

2017-2018 Annual Report



SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION
CENTER FOR URBAN AND PUBLIC SERVICE

RUTGERS

School of Public Affairs
and Administration | Newark

Rutgers SPAA | spaa.newark.rutgers.edu

Message from the Dean



Dear SPAA Family and Friends:

I am quite pleased to introduce you to the very first SPAA Annual Report highlighting all of our accomplishments in FY 2017-2018. During the last academic year, we had a lot of activities that were newsworthy. The goal of this report is not to simply highlight what we have done, but to also provide a glimpse of the upcoming academic years. We are in a very special place right now and we want to build upon our success.

The report begins with a “Year in Review.” This is a brief summary of some major activities within the school, including the 2018 SPAA Award Winners. One highlight was the creation of the Office of Public Engagement (OPE). This office is our main portal to connecting students, staff, and faculty to the community where we exist. As such, the office manages current external public engagement efforts as well as looks for opportunities to increase our visibility by working with various public and nonprofit agencies. On the academic front, two of our professors are spearheading a new journal that focuses on behavioral and experimental research within public administration. By all accounts, their efforts are cutting edge for our field. Last, this section ends with a plethora of SPAA students and faculty receiving awards and acknowledgements for various accomplishments throughout the year.

The report continues with faculty highlights and community engagement activities. Given our overall focus on students, a lot of effort was placed in capturing student activities. Hence, we begin by highlighting some of the internship placements of our students. This is one area that we hope to expand with our public engagement activities, both in terms of increasing placement opportunities and increasing the number of paid internships for SPAA students.

The report also includes admissions and graduation data from the previous academic year. As you will see, the school continues to grow its BA program and the Online MPA program. Growth in the on-campus MPA and the PhD programs is essentially flat. However, we plan to increase the number of on-campus master’s students and restart the EMPA program in the spring 2019 semester. The report ends by highlighting faculty research and funded activities.

As the school continues to develop under new leadership, I am very excited and optimistic about the future of the school. We are poised to move forward on many fronts.

Sincerely,

A handwritten signature in black ink that reads "Charles E. Menfield". The signature is written in a cursive, slightly slanted style.

Charles E. Menfield, PhD
Dean
School of Public Affairs and Administration (SPAA)
Rutgers University–Newark

2017-2018 ANNUAL REPORT

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Rutgers SPAA is proud to share and celebrate some of our many accomplishments from the 2017-2018 Academic Year.

NEWS & NOTEWORTHY

First Behavioral Public Administration Open Access Journal Launches

The Center for Experimental and Behavioral Public Administration (CEBPA) at Rutgers SPAA, in partnership with the Project for Equity, Representation, and Governance at Texas A&M University, launched the Journal of Behavioral Public Administration (JBPA) – an interdisciplinary, open access, peer-reviewed journal that focuses on behavioral and experimental research in public administration.

spaa.newark.rutgers.edu/jbpa-launch

SPAA Creates Office of Public Engagement to Facilitate Collaborations

SPAA created the Office of Public Engagement (OPE), an office that facilitates faculty, staff, and student engagement and collaborative endeavors with government and nonprofit organizations in the greater Newark area and throughout New Jersey.

spaa.newark.rutgers.edu/ope

State of NJ Certified Public Manager (CPM) Program Graduates Largest Class to Date

The New Jersey Certified Public Manager (CPM) Program at Rutgers SPAA graduated its largest class to date on Aug. 11, 2017, when 123 students received their certificates. The graduation ceremony marked the end of 21 courses designed to instill the necessary skills for participants to advance within their organizations by becoming stronger leaders, more strategic thinkers, and more knowledgeable and experienced managers.

spaa.newark.rutgers.edu/cpm

Truth, Racial Healing and Transformation Center Opens at RU-N with SPAA Housing One of the Directors

The Association of American Colleges and Universities (AACU) selected Rutgers University–Newark to serve as one of the first 10 Truth, Racial Healing and Transformation (TRHT) Campus Centers in America. TRHT at RU-N connects a broad array of partners inside and outside the university all positioned to prepare the next generation of strategic leaders and critical thinkers to both imagine and work toward racial healing. The center is directed by appointed leadership across RU-N entities and includes Sharon Stroye, director of public engagement at Rutgers SPAA, as a co-director.

spaa.newark.rutgers.edu/trht-to-open-at-run

SPAA Establishes Marc Holzer Fund for Doctoral Students

In honor of Dr. Marc Holzer's legacy as the school's founding dean, SPAA established the Marc Holzer Fund for Doctoral Students. The fund, created with the encouragement of SPAA PhD alumni who credit Holzer's mentorship and guidance with bolstering their successes in academia, provides financial support for the next generation of public administration scholars who have demonstrated an interest in public performance measurement and improvement – Dr. Holzer's area of expertise.

spaa.newark.rutgers.edu/holzer-fund

RU-N Debate Team Ends the 2017-18 Season with National Championship

The Rutgers University–Newark Debate Team, housed at Rutgers SPAA, concluded their season as national champions and award winners:

- Program ranked first in the Northeast for the fourth time in the program's history
- Program ranked first in the nation for public debate and community impact
- Team won West Point Debate Tournament Championship
- Team won championship at Junior Varsity/Novice National Championships
- Team won 5th Annual Makai College Classic Championship
- Chaz Wyche and Luis Carrera won All-American Awards
- Carlos Astacio awarded Dr. John Jacobson Community Service Award
- Willie Johnson awarded Coach of the Year by Weber State University

spaa.newark.rutgers.edu/debate

SPAA Celebrates School Award Winners

SPAA recognized graduating students, alumni, faculty, and staff with the 2018 SPAA Awards:

- Outstanding BA Student: Mohamed Abdelghany (BA'18)
- Outstanding MPA Student: Rabia Arikan (MPA'18)
- Outstanding PhD Student: Dr. Andrew Ballard (PhD'18)
- E. Drexel Godfrey Award: Bernadette Carter (MPA'18) and Anqiang Li (MPA'18)
- Distinguished Alumni Award for Academic Excellence: Dr. Kaifeng Yang (PhD'03)
- Distinguished Alumni Award for Practitioner Excellence: Virgil Simons (MPA'08)
- Faculty Teaching Award: Dr. Rachel Emas, Assistant Teaching Professor
- Faculty Service Award: Dr. Madinah Hamidullah, Associate Research Professor
- Staff Award: Dr. Melissa Rivera, Associate Dean for Finance and Administration

spaa.newark.rutgers.edu/2018-spaa-awards



ANTHONY ALVAREZ

Commencement Caps Off Celebratory Week for 2018 SPAA Graduates

More than 175 SPAA graduates received their degrees during Rutgers University–Newark's (RU-N) commencement ceremony, held in May at the Prudential Center in Newark, NJ. Dr. Lindsey McDougle led the procession as the RU-N ceremony's marshal, and Dr. Stephanie Newbold carried the gonfalon for SPAA. The commencement address was delivered by award-winning actress, singer, rapper, and humanitarian Queen Latifah, who emphasized the importance of home and returning to the places that shaped the graduates into the people they have become. Prior to commencement, SPAA recognized its graduates in a PhD Hooding Ceremony, Pi Alpha Alpha Induction Ceremony, and Graduation Celebration. A total of 42 students were inducted into Pi Alpha Alpha, the national honor society for public administration, and Congressman Donald Payne Jr. of New Jersey's 10th District was inducted as an honorary Pi Alpha Alpha member.

spaa.newark.rutgers.edu/commencement-2018

SPAA Wins Big on Rutgers Giving Day

Giving Day 2018 began at midnight on Wednesday, March 21, 2018, and was extended to 9 p.m. on March 22 because of a snowstorm on March 21. In two activity-packed days, SPAA students, alumni, faculty, staff, and friends collaborated in a dedicated wave of donations and social media challenge entries that yielded close to \$11,000.

spaa.newark.rutgers.edu/giving-day-2018

FACULTY HIGHLIGHTS

Ariane Chebel d'Appollonia was appointed associated senior researcher for the Center for European Studies and Comparative Politics (CESCP) at Sciences Po Paris.

+ Chebel d'Appollonia was named a member of the editorial board of *Immigration and Security*.

The Newark City of Learning Collaborative, led by **Reginald Lewis**, received an Equity Trailblazer Award for its efforts and success in increasing the number of Newark residents who have education or training beyond high school.

+ Lewis was featured on *Caucus: New Jersey* with Steve Adubato on December 23, 2017.

Jiahuan Lu received the Association for Research on Nonprofit Organizations and Voluntary Action's (ARNOVA) Nonprofit Management and Leadership editors' prize for best scholarly paper for his article, "The Philanthropic Consequence of Government Grants to Nonprofit Organizations: A Meta-Analysis."

Lindsey McDougle was named an editor-in-chief for the *Journal of Public and Nonprofit Affairs* (JPNA).

Charles Menifield was awarded the Conference of Minority Public Administrators (COMPA) 2018 Best Paper Award for his paper "Police Killings and Minority Groups: What Does the Data Really Show?"

+ Menifield was recognized by Leadership Newark as an emerging leader in the community.

+ Menifield appeared on *From Trenton to You*, hosted by New Jersey Senator Ronald Rice, in January 2018.

Norma Riccucci received the 2017 Best Article Award from the *Review of Public Personnel Administration* for an article she coauthored, "Intersectionality in Public Leadership Research: A Review and Future Research Agenda."

+ Riccucci received the 2017 Best Book Award from the American Society for Public Administration's (ASPA) Section on Personnel and Labor Relations for the sixth edition of *Public Personnel Management: Current Concerns, Future Challenges*.

Alan Sadovnik was awarded the Rutgers Faculty Scholar-Teacher Award recognizing his outstanding contributions in research and teaching.

Frank Thompson was a signatory on an amicus curiae brief in opposition to the plaintiffs' motion for a preliminary injunction in *Texas v. United States*, a case which involves a challenge to the constitutionality of the Affordable Care Act.

Gregg Van Ryzin was announced as co-editor for the *International Public Management Journal*, a quarterly publication of contemporary studies in public administration.

+ Van Ryzin was named Academic of the Year by the New Jersey Chapter of ASPA (NJASPA).

Clayton Walton was recognized by the Committee to Advance our Common Purposes at Rutgers University for exceptional achievement in addressing sustainable living and public health inequities.

Yahong Zhang won ASPA's Section on Chinese Public Administration Leadership Award during the 2018 American Society for Public Administration Conference.

+ Zhang was named to the editorial board of the *American Review of Public Administration*.

COMMUNITY PARTNERSHIPS & ACTIVITIES

City of East Orange, NJ

In collaboration with the City of East Orange, Assistant Teaching Professor Rachel Emas focused on improving the local food system by researching current policies and initiatives related to the city's agriculture and community gardens and providing a plan or "greenprint" for the development, implementation, and management of a local food-producing community.

New Jersey Performing Arts Center

SPAA's "Arts and Culture in Public Service" course, taught by Assistant Teaching Professor Lois Warner, served as a pilot program for a new partnership with the New Jersey Performing Arts Center (NJPAC). Taught in collaboration with NJPAC, each class focused on a different aspect of the organization's mission and operations through themed sessions such as "Money Matters," which featured presentations on NJPAC's fiscal operations, and "Sheroes of NJPAC," a panel discussion with NJPAC's female executives about their career trajectories and the importance of developing the next generation of arts administrators.

Newark Science and Sustainability, Inc.

Assistant Teaching Professor Rachel Emas was named as the strategic management advisor and advisory board member for Newark Science and Sustainability, Inc. In her roles, she developed education, training, and collaborations with public, private and nonprofit institutions; gave presentations on behalf of the organization; created systems for data tracking and program assessment; and supported strategic planning efforts for the organization's short- and long-term goals.



Assistant Teaching Professor Rachel Emas discusses healthy food options at the Garden of Hope in Newark's Fairmount Neighborhood.

INTERNSHIP SPOTLIGHTS

■ **Hena Ahmad** interned for the Lincoln Park Coast Cultural District in Newark, NJ. She assisted the executive director with nonprofit management, fundraising, and marketing. Through her internship, she had the opportunity to join staff meetings and meet people who contributed to Newark's growth and success. She plans to pursue a master's in public health to achieve her goal of becoming a healthcare administrator.

■ **Daisha Carson** interned for the Lincoln Park Coast Cultural District in Newark, NJ. Her responsibilities included managing the organization's social media accounts, assisting with marketing efforts, and expanding music education throughout underrepresented areas in New Jersey. She expects to earn her bachelor's degree in 2019, and plans to pursue a career in education as an administrator and advocate for pre-college students.

■ **Ajani Compton** (BA'18) worked as a policy intern in the Newark Mayor's Office for the Department of Comprehensive Community Education. In his position, he created proposals, assisted in setting up events, and managed projects involving communications and community engagement. Compton expects to earn his master's in 2019, and wants to spend his career helping others through community engagement.

■ **Prosper Delle** interned as a staff member for the Bergen County Democrats and Phil Murphy Campaign in Hackensack, NJ. He said that one of the most exciting moments in his work was meeting former Vice President Joe Biden. He is expected to earn his bachelor's degree in 2019, and intends to pursue a master's in public policy.

■ **Sofia D'Rozario** helped bring smiles to children as an intern at KinderSmile in Bloomfield, NJ. She managed a number of responsibilities which included assisting the deputy director with the organization's website, attending local health fairs to promote oral health care, and managing

patient billing. She is expected to earn her bachelor's degree in December 2018, and intends to pursue a career as a hospital administrator.

■ **Michelle Hamer** interned as a site supervisor at FP YouthOutCry Foundation, Inc., an organization that pairs volunteers with at-risk youth. In her position, she provided homework assistance and served as a camp counselor for the organization's H.U.B.B. Stars Summer Camp. She says that the young people whom she's helped have helped her become a better listener, and a more self-aware, trusting, and empathetic person.

■ **Elizabeth Harley** (BA'18) interned as a summer associate at Hilltop Management in Nutley, NJ. Her many responsibilities included overseeing the organization's volunteers, managing charity events, and gathering donations from vendors. Harley was excited to have the opportunity to interact with nonprofit executives and the public the nonprofit serves in the same environment. She hopes to work with children or adolescents at a nonprofit that combats gang violence.

■ **Najma Hassan** spent her summer interning for Congressman Donald Payne Jr.'s Office in Newark, NJ. She was charged with researching issues and agency policies, corresponding with constituents, and writing letters on behalf of the office. Hassan is expected to graduate in May 2019 and aspires to be a Supreme Court justice.

■ **Tatiana Rocha** (BA'18) interned for the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) in Woodland Park, NJ, where she conducted studies, researched legislation that affects the agency, and provided input in field operations research. Rocha's goal is to become a leader who promotes fair and honest regulatory safety procedures within public, private, and government industries.

■ **Garfield Simpson** spent the summer interning for the International Justice Project, an organization in Newark, NJ, working to advance human rights through laws. During his internship, he had the opportunity to listen to the International Criminal Court Prosecutor's statement on conditions in Darfur. He wants to create a non-governmental organization with offices throughout the world that assist marginalized communities with issues unique to their environments.

■ **Austin Tooker** worked as a policy intern for Newark City Hall's Office of Comprehensive Community Education. His responsibilities included creating infographics and posters, facilitating meetings, drafting memos, and doing research for the office. Tooker enjoyed engaging with the stakeholders in Newark's educational system and looks forward to using these skills in a future career as an attorney for the ACLU or in a civil rights office.

■ **Joyce Tucker** interned at the Superior Court, Essex Vicinage, in Newark, NJ. She worked in the domestic violence unit and generated temporary restraining orders, answered phones, and interacted with clients. After graduating, Tucker wants to establish a nonprofit that provides support for teen mothers.

■ **Yingxiao Wu** interned in Washington, D.C., for the American Society for Public Administration (ASPA). Her responsibilities included data entry and membership management. She said that her time with ASPA gave her significant insight into the organization and the government workforce. She wants to become a civil servant for China's central government.

■ **Gaoxiang Yu** (BA'18) interned for the West Essex YMCA in Livingston, NJ, where he assisted the executive director with events and research initiatives. He also served as a camp leader who helped Chinese campers acclimate to summer camp in the United States. He is expected to earn his bachelor's degree in December 2018, and hopes to work for a nonprofit after graduation.



Garfield Simpson, right, interned for the International Justice Project, an organization working to advance human rights.

2017-2018 INTERNSHIP SITES

A sampling of the organizations where SPAA interns served in the greater Newark, NJ, area and beyond:

- Abbott Leadership Institute
- Academic Foundation Center-Educational Opportunity Fund
- Academic Foundation Center-Trio Talent Search Programs
- African American Alliance
- All About the Fiesta, LLC
- All Stars Project of New Jersey
- American Civil Liberties Union of New Jersey
- Associated Humane Societies
- Audible Inc.
- B About It Cares Inc.
- Broadway House for Continuing Care
- Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF)
- Cardinal Health
- Casa Puerto Rico
- Citizenship Now! National Initiative
- City of Jersey City
- City of Newark Division of Parks and Grounds
- City of Newark Office of Affirmative Action
- City of Newark Mayor's Office
- City of Orange Department of Health
- Coalition for Peace Action
- Coalition for the Homeless
- Congressional Hispanic Caucus Institute
- Conserve Wildlife Foundation of New Jersey
- Cory A. Booker Internship Program
- Democratic Committee of Bergen County
- Department of Economic Development and Grant Oversight
- Department of Family Services of Hudson County
- Drug Enforcement Administration
- Echoing Green
- EMI Strategy
- Essex County College Gateway to College Program
- Essex County Vocational Technical Schools
- F.H.A.K. 2.0 Academy
- FP YouthOutCry Foundation
- Francois-Xavier Bagnoud Center
- Hilltop Management LLC
- HISPA, Inc.
- Hudson County Department of Family Services
- Hudson County Superior Court
- Hudson Executives
- International Justice Project
- International Rescue Committee
- International Youth Organization
- IPG Mediabrands
- Ironbound Community Corporation
- Jersey Cares
- Jersey City Medical Center EMS
- Journey to Wellness
- Jumpstart, Rutgers University–Newark
- KinderSmile
- Law Offices of Joy R. Spriggs
- Lincoln Park Coast Cultural District
- Loving Home Care Professionals
- Madison Coach
- Masakhane Center
- Mommies Heart to Heart
- Mount Olive Township
- MXS High School University Assistance Program
- Newark Day Center
- Newark Debate Academy
- Newark Diaries
- Newark Municipal Court
- Newark Thrives!
- NJ Office of the Attorney General Division of Consumer Affairs
- NJ Rapid Care Ambulance LLC
- NJ Step Mountainview Community
- North Hudson Community Action Corporation
- Office of Assemblyman Gordon M. Johnson
- Office of Assemblyman John McKeon
- Office of Assemblywoman Mila M. Jasey
- Office of Assemblywoman Sheila Oliver
- Office of Congressman Donald Payne Jr.
- Physicians for Human Rights
- Planned Parenthood Metropolitan New Jersey
- RU-N Alumni Relations
- RU-N Assisted Partnership at Shabazz HS
- RU-N Division of Enrollment Services and Experience
- RU-N Graduate School
- RU-N Health Promotions Division of Health Services
- RU-N Office of Disability Services
- RU-N Office of the Chancellor/Academic Partnerships
- RU-N Office of University-Community Partnerships
- Rutgers Cancer Institute of New Jersey
- Rutgers FOCUS Wellness Center
- Rutgers School of Environmental and Biological Sciences
- School of Health Related Professions
- Seabra Foods
- Superior County of New Jersey, Essex Vicinage
- The Borgen Project
- Township of Boonton, NJ
- Township of Roxbury, NJ
- Uncommon Knowledge and Achievement/Cooperman College Scholars Program
- Well of Hope, CDC
- West Essex YMCA
- Women and Family Ascending Association
- Women's Debate Institute

SPAA AROUND THE GLOBE

Dominican Republic

Every year, a few students from different schools and units at Rutgers University–Newark travel to the Dominican Republic for a community-based initiative. In January 2018, students from SPAA, Rutgers Law School, and Rutgers Allied Health Department worked with Rutgers Law School Professor Andy Rothman to assist nonprofits in providing services and utilities to residents. Over the course of a week, they helped construct a home and a water filter for a family in a rural community.

India

In January 2018, a group of SPAA students traveled with Assistant Professor of Professional Practice Clayton Walton and Assistant Teaching Professor Rachel Emas for an 11-day International Leadership Exchange in which students met with representatives from nonprofits and public organizations working for social change in Delhi, Jaipur, and Dausa. Among their lessons, students

learned about women’s economic empowerment programs from the Quality of Life Improvement Society, a nongovernmental organization that seeks to help women artisans achieve economic independence and emphasizes fair and ethical trade.

Puerto Rico

SPAA Assistant Professor of Professional Practice Clayton Walton and six SPAA graduate students joined multimedia icon Angie Martinez in Puerto Rico to offer relief assistance in towns ravaged by Hurricane Maria. They installed solar suitcases – portable power units – that provided electricity for lighting, communication, and medical devices in community and cancer centers without power. Their efforts can be seen in a new documentary, *Be The Light*, that highlights the myriad challenges in post-hurricane Puerto Rico and the social and economic impact that accompanies sustainable and community-focused aid.



SPAA students traveled to India for an 11-day International Leadership Exchange.

ACADEMIC PROGRAMS

Undergraduate Degree / Minor

- Major in Public and Nonprofit Administration – Bachelor of Arts (BA)
- Minor in Public and Nonprofit Administration

Graduate Degrees

- Master of Public Administration (MPA)
- Executive Master of Public Administration (EMPA)
- 100% Online Master of Public Administration (MPA)
- Doctor of Philosophy in Public Administration (PhD)

Dual Degrees

- 5-Year Dual Bachelor's Degree/Master of Public Administration Degree (BA/MPA or BS/MPA)
- Juris Doctor/Master of Public Administration (JD/MPA)
- Master of Public Administration/Master of Accountancy in Governmental Accounting (MPA/MACcy)

Certificate / Professional Development Programs

- State of NJ Certified Public Manager® Program (CPM)
- Appreciative Inquiry for Strengths-Based Leadership and Innovation in Public and Nonprofit Sectors
- Budgeting and Financial Management Certificate
- Healthcare Administration Certificate
- Leadership of Public Organizations Certificate
- Nonprofit Management Certificate
- Public and Nonprofit Performance Management Certificate



AMANDA BROWN

STUDENT HIGHLIGHTS

Mohamed Abdelghany (BA'18) was accepted into Harvard Law School for Fall 2018.

Intashan Chowdhury (BA'18) was ranked 48th in *InsiderNJ's* "The 2018 Insider 100: Millennials."

MPA student **Eric Cruz Morales** received an Eagleton Institute of Politics Fellowship.

Doctoral student **Cynthia Golembeski** received a USAID Fellowship for her research in South Africa studying the impact of childhood adversity.

+ Golembeski was accepted as a participant in the Alumni Thematic International Exchange Seminars.

Claudia Saavedra (BA'18) won a Resolution Fellowship through the Resolution Project's Social Venture Challenge.

MPA student **Dorothy Thompson-Wilkes** received an Eagleton Institute of Politics Fellowship.

MPA student **Francisco Vargas** was named Student of the Year by the New Jersey Chapter of ASPA (NJASPA).

+ Vargas received an Eagleton Institute of Politics Fellowship.

Ashley Vasquez (BA'18) was named a Campus Compact 2018 Newman Civic Fellow.

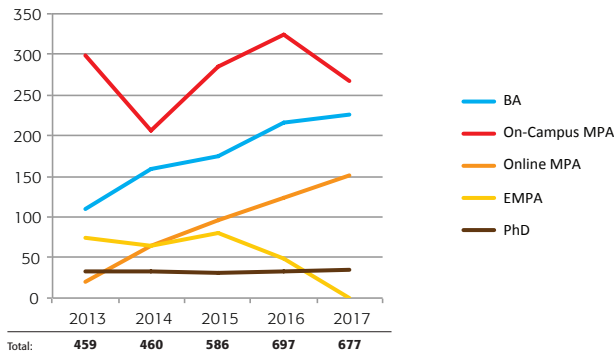
Doctoral candidate **Shilpa Viswanath** was selected as one of the American Society for Public Administration's (ASPA) 2018 Founders' Fellows.

Jung Ah (Claire) Yun (PhD'18) was awarded the Junior Asian Scholarship Award for Best Paper (First Prize) at the 2018 ASPA national conference.

SPAA AT-A-GLANCE

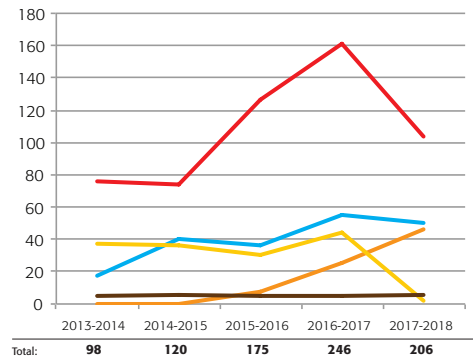
Enrolled Students

BASED ON FALL OF EACH YEAR



Degrees Conferred

BASED ON ACADEMIC YEARS



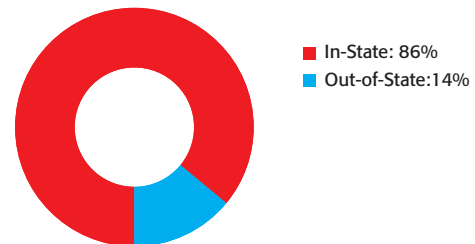
Enrollment by Gender

BASED ON FALL 2017 ENROLLMENT ACROSS ALL PROGRAMS



Enrollment by State (In-State in New Jersey or Out-of-State)

BASED ON FALL 2017 ENROLLMENT ACROSS ALL PROGRAMS



Enrollment by Ethnicity

BASED ON FALL 2017 ENROLLMENT ACROSS ALL PROGRAMS;
DOMESTIC STUDENTS ONLY

Black, Non-Hispanic	42%
White, Non-Hispanic	23%
Hispanic, including Puerto Rican	23%
Asian	9%
More than one race/ethnicity	2%
Unknown/No response	2%

Nations Represented by International Students

ACROSS ALL PROGRAMS

■ Canada	■ Ghana	■ Nigeria
■ Chile	■ India	■ Russia
■ China	■ Kenya	■ Thailand
■ Columbia	■ Korea	■ Taiwan
■ Egypt	■ Nepal	■ Turkey

Rutgers SPAA faculty conducts research, leads projects, and provides resources to practitioners, academics, and the community, offering insights and best practices.

ACADEMIC PUBLICATIONS

Cleopatra Charles

JOURNAL ARTICLE

"Nonprofit Arts Organizations: Debt Ratio Does Not Influence Donations – Interest Expense Ratio Does," *The American Review of Public Administration*, published online September 29, 2017. doi.org/10.1177/0275074017724227



Ariane Chebel d'Appollonia

BOOK CHAPTERS

"Raymond Aron and the Ethics of Current Global Affairs," chapter in *Raymond Aron and International Relations*, Routledge, 2017.



"Xenophobia, Racism, and the Securitization of Migration," chapter in *Handbook of Migration and Security*, Edward Elgar Publishing Limited, 2017.

JOURNAL ARTICLE

"What Happened to 'We the People?'" Transatlantic Analysis of Populism," *Revista Internacional de Pensamiento Politico*, December 2017.

Rachel Emas

BOOK ENTRY

"Environmental Nonprofits," entry in *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer International Publishing, 2018.



ONLINE COLUMN

"Practicing Public Service Values: Inclusion and Diversity in the Classroom," *PA Times Online*, American Society for Public Administration (ASPA), February 9, 2018.

Madinah Hamidullah

BOOK ENTRY

"Diversity in the Public Workforce," entry in *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer International Publishing, 2018. (with F. Northover) doi.org/10.1007/978-3-319-31816-5_3061-1



Sebastian Jilke

BOOK

Experiments in Public Management Research: Challenges and Contributions, Cambridge University Press, 2017. (co-edited with O. James and G. Van Ryzin)



BOOK CHAPTER

"Causal Inference and the Design and Analysis of Experiments," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, 2017. (co-authored with O. James and G. Van Ryzin)

"Survey Experiments for Public Management Research," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, 2017. (co-authored with G. Van Ryzin)

JOURNAL ARTICLES

"Behavioural and experimental public administration: Emerging contributions and new directions," *Public Administration*, published online September 27, 2017. (co-authored with O. James and G. Van Ryzin) doi.org/10.1111/padm.12363

"Citizen satisfaction under changing political leadership: The role of partisan motivated reasoning," *Governance*, published online October 9, 2017. doi.org/10.1111/gove.12317

"Discrimination and Administrative Burden in Public Service Markets: Does a Public-Private Difference Exist?" *Journal of Public Administration Research and Theory*, published online March 15, 2018. (co-authored with W. Van Dooren and S. Rys) doi.org/10.1093/jopart/muy009

"Which Clients are Deserving of Help? A Theoretical Model and Experimental Test," *Journal of Public Administration Research and Theory*, published online January 29, 2018. (co-authored with L. Tummers) doi.org/10.1093/jopart/muy002

JOURNAL SYMPOSIUM ISSUE

Symposium: Behavioural and Experimental Public Administration, *Public Administration*, 2017. (co-edited with O. James and G. Van Ryzin)

MEDIA ARTICLE

"Privatizing essential human services like the VA can come at a high social cost," *The Conversation*, published online May 18, 2018. (co-authored with W. Van Dooren)

Reginald Lewis

MEDIA ARTICLE

"Building Newark's College-going Culture," *Brick City Live*, published online November 7, 2017. Also in *The Positive Community Magazine*, published online December 18, 2017.



Jiahuan Lu

JOURNAL ARTICLES

"Complementary or Supplementary? The Relationship between Government Size and Nonprofit Sector Size," *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, published online March 8, 2018. (co-authored with C. Xu) doi.org/10.1007/511266



"Does Population Heterogeneity Really Matter to Nonprofit Sector Size? Revisiting Weisbrod's Demand Heterogeneity Hypothesis," *Voluntas: International Journal of Voluntary and Nonprofit*

Organizations, published online November 10, 2017. doi/10.1007/s11266-017-9915-4

"Organizational Antecedents of Nonprofit Engagement in Policy Advocacy: A Meta-Analytical Review," *Nonprofit and Voluntary Sector Quarterly*, published online April 13, 2018. doi.org/10.1177/0899764018769169

"To Coerce or to Enable? The Effect of Government Funding on Policy Advocacy in Nonprofit Human Service Organizations," *Chinese Political Science Review*, published online June 15, 2018. (co-authored with J. Zhao) doi.org/10.1007/s41111-018-0106-2

"Using Large-Scale Social Media Experiments in Public Administration: Assessing Charitable Consequences of Government Funding of Nonprofits," *Journal of Public Administration Research and Theory*, published online May 12, 2018. (co-authored with S. Jilke, C. Xu, and S. Shinohara) doi.org/10.1093/jopart/muy021

Lindsey McDougle

BOOK ENTRY

"Experiential philanthropy," entry in *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer International Publishing, 2018. (co-authored with C. Xu and H. Li)



JOURNAL ARTICLES

"Book Review: The Nonprofit Almanac: The essential facts and figures for managers, researchers, and volunteers," *Nonprofit and Voluntary Sector Quarterly*, published online April 24, 2018. doi.org/10.1177/0899764018770637

"Individual- and Contextual-Level Factors Affecting the Use of Social Support Services Among Older Adults," *Journal of Social Service Research*, published online January 25, 2018. (co-authored with S. Meyer and F. Handy) doi.org/10.1080/01488376.2017.1416725

MEDIA ARTICLE

“Learning by giving: how today’s students can become tomorrow’s philanthropists,” *The Conversation*, published online November 26, 2017. (co-authored with J. Benson and D. Campbell)

Charles Menifield

BOOK

The Basics of Public Budgeting and Financial Management: A Handbook for Academics and Practitioners, Third Edition, Hamilton Books, 2017.



JOURNAL ARTICLES

“An ecological study on means of transportation to work and obesity: Evidence from U.S. states,” *Transport Policy*, published online October 2017. (co-authored with C. Chen)
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Suzanne Piotrowski

JOURNAL ARTICLES

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REPORT

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Gregory Porumbescu

JOURNAL ARTICLES

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“Translating policy transparency into policy understanding and policy support: Evidence from a survey experiment,” article in Symposium: Behavioural and Experimental Public Administration, *Public Administration*, published online July 25, 2017. (co-authored with N. Bellé, M. Cucciniello, and G. Nasi) doi.org/10.1111/padm.12347

Norma Riccucci

BOOKS

Policy Drift: Shared Powers and the Making of U.S. Law and Policy, NYU Press, 2018.



Public Personnel Management: Current Concerns, Future Challenges, Sixth Edition, Routledge, 2017.

BOOK CHAPTER

"Representative Bureaucracy: An Experimental Approach," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, July 2017. (co-authored with G. Van Ryzin)

JOURNAL ARTICLES

"Antecedents of Public Service Motivation (PSM): The Role of Gender," *Perspectives on Public Management and Governance*, published online September 27, 2017. doi.org/10.1093/ppmgov/gvx010

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"The Effects of Politicization on Performance: The Mediating Role of HRM Practices," *Review of Public Personnel Administration*, published online February 20, 2018. (co-authored with J. Fuenzalida) doi.org/10.1177/0734371X18758378

Alan Sadovnik

BOOK

Exploring Education: An Introduction to the Foundations of Education, Fifth Edition, Routledge, 2018. (co-authored with P. Cookson, Jr., S. Semel, and R. Coughlan)



JOURNAL ARTICLE

"Progressive Education in the 21st Century: The Enduring Influence of John Dewey," *Journal of the Gilded Age and Progressive Era*, published online November 7, 2017. (co-authored with S. Semel, R. Coughlan, and B. Kanze) doi.org/10.1017/S1537781417000378

Geiguen Shin

JOURNAL ARTICLES

"Corporate tax policy and multinational corporations in the American states: Exploring the intervening effect of local fiscal decentralization," *Journal of*



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"What explains immigrants' national identity?" *Journal of Media & Cultural Studies*, published April 22, 2018. (co-authored with K. Park) doi.org/10.1080/10304312.2018.1458819

Jongmin Shon

"Local Sales Tax Adoption in U.S. Counties: Internal And External Forces," *Journal of Public Budgeting, Accounting & Financial Management*, 2017. (co-authored with Y. Hou) doi.org/10.1108/JPBAFM-29-03-2017-B001



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"What Affects the Strategic Priority of Fundraising? A Longitudinal Study of Art, Culture and Humanity Organizations' Fundraising Expenses in the USA," *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, published online March 12, 2018. (co-authored with Y. Lee) doi.org/10.1007/s11266-018-9982-1

REPORT

"Advanced Water Management of the United

States Relevant to Sustainable Development Goals (SDGs)," *Research on Strategic Roles of Korea for the Sustainable Development Goals (SDGs) at National and K-Water Levels* (KIWE-WPERC-16-03), Korea: K-Water.

Frank Thompson

BOOK CHAPTER

"Paying The Shadow Workforce: The Case of Health Care," chapter in *Public Personnel Management: Current Concerns, Future Challenges*, Sixth Edition, Routledge, August 2017. (co-authored with S. Shinohara)



JOURNAL ARTICLES

"Control Versus Administrative Discretion in Negotiating Voluntary P4P Networks: The Case of Medicaid Accountable Care Organizations," *Administration & Society*, published online May 16, 2018. (co-authored with J. Cantor and R. Houston) doi.org/10.1177/0095399718775320

"Trump and the Affordable Care Act: Congressional Repeal Efforts, Executive Federalism, and Program Durability," *Publius: The Journal of Federalism*, published online April 23, 2018. (co-authored with M. Gusmano and S. Shinohara) doi.org/10.1093/publius/pjy007

Gregg Van Ryzin

BOOK

Experiments in Public Management Research: Challenges and Contributions, Cambridge University Press, 2017. (co-edited with O. James and S. Jilke)



BOOK CHAPTERS

"Causal Inference and the Design and Analysis of Experiments," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, 2017. (co-authored with O. James and S. Jilke)

"Expectations and Satisfaction with Public Services," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, 2017. (co-authored with J.Y. Mok and O. James)

"Prospects for experimental approaches to research on bureaucratic red tape," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, 2017. (co-authored with S.K. Pandey and S. Pandey)

"Representative Bureaucracy: An Experimental Approach," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, July 2017. (co-authored with N. Riccucci)

"Survey Experiments for Public Management Research," chapter in *Experiments in Public Management Research: Challenges and Contributions*, Cambridge University Press, 2017. (co-authored with S. Jilke)

JOURNAL ARTICLES

"Behavioural and experimental public administration: Emerging contributions and new directions," *Public Administration*, published online September 27, 2017. (co-authored with O. James and S. Jilke) doi.org/10.1111/padm.12363

"Bureaucratic reputation in the eyes of citizens: an analysis of US federal agencies," *International Review of Administrative Sciences*, published online June 21, 2018. (co-authored with D. Lee) doi.org/10.1177/0020852318769127

"Representative Bureaucracy, Race, and Policing: A Survey Experiment," *Journal of Public Administration Research and Theory*, published online June 21, 2018. (co-authored with N. Riccucci and K. Jackson) doi.org/10.1093/jopart/muy023

JOURNAL SYMPOSIUM ISSUE

Symposium: Behavioural and Experimental Public Administration, *Public Administration*, 2017. (co-edited with O. James and S. Jilke)

Lois Warner

BOOK CHAPTER

"States' Budget Investments in Technology and Improving Criminal Justice Outcomes," chapter in *Innovative Perspectives on Public Administration in the*



Digital Age, IGI Global, 2018. (with D. Mohammed-Spigner and B.E. Porter)

BOOK ENTRY

"Leadership and Innovation," entry in *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer International Publishing, 2017.

ONLINE COLUMNS

"Teaching through Multimedia: Adding Diagrams to Enhance Public Administration Course Delivery," *PA Times Online*, American Society for Public Administration (ASPA), January 25, 2018.

"Teaching through Multimedia to Bring Humor and Laughter into Public Administration Classrooms," *PA Times Online*, American Society for Public Administration (ASPA), April 27, 2018.

"Teaching with Multimedia: Cinema and Television as a Resource for Teaching Public Administration," *PA Times Online*, American Society for Public Administration (ASPA), October 26, 2017.

Pengju Zhang

JOURNAL ARTICLES

"Impact of Tax and Expenditure Limits on Local Government Use of Tax-supported Debt," *Public Finance Review*, published online August 10, 2017. (co-authored with S. Kioko)
doi.org/10.1177/1091142117723706



"The Unintended Impact of Tax and Expenditure Limitations on the Use of Special Districts: Politics of Circumvention," *Economics of Governance*, published online September 20, 2017.
doi.org/10.1007/s10101-017-0198-4

Yahong Zhang

BOOK CHAPTER

"Putting the 'R' Back in IGR: The Great Recession and Intergovernmental 'Relationships,'" chapter in *Intergovernmental Relations in Transition*, Taylor & Francis. (co-authored with B. Perlman and M. Scicchitano)



JOURNAL ARTICLE

"Do Public Corruption Convictions Influence Citizens' Trust in Government? The Answer Might Not Be a Simple Yes or No," *The American Review of Public Administration*, published online October 11, 2017. (co-authored with M. Kim)
doi.org/10.1177/0275074017728792

CONFERENCES, LECTURES, & PRESENTATIONS

Ariane Chebel d'Appollonia

"Comparative Perspective on Migration Issues," Sciences Po Paris, France, July 2017.

"Differentiation in Immigration Policy and Border Controls: Current Experience and the Future of Schengen," School of Government at Liberia Universita Internazionale degli Studie Sociali (LUISS) Guido Carli, Rome, Italy, March 2018.

"(Mis)perceptions of Migrants in Europe and the US," Sciences Po Paris, Reims, France, July 2017.

"The ethical dilemmas raised by the refugee crisis," Eagleton Institute, Rutgers University, New Brunswick, NJ, October 2017.

"The security dimensions of the refugee crisis in Europe," Harriman Institute, Columbia University, New York, NY, January 2018.

"Violence and Religion: The Contemporary Repertoire of Contentious Identity Politics," Trinity College, Dublin, Ireland, September 2017.

Rachel Emas

Panelist: "MPA Accreditation Around the World," Sino-US International Conference for Public Administration, Beijing, China, June 2018.

"Mission Sustainable: Concepts and Components in Action," American Society for Public Administration Annual Conference, Denver, CO, March 2018.

Madinah Hamidullah

"Cities, Art, and Revitalization: Arts and Culture Districts," Public Administration Theory Network 2018 Annual Conference, Cleveland, OH, June 2018.



"Connecting the Classroom with the Community: A Practical Guide for Advancing Public Service and Community Engagement," Northeast Conference of Public Administration 2017, Burlington, VT, November 2017. (with S. Newbold)

"Creating a Pipeline for Students of Color to Work in State and Local Government," 2017 Network of Schools of Public Policy, Affairs, and Administration Annual Conference, Washington, D.C., October 2017.

"Undergraduate Service Learning and Internship Experiences," 2017 Network of Schools of Public Policy, Affairs, and Administration Annual Conference, Washington, D.C., October 2017.

Sebastian Jilke

"Administrative Burden and Racial Discrimination: An Experimental Audit of Public School Choice," George Washington University, Washington D.C., September 2017; Hebrew University of Jerusalem, Israel, December 2017; University of Antwerp, Belgium, February 2018.

"Experimental Adventures in Public Administration: Three Applications," University of Minho, Portugal, May 2018.

"Government Funding and Private Donations: Crowding-in versus Crowding-out in the Context of a Big Data Experiment," Association for Research on Nonprofit Organizations and Voluntary Action 2017 Annual Meeting, Grand Rapids, MI, November 2017. (with J. Lu, S. Shinohara, and C. Xu)

Reginald Lewis

"Building Newark's College-going Culture," Advocates for Children of New Jersey, Newark, NJ, October 5, 2017; One Region Inaugural

Benchmarking Trip to New Jersey, Newark, NJ, October 23, 2017; School Leaders Breakfast, Newark, NJ, February 24, 2018; Peer Learning Exchange at RU-N, Newark, NJ, April 16, 2018; Delegation visiting RU-N from University of Pretoria, South Africa, Newark, NJ, May 3, 2018.

Weiwei Lin

"Revisiting Revenue Diversification in Nonprofit Organizations: A Meta-Analysis," Association for Research on Nonprofit Organizations and Voluntary Action 2017 Annual Meeting, Grand Rapids, MI, November 2017. (with J. Lu)



Jiahuan Lu

"Complementary or Supplementary? Illuminating the Relationship between Government and Nonprofit Sector Size," Association for Research on Nonprofit Organizations and Voluntary Action 2017 Annual Meeting, Grand Rapids, MI, November 2017. (with C. Xu)

"Government Funding and Private Donations: Crowding-in versus Crowding-out in the Context of a Big Data Experiment," Association for Research on Nonprofit Organizations and Voluntary Action 2017 Annual Meeting, Grand Rapids, MI, November 2017. (with S. Jilke, S. Shinohara, and C. Xu)

"Managing Government Contracting: A Review of 30 Years' Journal Publications," 2018 Public Management Research Conference (PMRC), Singapore, May 2018. (with J. Zhao)

"Revisiting Revenue Diversification in Nonprofit Organizations: A Meta-Analysis," Association for Research on Nonprofit Organizations and Voluntary Action 2017 Annual Meeting, Grand Rapids, MI, November 2017. (with W. Lin)

Charles Menifield

"Police Killings and Minority Groups: What Does the Data Show?" Conference of Minority Public Administrators, Los Angeles, CA, February 2018 (with G. Shin and L. Strother)

Stephanie Newbold

"Connecting the Classroom with the Community: A Practical Guide for Advancing Public Service and Community Engagement," Northeast Conference of Public Administration 2017, Burlington, VT, November 2017. (with M. Hamidullah)



Suzanne Piotrowski

"State and Global Comparative Perspectives," The 2017 Villanova Law Review Norman J. Shachoy Symposium, Villanova, PA, October 2017.

"The Power of Open Government," Department of Economic and Political Development, Columbia University, New York, NY, March 2018.

Alan Sadovnik

"Educational Reform in Newark and Elizabeth, NJ," Montclair State University, Montclair, NJ, April 2018; Concordia College, Bronxville, NY, March 2018.

"Holocaust Memories: Personal Reflections on My Family History and Professional Commitment to Research on Urban Educational Reform," Conference on Jewish Spirituality and Social Transformation, Briarcliff, NY, July 2017.

Geiguen Shin

"Attracting More Foreign Manufacturing Firms into the American States: Fiscal Federalism and Corporate Tax Incentives." National Institute of Standards and Technology of the U.S. Department of Commerce, Gaithersburg, Maryland, July 2017.

"Police Killings and Minority Groups: What Does the Data Show?" Conference of Minority Public Administrators, Los Angeles, CA, February 2018. (with C. Menifield and L. Strother)

Frank Thompson

"Performance Payments for (Productive?) Networks: The Case of Medicaid Accountable Care Organizations," Annual Meeting of the American Political Science Association, San Francisco, CA, September 2017. (with J. C. Cantor and R. Houston)

"Repealing and Replacing Obamacare: The Role of Executive Branch Action," Annual Meeting of the American Society for Public Administration, Boston, MA, September 2018. (with M. K. Gusmano and S. Shinohara)

"The Trump Administration and Obamacare," Rutgers University–Newark, Newark, NJ, 2018.

Gregg Van Ryzin

Co-Chair: American Society for Public Administration and the European Group for Public Administration Transatlantic Dialogue, Bucharest, Romania, June 2018.

Co-Chair: George Washington University Conference on Behavioral Approaches, Washington, D.C., May 2018.

Lois Warner

"Cultural participation and community development: 21st Century Newark, NJ," Northeast Conference on Public Administration, Burlington, VT, November 2017.

Pengju Zhang

"Public Finance and Policy Analysis," Central University of Finance and Economics, Beijing, China, June 2018.

Yahong Zhang

"Conducting Studies in Corruption: Something You Need to Know," Department of Political Science, National Taiwan University, Taiwan, June 2018; National Taipei University, Taiwan, June 2018.

"How Do Intrinsic Motivations, Work-related Opportunities, and Wellbeing Shape Bureaucratic Corruptibility?" American Society for Public Administration Annual Conference, Denver, CO, March 2018.

PROJECTS

Ariane Chebel d'Appollonia

"Antinomies of Democracy," research network, University of Pennsylvania, Philadelphia, PA, November 2018.

"Imagining the Future of Europe: Between Multi-Speed Differentiation and Institutional Decoupling," March to September 2018.

James Davy

"Appreciative Inquiry for Family Enrichment Centers in the Bronx and East New York," New York City Administration for Children Services, August 2017 to June 2018.



FUNDED RESEARCH

Cleopatra Charles

"Developing a Panel Dataset on the New Jersey Nonprofit Sector: Advancing New Knowledge and Engaging Nonprofit Community," Rutgers University–Newark Chancellor's Office (\$41,400). (Co-PI with PI J. Lu and Co-PI L. McDougle)

Madinah Hamidullah

"Historical Review and Trend Analysis of Public Administration Research," School of Public Affairs and Administration (\$7,200). (Co-PI with Co-PI L. McDougle)

Reginald Lewis

"Post-Secondary Outcomes of Newark High School Graduates Data Report," Community Foundation of New Jersey, Prudential Foundation Newark Vitality Fund (\$26,250). (PI); Turrell Fund (\$10,000). (PI)

"Victoria Foundation Grant," Victoria Foundation (\$115,000). (PI)

Jiahuan Lu

"Developing a Panel Dataset on the New Jersey Nonprofit Sector: Advancing New Knowledge and Engaging Nonprofit Community," Rutgers University–Newark Chancellor's Office (\$41,400). (PI with Co-PIs C. Charles and L. McDougle)

Lindsey McDougle

"Developing a Panel Dataset on the New Jersey Nonprofit Sector: Advancing New Knowledge and Engaging Nonprofit Community," Rutgers

University–Newark Chancellor's Office (\$41,400). (Co-PI with PI J. Lu and Co-PI C. Charles)

"Historical Review and Trend Analysis of Public Administration Research," School of Public Affairs and Administration (\$7,200). (Co-PI with Co-PI M. Hamidullah)

Charles Menifield

"Disaster Recovery and Resilience in Post-Hurricane Puerto Rico," Rutgers University–Newark Chancellor's Office (\$10,000). (PI with Co-PIs C. Golembeski and C. Walton)

Suzanne Piotrowski

"Toward a More Equal Open Government," Rutgers Law School–Newark, Pratt Bequest Fund (\$50,000). (PI)

Melissa Rivera

"Arts Council Internship Program," New Jersey State Council on the Arts (\$25,000). (PI)

Alan Sadovnik

"An Evaluation of the Victoria Foundation Targeted Intervention Program in Newark," Victoria Foundation (\$250,000). (Co-PI with PI C. Payne)

Geiguen Shin

"The Establishment of Korean-Style Integrative Model for Regional Development and Local Politics," National Research Foundation of Korea (\$1,600,000). (Co-PI with PI J. Cha)

Clayton Walton

"Disaster Recovery and Resilience in Post-Hurricane Puerto Rico," Rutgers University–Newark Chancellor's Office (\$10,000). (Co-PI with PI C. Menifield and Co-PI C. Golembeski)



"International Leadership Exchange," Rutgers University–Newark Chancellor's Office (\$50,000). (PI)

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