAA’s Certificate in Nonprofit Management, Public Performance Measurement and Business Improvement Districts and the Certified Public Manager Program.**
- **Member, Newark Campus Council on Revenue Programs.**

**Assistant Professor  
LONG ISLAND UNIVERSITY  
SCHOOL OF BUSINESS, PUBLIC ADMINISTRATION AND  
INFORMATION SCIENCES**

**2000 - 2007**

*Teach courses in the Master of Public Administration Program, perform research in the field and perform service to Long Island University and the community.*

- **Areas of specialization include:**

**Privatization and Contracting  
Budgeting and Financial Management  
Nonprofit Management  
Public Policy Processes**

- **Graduate courses taught:**

**Principles of Administration  
Organization Theory and Behavior  
Public Policy Analysis  
Human Resources Management  
Fundamentals of Public Budgeting and Financial Management  
Nonprofit Management  
Government and the Economy  
Foundations of Health Systems Finance  
Privatization and Contracting-Out of Government Services  
Managerial Communications**

- **Publications:**

**Shick, Robert and Weikart, Lynne. “Public Organizations Undergoing Change: A Study in Urban Contracting.” accepted for publication by *Public Administration Quarterly*. Publication forthcoming.**

**Balinsky, Warren and Shick, Robert, “The Changing Landscape of Long Term Home Health Care in New York City and State.” *Caring* 25/8, (2006), the official publication of the National Association of Home Care and Hospice.**

**Shick, Robert and Balinsky, Warren, 2005. “Home Health Care Services: Management and Cost-Effectiveness in Changing Times.” *Journal of Health and Human Services Administration* 28/3 and 4 (2005).**

**The Urban Market: Institutions, Information, Linkages, David Lewin, Raymond Horton, Robert Shick, Charles Brecher, Praeger Publishers, New York, 1974.**

**“The Available Information on Puerto Rican Migration,” Robert Alan Shick in *Puerto Rican Migrants: An Economic and Sociological Study*, The Planning Board of the Commonwealth of Puerto Rico, San Juan, 1973.**

**Unemployment in the Urban Core: An Analysis of Thirty Cities with Policy Recommendations, Stanley L. Friedlander assisted by Robert Alan Shick, Praeger Publishers, New York 1972.**

- **Submitted Papers:**

**Shick, Robert. “The Contracting-Out of Local Government Services: New York City Home Health Care.” Under review by *Journal of Public Procurement*.**

- **Papers and Presentations:**

**Shick, Robert and Weikart, Lynne, 2007 “The Nature of the Collaboration Between Government and Human Service Contractors:**

**A Study of Child Care Providers in New York City.” American Society for Public Administration National Conference, Washington, DC (March).**

**Balinsky, Warren and Shick, Robert, 2006, “The Changing Landscape of Long Term Home Health Care in New York City and State.” National Association of Home Care and Hospice Conference, Baltimore, MD (October). Faculty Educational Presentation.**

**Shick, Robert, 2006, “Where are Opportunities for Innovation and Transformation: The Procurement Process in U. S. Cities?” American Society for Public Administration National Conference, Denver, CO (March).**

**Shick, Robert and Balinsky, Warren, 2005. “Home Health Care Services: Management and Cost-Effectiveness in Changing Times.” American Society for Public Administration National Conference, Milwaukee, WI (March).**

**Shick, Robert and Weikart, Lynne, 2004. “Is Contracting Policy in New York City Meeting Its Objectives in Our Complex Urban Environment?” Urban Affairs Association National Conference, Washington, D. C. (April).**

**Shick, Robert and Weikart, Lynne, 2004. “Contracting in New York City.” American Society for Public Administration National Conference, Portland, OR (March).**

**Shick, Robert, 2002. “Government and Contractors Can Partner to Innovate.” Presentation at the Southeastern Conference for Public Administration, Columbia, SC (October).**

**Shick, Robert, 2002. “The Role of the Public Administrator in the Privatization of Public Services.” Paper presented at the American Society for Public Administration National Conference, Phoenix, AZ (March).**

- **Moderator:** Panel Moderator, 2003. Leadership as a Determinant of Service Delivery Quality, American Society for Public Administration National Conference, Washington, D. C. (March).

- **Reviews:** Book, Privatization in New York City, E. Steve Savas, CQ Press (Review prepared in 2004).

**Three proposals submitted for research grants at the Graduate Center of the City University of New York (Review prepared in 2003).**

**Three chapters of the book, The Fiscal Health of Local Governments, Beth Walter Hondale, James M. Costa and Beverly A. Cigler, Academic Press (Review prepared in 2002).**

**Article for the peer-reviewed journal, Transactions on Engineering Management “Online Innovations: An Exploratory Study of E-Service Personalization in Local Government” (Review prepared in 2001).**

- **Dissertation:** The Contracting-Out of Local Government Services: New York City Home Health Care, Robert Alan Shick, Ph.D. unpublished dissertation, New York University, 1989.

- **Service:** Academic Year 2006/2007 - Department - Appointment, Reappointment, Promotion and Tenure Committee, School - Academic Standing Committee, Campus - Faculty Review Committee, Department – Co-Internship Coordinator, Campus – Faculty Elections Committee, Department – Organized and Obtained entry for LIU to be a Member of a Consortium of schools of Public Administration for Job Fairs for our students, Campus - LIUFF – Benefits Committee, Chair, Campus - LIUFF – Executive Committee, Campus – Instructional Technology Committee.

Academic Year 2005/2006 - Department - Appointment, Reappointment, Promotion and Tenure Committee, School - Academic Standing Committee, Chair, Campus - Faculty Review Committee, Department - Co-Internship Coordinator, Campus - Faculty Elections Committee, Department - Organized and Conducted a Career Panel, Campus - Faculty Senate - Academic Affairs Committee, Campus - LIUFF, Benefits Committee, Chair, Campus - LIUFF, Executive Committee, Campus – Instructional Technology Committee.

Academic Year 2004/2005 - Department - Appointment, Reappointment, Promotion and Tenure Committee, Chair, School - Academic Standing Committee, Chair, Department - Co-Internship Coordinator, Campus - Faculty Elections Committee, Department - Organized and Conducted a Career Panel, Campus - Faculty Senate, Academic Affairs Committee, Campus - LIUFF Benefits Committee, Chair, Campus – LIUFF, Executive Committee, School - LIU Day.

- **Additional Teaching**

**SAN FRANCISCO STATE UNIVERSITY, SUMMER 2006**  
Democracy and Public Service in Diverse Environments

**SAN FRANCISCO STATE UNIVERSITY, SUMMER 2005**  
Democracy and Public Service in Diverse Environments

**UNIVERSITY OF SAN FRANCISCO, SUMMER 2004**  
Public Policy Analysis (a mixed on-line and in-classroom course)

**SAN FRANCISCO STATE UNIVERSITY, SUMMER 2004**  
Organization Theory and Behavior

Guest Lecturer  
**ST. JOHNS UNIVERSITY, 1995**  
**NEW SCHOOL FOR SOCIAL RESEARCH, 1992-1995**

## **RELEVANT PROFESSIONAL EXPERIENCE**

**Director of Operations for Finance, Management and Administration** **1997-2000**  
**DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT,**  
**CITY OF NEW YORK, OFFICE OF HOUSING MANAGEMENT AND SALES**

*Manage the financial, management and administrative functions of the City's In-Rem housing program of 2,000 buildings with 20,000 apartments at an annual budget of \$100 million in expense funds and \$10 million in capital funds. Oversight of five operational areas with 60 City employees and 1,400 contract employees.*

## Program Management

- Develop the mission and goals for all agency areas, including performance indicators and standards.
- Develop strategies to meet cost-savings targets.

## Revenue Generation and Audit

- Manage the collection and accounting of \$35 million annually in rent payments.
- Reengineer a system to secure rent arrears payments and seek legal remedies for delinquent tenants.
- Review and respond to all internal and external audits of agency operations.

## Financial and Contract Management

- Design and successfully implement new budget planning and monitoring system.
- Oversee preparation of budget needs document which resulted in an additional allocation of \$12 million in funding.
- Manage steps in the New York City procurement process for goods and services needed to maintain in-rem buildings.

## Computer Systems

- Coordinate strategy to manage year 2000 issues for different computer applications.
- Oversee development and implementation of new management information reports from different computer databases.

## Human Resources, Building Services and Energy Management

- Oversee human resource functions for 550 City employees.
- Oversee contract for services of 1,400 employees who maintain in-rem buildings.
- Manage the supply of energy services to 2,000 buildings.

## **Executive Director**

**1992-1997**

### **HUMAN RESOURCES ADMINISTRATION (HRA) OF THE CITY OF NEW YORK, HOME CARE PROGRAM MANAGEMENT AND SUPPORT SERVICES**

*Designed and managed the program operations of the largest Home Care Program in the country serving 50,000 clients daily through 100 home health care contracted organizations, at an annual budget of \$1.2 billion. Oversight of five operational divisions with 100 employees.*

## Policy, Management Analysis and Planning

- Develop and analyze program policies and internal program service delivery systems.
- Successfully generate strategies to meet cost-savings targets.
- Analyze new legislation and regulations and develop required reports for oversight agencies.

## Contract Selection and Implementation

- Manage all steps in the New York City contract solicitation and implementation process: prepare RFPs and establish standards for evaluating 100 prospective providers.
- Negotiate program and financial provisions of 100 contracts valued at \$1.2 billion.
- Develop and implement policies to improve service delivery.

## Financial Management

- Develop budget review process, prepare budget projections and monitor expenditures.
- Generate cost-containment initiatives which resulted in savings of \$50 million over a five-year period.
- Create rate-setting methodologies approved by oversight government agencies.
- Oversee preparation of guidelines for audits conducted by CPA firms.
- Participate in collective bargaining negotiations and perform cost analyses of agreements.

## Contract Management

- Conceptualize systems to measure contract agency compliance and develop program standards for cost-effective service.
- Design and implement termination procedures for agencies failing to meet standards.
- Effectively transition new agencies into system without disrupting service delivery.

## Computer Operations

- Direct the development of a computerized time and leave system tracking 50,000 workers in private residences, that resulted in savings of \$10 million.
- Develop and maintain computer systems for 50,000 new clients which serve as the documentation for services provided and the issuance of payments.

## Intergovernmental and Community Relations

- Interface with other agencies including the Office of Management and Budget, the Office of Legal Affairs, the Office of Municipal Labor Relations and the Office of Data Processing.
- Represent the HRA before local community organizations, elected officials and professional organizations.

## **HUMAN RESOURCES ADMINISTRATION OF THE CITY OF NEW YORK**

Director, Bureau of Home Care Contracts  
1991

1984-

- Managed the expansion of the home care program from 25,000 to 50,000 clients and from 60 to 100 contractors.

Director, Division of Home Attendant Contracts

1979-1983

Deputy Director, Division of Budget and Financial Analysis

1976-1978

## RESEARCH, ANALYSIS AND CONSULTING EXPERIENCE

### **HUMAN RESOURCES ADMINISTRATION OF THE CITY OF NEW YORK**

Program Analyst

1973-1976

- Used quantitative and qualitative methods to plan new programs and evaluate and modify existing ones.
- General analysis of program policy and budget. Computer based information systems research.

### **CONSERVATION OF HUMAN RESOURCES - COLUMBIA UNIVERSITY**

Research Associate

1971-1973

- **Principal investigator and co-author of study on the use of labor market information in educational planning.**

**ECONOMICA, INC.**

**Consultant to Commonwealth of Puerto Rico**

**1970-1971**

- **Advised Commonwealth Planning Board on accessing adequate, available data on manpower training programs and the use of census information. Outlined topics and issues for incorporation into comprehensive human resource plan.**

**AFFILIATIONS**

**American Society for Public Administration**

**Urban Affairs Association**

**Pi Alpha Alpha, National Public Administration Honor Society**

**COMMUNITY INVOLVEMENT**

**Past President, Board of Directors**

**Bay Street Landing Homeowners Association**

**President, Board of Directors**

**Council on the Arts and Humanities for Staten Island**