



RUTGERS-NEWARK

School of Public Affairs and Administration

2023-2024 Annual Report



Message from the Dean



Dear colleagues, students, alumni, and friends of SPAA,

The 2023-2024 academic year has been one of *Transition, Transformation, and Celebration*. I am deeply honored to step into my new role as dean, having joined in January 2024, a midpoint not only in the academic year but also amidst significant shifts in our school, society, and the broader world.

We find ourselves at the dawn of a great transition in history. Our school—like society—continues to navigate the realities of a post-COVID era. The pandemic reshaped the way we work, connect, and learn, bringing both challenges and opportunities. We are witnessing the rise of generative artificial intelligence and other technological advancements that promise to redefine our professions, research, and teaching. The generational transition is underway, with younger generations bringing fresh perspectives, values, and aspirations. Finally, the changing global and domestic political landscapes demand adaptive and innovative responses from public administrators and policymakers.

In the face of such transitions, the SPAA community has embraced transformation. Our faculty are conducting first-class, transformative research that addresses critical public administration and policy issues. Our instructors are employing cutting-edge, transformative pedagogical methods that revolutionize the classroom experience. Our community engagement projects continue to transform lives, uplifting local neighborhoods and fostering sustainable partnerships.

These collective efforts have led to achievements worth celebrating. Our national and international rankings highlight the excellence of SPAA: we are ranked 7th in urban policy, 8th in public management and leadership, 10th in nonprofit management, 16th in local government management, and 21st in public finance and budgeting by *U.S. News & World Report*. We are ranked 2nd nationally and 7th globally in research productivity by ShanghaiRanking. Our faculty and students have garnered numerous awards, further cementing our reputation for excellence.

As an alumnus and now as dean, I am immensely proud of the transformative work being done at SPAA. Together, we are navigating these transitions with resilience and vision, leveraging our collective talents to adapt, innovate, and excel. I look forward to building on this momentum in the upcoming academic year, as we continue to lead with purpose and celebrate our shared successes.

Thank you for your unwavering dedication to SPAA and its mission. Here's to an even brighter future!

Warm regards,

Kaifeng Yang, PhD'03
Dean and Professor
School of Public Affairs and Administration (SPAA)
Rutgers University–Newark

2023-2024 ANNUAL REPORT

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On the cover

SPAA student Aliyah Saleem (third from left) receives the New Jersey Municipal Management Association's inaugural Honorable Sheila Oliver Service Award from Jillian Barrick (EMPA'14), NJMMA Secretary, with Gregg Van Ryzin (far left) and Aaron Gibbs (far right).

Rutgers SPAA is proud to share and celebrate some of our many highlights from the 2023-2024 Academic Year.

Rutgers-Newark Announces New Dean for Rutgers SPAA

Following an international search for the next leader of the School of Public Affairs and Administration (SPAA), Dr. Kaifeng Yang (PhD'03) was announced as the school's dean effective January 1, 2024.

<https://go.rutgers.edu/spaa-dean-yang>



Rutgers SPAA Professors Lead Spring Break Study Abroad Course in Saint Lucia

During an embedded study abroad course on Saint Lucia, students critically examined non-governmental organizations (NGOs) of the Anglophone Caribbean, attending interactive lectures with senior level scholars and practitioners involved in non-governmental organizations, and participating in field trips.

<https://go.rutgers.edu/spring-break-2024>

LOCAL GOVERNMENT LEADERS discuss **The Challenges of Leading Large Cities**

Virtual Panel Discussion
March 20, 2024 ■ 2:30pm

 Newark Mayor Ras Baraka	 East Orange Mayor Ted Green	 Irvington Business Administrator Musa Malik
 Hillside Mayor Dahlia Vertreese	 Orange Mayor Dwayne Warren	 Moderator: Dr. Michael Dillard Assistant Teaching Professor & BA Program Director, Rutgers SPAA

Local Government Leaders Discuss “The Challenges of Leading Large Cities”

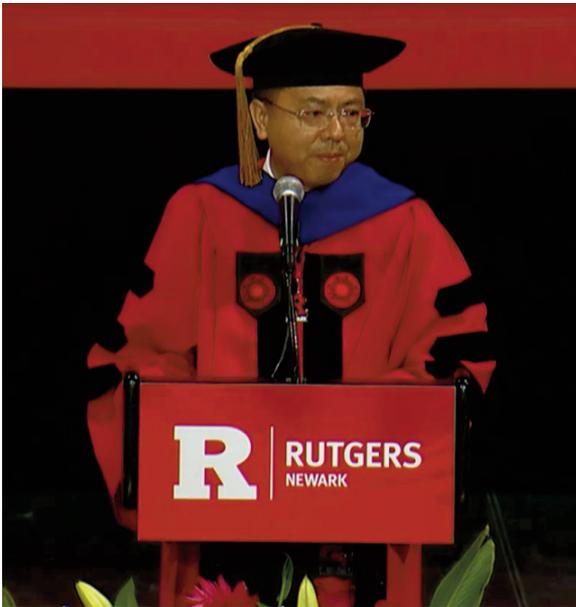
SPAA connected students to local mayors and government administrators to help them understand the challenges faced by public leaders while managing large cities. The government leaders also shared their career trajectories, tips for becoming an engaged citizen, and offered career advice.

<https://go.rutgers.edu/challenges-large-cities>

SPAA Hosts Conversation with Inaugural Director of NJ's Office of Equity

In recognition of Black History Month, Rutgers SPAA hosted a conversation with Jayné Johnson, Esq., who serves as the inaugural director of the State of New Jersey's Office of Diversity, Equity, Inclusion, and Belonging (Office of Equity) to discuss “DEI in NJ Government.”

<https://go.rutgers.edu/spaa-conversation-johnson>



Rutgers SPAA Celebrates the Class of 2024

School of Public Affairs and Administration (SPAA) graduates were honored and recognized as part of Rutgers University–Newark’s 2024 Commencement held at the Prudential Center in Newark, NJ.

<https://go.rutgers.edu/spaa-class-2024>

2024 SPAA Award Winners

- **Outstanding BA Student Award:**
Carina Bontia (BA'24)
Brett Noll (BA'24)
- **Outstanding MPA Student Award:**
John Headley (EMPA'23)
- **Outstanding PhD Student Award:**
Wan-ju Hung (PhD'24)
Yong-Chan Rhee (PhD'24)
- **E. Drexel Godfrey Award:**
Devin Ellison (MPA'24)
- **SPAA Faculty Teaching Award:**
Dr. Yahong Zhang
- **SPAA Faculty Service Award:**
Dr. Lindsey McDougle
- **Gail Daniels SPAA Staff Award:**
Joshua Richey
- **Distinguished Alumni Award for Academic Excellence:**
Dr. Lauren Bock Mullins (PhD'12)
- **Distinguished Alumni Award for Practitioner Excellence:**
Roberto Muniz (MPA'90)
- **Sharon Stroye SPAA Community Engagement Award:**
Dr. Michael Dillard
- **Dean’s Public Service Award:**
LaVida Stalsworth

<https://go.rutgers.edu/2024-spaa-awards>

Rutgers University–Newark Debate Team Shines in Tanzania: A Successful Summer Academic Tour

The Rutgers University–Newark Debate Team concluded a remarkable Summer Academic Debate Tour in Tanzania, showcasing their skills and contributing significantly to the cultural and intellectual exchange between American and Tanzanian universities. The tour, held from June 4-15, was part of a collaborative initiative involving the Lawrence Debate Union at the University of Vermont, Morehouse College, the U.S. Air Force Academy, and Rutgers University.

<https://go.rutgers.edu/debate-team-tanzania>





Rutgers SPAA Students, Alumni, and Faculty Receive 2024 NJ ASPA Awards

SPAA students, alumni, and faculty were among those honored as accomplished New Jersey public servants and academics and outstanding public administration students at the New Jersey Chapter of the American Society for Public Administration (NJ ASPA) Annual Awards Reception.

<https://go.rutgers.edu/2024-njaspa-awards>

Ricardo Bello-Gomez Discusses His New Book on Subnational Governments

Dr. Bello-Gomez discussed his new book and the relevance of subnational governments and governance for public affairs and administration.

<https://go.rutgers.edu/bello-gomez-subnational-govs>

Delegation from Lanzhou University Visits Rutgers SPAA Toward Renewing Existing Partnership

A delegation from Lanzhou University, China, visited SPAA to discuss ongoing collaborations and the proposed renewing of the existing memorandum of understanding which allows for the transferring of credits between the institutions.

<https://go.rutgers.edu/delegation-lanzhou>



SPAA Hosts 2024 Public Finance and Budgeting Northeastern Workshop

SPAA and the New Jersey State Policy Lab (NJSPL) hosted a workshop to bring together area scholars to discuss important public finance and budgeting issues that impact the Northeast of the United States.

<https://go.rutgers.edu/northeast-workshop-2024>

SPAA and ICMA Host Research Tour for South African Officials

SPAA and International City/County Management Association (ICMA) hosted a research tour where faculty members had a cross-continent dialogue with a group of local government officials from South Africa.

<https://go.rutgers.edu/spaa-icma-tour>



Rutgers Transparency and Governance Center Teams Up on Democracy Fund Grant to Support Research on Increased Volume of Public Record Requests

The Rutgers Transparency and Governance Center (TGC) and Democracy Fund announced a \$225,000 grant to support a multi-university research project that will aid government agencies in handling unduly burdensome public records requests without restricting the flow of civic information.

<https://go.rutgers.edu/tgc-df-grant>

SPAA Hosts a Conversation with Dynamic Women Leaders Making an Impact

In celebration of Women's History Month, SPAA hosted a conversation with dynamic women leaders who are making an impact in nonprofits and local government.

<https://go.rutgers.edu/dynamic-women>



SPAA Students Practice Philanthropy Through Filmmaking

Students enrolled in SPAA's "Philanthropy: Volunteerism, Fundraising, and Community Service" course were provided with funds as part of an experiential philanthropy initiative and then distributed them to area nonprofit organizations that they highlighted via filmmaking.

<https://go.rutgers.edu/philanthropy-filmmaking>

Undergraduate Course Helps with "Building Bridges to the Community"

In the undergraduate course, "Building Bridges to the Community," students had the opportunity to explore effective strategies for building sustainable, impactful partnerships with community-based organizations, and spent the semester examining community engagement concepts, various techniques for supporting local community partners, and the roles of entities, such as universities, in assisting to build strong and healthy communities.

<https://go.rutgers.edu/building-bridges-course>

Accolades

Ricardo A. Bello-Gomez joined SPAA faculty as assistant professor effective July 1, 2023.

<https://go.rutgers.edu/bello-gomez-assist-prof>

+ Bello-Gomez joined the *Review of Public Personnel Administration* as associate editor.

Daniel Bonilla, MPA student, competed at the 2024 NASPAA Simulation Competition, organized by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).

<https://go.rutgers.edu/bonilla-naspaa>

Eboni Bugg, BA/MPA student, received the 2024 Rutgers African-American Alumni Alliance Rites of Passage Scholarship.

<https://go.rutgers.edu/bugg-raaa-scholarship>

Ariane Chebel d'Appollonia, professor, talked with CNN about protests at universities in France.

<https://go.rutgers.edu/chebel-dappollonia-cnn>

James Davy, distinguished practitioner in residence, was selected to have his faculty-led research, "A Seamless Continuum of Mental Health and Addiction Treatment Services for Justice-Involved Individuals," funded by the New Jersey State Policy Lab.

<https://go.rutgers.edu/davy-njspl>

Michael Dillard, assistant teaching professor, received the 2024 Sharon Stroye SPAA Community Engagement Award, given for outstanding contributions to the community through time, actions, talents, and dedication.

<https://go.rutgers.edu/2024-spaa-awards>

Diane Hill, assistant professor of professional practice, was appointed to Parker Health Group's board of trustees.

<https://go.rutgers.edu/hill-parker-board>

+ Hill was presented with a Freedom Fund Community Award by the NAACP New Brunswick Area Branch.

<https://go.rutgers.edu/hill-naacp-award>

Charles E. Menifield was appointed university professor effective January 1, 2024.

<https://go.rutgers.edu/menifield-university-professor>

+ Menifield received the 2024 Philip J. Rutledge Social Equity Leadership Award.

<https://go.rutgers.edu/menifield-rutledge-award>

Lindsey McDougle, associate professor, received the 2024 SPAA Faculty Service Award, given to a SPAA faculty member for outstanding service to our students, faculty, and the greater SPAA community.

<https://go.rutgers.edu/2024-spaa-awards>

Suzanne J. Piotrowski, professor, received the 2024 Best Book Award from the American Society for Public Administration's Section on Public Administration Research for her book, *The Power of Partnership in Open Government: Reconsidering Multistakeholder Governance Reform*.

<https://go.rutgers.edu/piotrowski-2024-aspa-award>

+ Piotrowski, through the Rutgers Transparency and Governance Center she directs, teamed up on a Democracy Fund grant to research how to assist government agencies with public record requests.

<https://go.rutgers.edu/tgc-df-grant>

Joshua Richey, unit computing and data specialist, was awarded the 2024 Gail Daniels SPAA Staff Award for displaying outstanding service to students, faculty, and the greater SPAA community.

<https://go.rutgers.edu/2024-spaa-awards>

Marilyn Rubin, distinguished research fellow, was selected to have her faculty-led research, "Incorporating Equity into Agency Performance Assessment: Lessons for New Jersey," funded by the New Jersey State Policy Lab.

<https://go.rutgers.edu/rubin-njspl>

+ Rubin was appointed to the Board of Trustees for NJ's Public Employees' Retirement System (PERS) by NJ Governor Phil Murphy.

<https://go.rutgers.edu/rubin-pers>

Norma M. Riccucci, Board of Governors Distinguished Professor, was awarded the 2024 International Research Society for Public Management (IRSPM) Routledge Lifetime Achievement Award for her outstanding contributions to public management research.

<https://go.rutgers.edu/riccucci-2024-irspm-award>

Aliyah Saleem, BA student, was presented with the inaugural Honorable Sheila Oliver Service Award from the New Jersey Municipal Management Association (NJMMA).

<https://go.rutgers.edu/saleem-oliver-award>

Vishal Trehan, PhD student, was selected to participate in a highly competitive academic writing workshop hosted and organized by the Public Management Research Association (PMRA) and the Brazilian Academy of Management (ANPAD).

<https://go.rutgers.edu/trehan-workshop>

Lois Warner (PhD'07) was promoted to associate teaching professor effective July 1, 2023.

<https://go.rutgers.edu/warner-assoc-teaching-prof>

Kaifeng Yang (PhD'03) was appointed dean of Rutgers SPAA effective January 1, 2024.

<https://go.rutgers.edu/spaa-dean-yang>

Jinah Yoo, PhD student, received the 2024 Student Paper Award from the American Society for Public Administration's Section on Korean Public Administration (SKPA).

<https://go.rutgers.edu/yoo-skpa-award>

Pengju Zhang was promoted to associate professor effective July 1, 2023.

<https://go.rutgers.edu/pengju-zhang-assoc-prof>

+ Zhang's paper, "Impact of Home Rule on Municipal Boundary and Fiscal Expansion: Evidence from Texas," earned a most downloaded distinction.

<https://go.rutgers.edu/pengju-zhang-download>



Dr. Norma Riccucci (center) receives the 2024 International Research Society for Public Management (IRSPM) Routledge Lifetime Achievement Award.

+ Zhang was selected to have his faculty-led research, "The American Rescue Plan Act and Local Governments in NJ: An Equity Perspective," funded by the New Jersey State Policy Lab.

<https://go.rutgers.edu/pengju-zhang-njspl>

+ Zhang was awarded the 2024 NJ ASPA Academic Excellence Award.

<https://go.rutgers.edu/2024-njaspa-awards>

Yahong Zhang, associate professor, received the 2024 SPAA Faculty Teaching award, given to a SPAA faculty member for significant contributions to our students' intellectual lives through superior teaching practices.

<https://go.rutgers.edu/2024-spaa-awards>

ACADEMIC PROGRAMS

Undergraduate

- Major in Public and Nonprofit Administration (on campus)
- Online Major in Public and Nonprofit Administration
- Minor in Public and Nonprofit Administration
- Second Concentration: Accelerated MPA

Master Programs

- Master of Public Administration (MPA): Public Management or Nonprofit Management (on campus)
- Online Master of Public Administration (MPA): Public Management or Nonprofit Management
- Online Executive Master of Public Administration (EMPA)
- Accelerated Master of Public Administration (BA/MPA or BS/MPA)

Doctoral

- PhD in Public Administration

Dual Degrees

- Juris Doctor/Master of Public Administration (JD/MPA)
- Master of Public Administration/Master of Accountancy in Governmental Accounting (MPA/MACC)

Certificate & Professional Development Programs

- State of NJ Certified Public Manager® Program (CPM)
- Appreciative Inquiry for Strength-Based Leadership and Innovation in Public and Nonprofit Sectors (Ai)
- Budgeting and Financial Management Certificate
- Healthcare Administration Certificate
- Diversity and Inclusion in the Workplace Certificate
- Leadership and No-Blame Problem Solving Certificate
- Leadership of Public Organizations Certificate
- Nonprofit Management Certificate
- Public Sector Labor-Management Relations Certificate
- Social Entrepreneurship Certificate

RANKINGS

U.S. News & World Report (2024)

- 7th in Urban Policy
- 8th in Public Management and Leadership
- 10th in Nonprofit Management
- 16th in Local Government Management
- 21st in Public Finance and Budgeting
- 26th in Best Public Affairs Programs

Global Ranking of Academic Subjects (2024 by ShanghaiRanking Consultancy)

- 2nd nationally in Public Administration
- 7th globally in Public Administration

CENTERS & INSTITUTES

Center for Applied Appreciative Inquiry (CAAI)

Director: James Davy

Center for Experimental and Behavioral Public Administration (CEBPA)

Director: Gregg Van Ryzin

Center for Health Equity and Community Engagement (CHECE)

Director: Diane Hill

Co-Director: Charles Menifield

Rutgers Institute on Anti-Corruption Studies (RIACS)

Director: Yahong Zhang

Rutgers Center for Nonprofit Leadership and Development

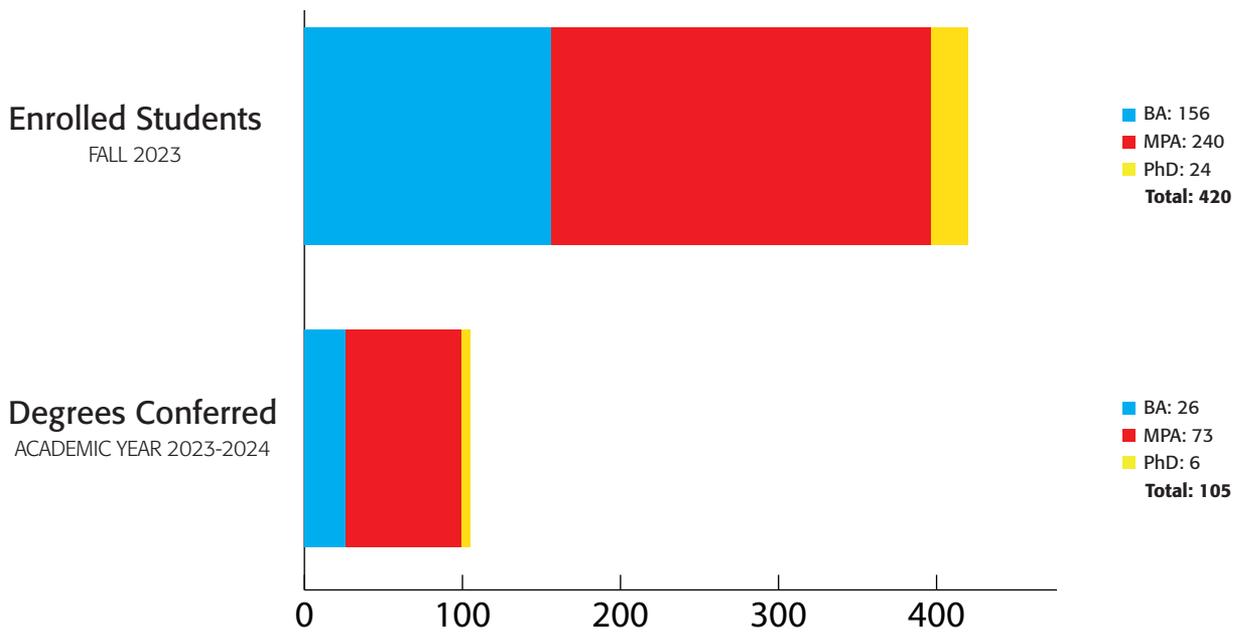
Director: Lindsey McDougle

Transparency and Governance Center (TGC)

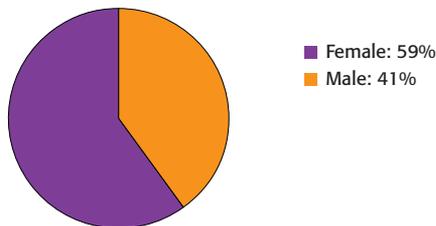
Director: Suzanne Piotrowski



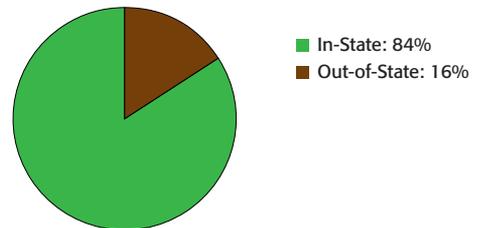
SPAA STUDENTS BY THE NUMBERS



Enrollment by Stated Gender
BASED ON FALL 2023 ENROLLMENT ACROSS ALL PROGRAMS



Enrollment by State
(In-State in New Jersey or Out-of-State)
BASED ON FALL 2023 ENROLLMENT ACROSS ALL PROGRAMS



Enrollment by Stated Ethnicity
BASED ON FALL 2023 ENROLLMENT ACROSS ALL PROGRAMS

African American	31%
Hispanic	30%
White	23%
Asian	12%
Unknown/No Response	1%
Biracial	3%

Internship Spotlights

Internships through SPAA provide students with real-world experiences at public and nonprofit organizations, linking academic work with meaningful community service that benefits both the student and the organization.

Cassandra Izquierdo, BA student, served as a development operations intern at Active Minds, Inc. where she was responsible for donor outreach and prospect searching, editing donor acknowledgment letters, collaborating on projects with other development and programs teams, and ensuring the data reported was correct.

<https://go.rutgers.edu/izquierdo-internship>



Cassandra Izquierdo – Active Minds, Inc.

Temitope Ogundare, BA student, interned at the Sadie Nash Leadership Project in Newark, NJ and New York City where she developed outreach materials and co-led events, partnering with community organizations, creating workshop agendas for the semester, and planning and leading internal program and field activities for students to promote wellness, community service, and education.

<https://go.rutgers.edu/ogundare-internship>



Temitope Ogundare – Sadie Nash Leadership Project

Cameron Ann Pearson, BA student, interned at WomenRising in Jersey City, NJ where she was tasked with state-recognized Domestic Violence Victim Advocate Training (VAT), worked the domestic violence hotline to advocate for resources for women in need, commenced screenings to house women fleeing domestic violence situations, and researched resources on behalf of the organization.

<https://go.rutgers.edu/pearson-internship>



Cameron Ann Pearson – WomenRising

MPA Capstone Portfolio Spotlights

The MPA Capstone encourages students to integrate knowledge and skills from across the Master of Public Administration curriculum to develop a professional portfolio that demonstrates core competencies at the culmination of their graduate studies.



Jessalyn Chang

<https://jc2779.wixsite.com/jchangcapstone>

“Because of my mathematical background, I gravitated heavily towards electives that focused on data and scientific approaches to solve social issues.”



Ekaterine Diakonidze

<https://ekadiakon.wixsite.com/ekaterine-diakonidze/portfolio>

“My journey as an immigrant has not only shaped my resilience but has also enriched my ability to thrive in diverse and challenging environments.”



Debbie Maldonado

<https://debbiemaldonado94.wixsite.com/my-site>

“My mission is to make a difference in the field of policing. I want to make sure that the communities I serve have the best possible experience and that police officers are held accountable for their actions.”



Philip McHugh

<https://philipmchugh.wixsite.com/philipmchughmpa>

“After graduating, I hope to play a larger role in serving my community and my country.”



Timothy Wolf

<https://timothywolf1.weebly.com>

“This program has allowed me to enhance my public service and become a better leader.”

Events & Speakers

MAY 17, 2024

2024 Public Finance and Budgeting Northeastern Workshop

SPAA, in conjunction with the NJ State Policy Lab, hosted a workshop to bring together scholars to discuss important public finance and budgeting issues that impact the Northeast of the United States.

<https://go.rutgers.edu/northeast-workshop-2024>

APRIL 30, 2024

Scholar Talk: Károly Jókay

Károly Jókay, executive director, Fulbright Commission in Hungary, held a workshop for students to learn about the U.S. Fulbright Program, the application process, and success stories.

APRIL 29, 2024

Student Philanthropy Film Showcase

Films created by students in the course, "Philanthropy: Volunteerism, Fundraising, and Community Service," about area nonprofits, were shown following a discussion led by filmmaker Kiara C. Jones on the power of storytelling in fostering social change.

<https://go.rutgers.edu/philanthropy-filmmaking>

APRIL 19, 2024

Colloquium: Xiachui Xu

Xiaohui Xu, SPAA visiting scholar and doctoral

student from Fudan University (China), presented "The Effect of Restricted Funding on NGO Performance – Evidence from UK Charity Commission Data."

APRIL 3, 2024

Research Talk: David Jancsics

David Jancsics, associate professor, San Diego University, discussed the research in his book *Sociology of Corruption*, which is a study on corruption in Hungary.

APRIL 2, 2024

Research Talk: Christopher Wheeler

Christopher Wheeler, Chief Data Officer, NJ Department of Community Affairs (DCA), provided an overview of DCA data resources and showed examples of how their databases can be used by students and faculty to answer questions regarding New Jersey.

MARCH 28, 2024

Scholar Talk: Mark Hager

Mark Hager, emeritus professor at Arizona State University, discussed "Increasing Your Visibility as a Public Scholar."

MARCH 27, 2024

Panel: A Conversation with Dynamic Women Leaders

In celebration of Women's History Month, SPAA hosted a conversation with dynamic women leaders who are making an impact in nonprofits and local government.

<https://go.rutgers.edu/dynamic-women>

MARCH 22, 2024

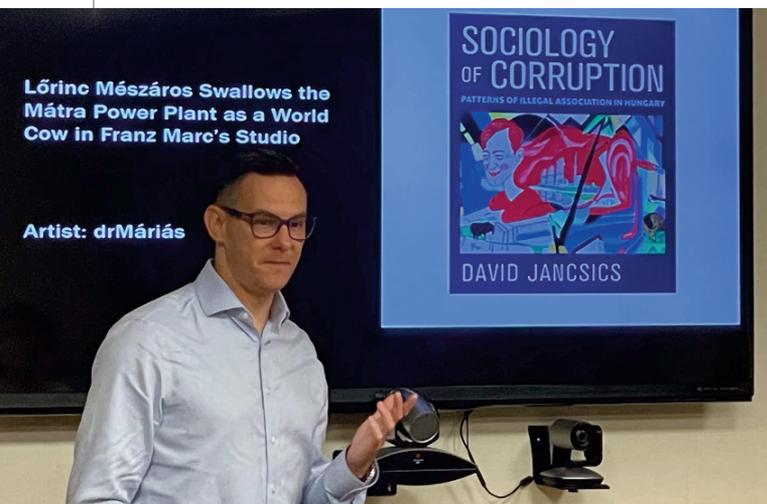
Scholar Talk: Jessica Sowa

Jessica Sowa, professor, Biden School of Public Policy and Administration, spoke on "The Role of Academic Mentorship in Achieving Career 'Success' in Higher Education."

MARCH 20, 2024

Panel: Local Government Leaders Discuss "The Challenges of Leading Large Cities"

SPAA hosted a discussion with local government



David Jancsics, associate professor, San Diego University, discusses his book, *Sociology of Corruption*.

leaders on “The Challenges of Leading Large Cities” to connect RU-N students to local government officials and to help them understand the challenges faced by public leaders while managing large cities.

<https://go.rutgers.edu/challenges-large-cities>

MARCH 8, 2024

Colloquium: Metin Nazlioglu

Metin Nazlioglu, a visiting doctoral student from Manisa Celal Bayar University, discussed “Approaching Budget Transparency with a Cultural Lens.”

FEBRUARY 21, 2024

A Conversation with Jayné Johnson, Esq., Inaugural Director of the State of NJ's Office of Equity, on “DEI in NJ Government”

In recognition of Black History Month, SPAA hosted a conversation with Jayné Johnson, Esq., who serves as the inaugural director of the State of New Jersey's Office of Diversity, Equity, Inclusion, and Belonging (Office of Equity) to discuss “DEI in NJ Government.”

<https://go.rutgers.edu/spaa-conversation-johnson>

FEBRUARY 7, 2024

Workshop: RU-N Writing and Learning Centers

SPAA hosted a workshop for undergraduate students to learn about the services and resources provided by the Rutgers University–Newark Writing Center and the Learning Center.

FEBRUARY 9, 2024

Colloquium: Étienne Charbonneau (PhD'10)

Étienne Charbonneau, SPAA PhD alum and Canada Research Chair in Comparative Public Management at École nationale d'administration publique, Montreal, Canada, discussed his study “Trust and Verify or Monitor and Spy?: The Prevalence of Digital Work Surveillance in the Public Sector with Widespread Telework.”

FEBRUARY 2, 2024

Colloquium: Elizabeth Bell

Elizabeth Bell, assistant professor at the LBJ School of Public Affairs, University of Texas at Austin, discussed her study, “Gender-based Bureaucratic Discrimination: Evidence from Title IX Implementation.”

FEBRUARY 1, 2024

Research Talk: Aaron Deslatte

Aaron Deslatte, associate professor, O'Neil School of Public Affairs and Environmental Affairs at Indiana University, presented an informal research talk on “Building the Epistemic Community: Capacity, Convergence, and Local Climate Resilience.”

NOVEMBER 29, 2023

Power Hour Session: RU-N Career Development Center

SPAA hosted a “Power Hour Session” to highlight the services provided by the Rutgers University–Newark Career Development Center, such as resources to find internship and job opportunities in the public and nonprofit sectors.

NOVEMBER 10, 2023

Colloquium: Yinglin Ma

Yinglin Ma, assistant professor, Eastern Kentucky University, discussed “How Do Volunteers Learn When Crises Hit? Exploring the Moderating Role of Self-Efficacy and Managerial Support at the Onset of the COVID-19 Pandemic.”

OCTOBER 6, 2023

Colloquium: Chongmin Na

Chongmin Na, SPAA visiting scholar and associate professor, Seoul National University, discussed “Voluntary Compliance and Cooperation with Government and Legal Authorities in the Context of Policing and the COVID-19 Pandemic.”

SEPTEMBER 14, 2023

Seminar: Ken Meier

Ken Meier, distinguished scholar in residence, American University, spoke on theoretical and empirical issues in representative bureaucracy in a seminar sponsored by the NJ State Policy Lab.

Rutgers SPAA faculty conduct research, lead projects, and provide resources to practitioners, academics, and the community, offering insights and best practices.

Ricardo A. Bello-Gomez

Academic Publications

BOOK

Handbook on Subnational Governments and Governance, (ed.), Edward Elgar publishing, 2024. (with C. Avellaneda)

<https://www.e-elgar.com/shop/usd/handbook-on-subnational-governments-and-governance-9781803925363.html>



BOOK CHAPTERS

"Introduction," in *Handbook on Subnational Governments and Governance*, Edward Elgar publishing, 2024. (with C. Avellaneda)

"Conclusion: Worldwide Challenges for Subnational Governance," in *Handbook on Subnational Governments and Governance*, Edward Elgar publishing, 2024. (with C. Avellaneda)

"Unbalanced Multilevel Governance in Colombia: Fiscal Federalism and Political Bargaining with Weak Administrative Decentralization," in *Handbook on Subnational Governments and Governance*, Edward Elgar publishing, 2024. (with S. Leyva and P. Sanabria-Pulido)

JOURNAL ARTICLES

"Elected Executives' Preferences for Performance Assessment: A Survey Experiment with Colombian Mayors," *International Journal of Public Administration*, July 1, 2024. (with C. Avellaneda and J. Olvera)

<https://doi.org/10.1080/01900692.2024.2369621>

Conferences & Presentations

"Halo Effect or Exhaustion? The Role of Issue Proximity and Crisis Persistence on Citizen Per-

ceptions of Government During the COVID Pandemic," 2024 International Research Society for Public Management (IRSPM) Conference, Tampere, Finland, April 16-18, 2024.

"How Do Systemic Crises Shape Citizen Perceptions about Government?" 2024 International Research Society for Public Management (IRSPM) Conference, Tampere, Finland, April 16-18, 2024.

"Service Provision Effects of Job Positions' (In)stability under Political Patronage," 2024 Midwest Political Science Association (MPSA) Conference, Chicago, IL, April 4-7, 2024.

"Formal Managerial Qualifications, Mission-Related Experience and Their Contribution to Public Performance," 2024 Midwest Political Science Association (MPSA) Conference, Chicago, IL, April 4-7, 2024.

"Executive Decision-Making and Local Government Performance: A Latin American Perspective," Northeastern University, online, February 2024.

"Incompetence or Corruption? Weberianism, Credentialism, and Citizen Perceptions of Public Officials," 2023 Association for Public Policy Analysis & Management (APPAM) Fall Conference, Atlanta, GA, November 9-11, 2023.

"Term Limits, Local Government Performance and Performative Behavior for Accountability," 2023 Association for Public Policy Analysis & Management (APPAM) Fall Conference, Atlanta, GA, November 9-11, 2023.

Cleopatra Charles

Academic Publications

BOOK

Financial Leadership for the Arts: Sustainable Strategies for Creative Organizations, UNC Press, 2024. (with M. Sloan)

<https://uncpress.org/book/9781469678788/financial-leadership-for-the-arts>

JOURNAL ARTICLES

"A Meta-Analysis of the State and Local Government Borrowing Costs," *Public Administration Review*, April 17, 2024. (with E. Gerrish, R.A. Greer, M. Ivonchik, and T. Moldogaziev)

<https://doi.org/10.1111/puar.13822>

"Establishing an Agenda for Public Budgeting and Finance Research," *Public Finance Journal*, April 1, 2024. (with C. Menifield, et al.)

<https://doi.org/10.59469/pfj.2024.15>

Conferences & Presentations

"Leveraging Artificial Intelligence Software in the Arts and Cultural Nonprofit Sector: Expanding Reach and Enhancing Giving Experiences," International Research Society for Public Management (IRSPM) 2024 Conference, Tampere, Finland, April 16-18, 2024.

"Leveraging Artificial Intelligence Software in the Arts and Cultural Nonprofit Sector: Expanding Reach and Enhancing Giving Experiences," 2023 European Network on Cultural Management and Policy (ENCATC) Congress, Helsinki, Finland, October 11-13, 2023.

"Financial Leadership Strategies to Keep the Arts Alive," International Leadership Association (ILA) Conference, Vancouver, CA, October 4, 2023. (with M. Sloan)



Media & Interviews

"Best- & Worst-Run Cities in America (2024)," Ask The Experts, *WalletHub*, June 18, 2024.

https://wallethub.com/edu/best-run-cities/22869#expert=Cleopatra_Charles

Funded Research & Activities

"Mutual Mentoring Grant Award," Rutgers University, 2023-2024, co-principal investigator. (with A. Chebel D'Appollonia and L. McDougle) (\$5,600)

Ariane Chebel d'Appollonia

Conferences & Presentations

"Violent America: What is the future of identity politics?," MIT, March 2024.

"Race et racism en France et aux Etats Unis: similarités et différences," MIT, November 2023.



Media & Interviews

"Analysis of Student Protests in French Universities," interview, *CNN International*, April 29, 2024.

<https://edition.cnn.com/2024/04/30/world/video/gaza-protests-paris-university-france-vause-chebel-intv-04301aseg2-cnni-world-fast>

"Presentation of Violent America," interview, Dr. Miranda Melcher, New Books Network, July 17, 2023.

<https://newbooksnetwork.com/violent-america>

Funded Research & Activities

"Mutual Mentoring Grant Award," Rutgers University, 2023-2024, co-principal investigator. (with C. Charles and L. McDougle) (\$5,600)

James Davy

Academic Publications

BLOG POSTS

"Developing Policy Recommendations for a Seamless Continuum of Mental Health and Addiction Treatment Services for Justice-Involved Individuals," NJ State Policy Lab Blog, May 2023.

<https://policylab.rutgers.edu/developing-policy-recommendations-for-a-seamless-continuum-of-mental-health-and-addiction-treatment-services-for-justice-involved-individuals>



Adults," New Jersey State Policy Lab and in collaboration with the Office of the University-Community Partnerships (OUCP)/Center for Health Equity and Community Engagement (CHECE), May 2024.

<https://spaa.newark.rutgers.edu/newsroom/hill-njspl-report-digital-equity-older-adults>

Conferences & Presentations

"Training Citizen Leaders at MSIs: Building Power Beyond the Ballot," Rutgers Center for Minority Serving Institutions, August 2023.

"A Seamless Continuum of Mental Health and Addiction Treatment Services for Justice-Involved Individuals in New Jersey," NJ State Policy Lab Blog, November 2023.

<https://policylab.rutgers.edu/a-seamless-continuum-of-mental-health-and-addiction-treatment-services-for-justice-involved-individuals-in-new-jersey>

Funded Research & Activities

"Developing Policy Recommendations for a Seamless Continuum of Mental Health and Addiction Treatment Services for Justice-Involved Individuals," New Jersey State Policy Lab.

Diane Hill

Academic Publications

JOURNAL ARTICLE

"The Future of Healthcare Delivery: Three Insights from Supply Chain Management," *Management and Business Review*, September 1, 2023. (with A. Bagchi, A. Baveja, X. Ding, J. Francis, and B. Melamed)

<https://doi.org/10.1177/269410582023030400>



REPORT

"Senior Connect: A Community-Engaged Approach to Promote Digital Equity for Older

Weiwei Lin

Conferences & Presentations

"Exploring Effective Revenue Strategies and Financial Practices as Necessary Conditions of Nonprofit Financial Capacity," 2023 Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Orlando, FL, November 16-18, 2023.



Lindsey McDougle

Academic Publications

BOOK CHAPTER

"Experiential Philanthropy in Public Affairs Education: Learning for Lives of Giving?" *International and Comparative Public Administration Education*, August 29, 2023. (with H. Li and G. Rossi)



JOURNAL ARTICLE

"The Scholarship of Teaching and Learning in Public Administration: An Agenda for Future Research," *Journal of Public Affairs Education*, January 2, 2024. (with C. Menifield and Y. Zhang, et al.)

<https://doi.org/10.1080/15236803.2023.2294654>

"Reel Philanthropy: Lessons in Love Using Autoethnographic Filmmaking in Public Affairs

Education," *Public Integrity*, September 28, 2023. (with R. Alexander)

<https://doi.org/10.1080/10999922.2023.2262209>

Conferences & Presentations

"From Submission to Decision: Writing and Reviewing for Academic Journals," The P3 Collaboratory SMARTeaching Series on Faculty Development, March 27, 2024.

<https://www.p3.rutgers.edu/smarteaching>

"Publishing Your Work and Navigating Rejection," 2023 Association for Research on Non-profit Organizations and Voluntary Action (ARNOVA) Conference, Orlando, FL, November 16-18, 2023.

Funded Research & Activities

"Mutual Mentoring Grant Award," Rutgers University, 2023-2024, co-principal investigator. (with C. Charles and L. McDougle) (\$5,600)

"Exploring the Use of Film in Philanthropic Education" Institute for the Study of Global Racial Justice at Rutgers University, principal investigator. (\$8,000)

Charles E. Menifield

Academic Publications

JOURNAL ARTICLES

"Examining Community Policing Policy Implementation and Racial Disparities in Officer-Involved Lethal Encounters," *Policing: An International Journal*, June 6, 2024. (with Y. Rhee)

<https://www.emerald.com/insight/content/doi/10.1108/pijpsm-05-2023-0057/full/html>

"Establishing an Agenda for Public Budgeting and Finance Research," *Public Finance Journal*, April 1, 2024. (with C. Charles, et al.)

<https://doi.org/10.59469/pfj.2024.15>



"The Scholarship of Teaching and Learning in Public Administration: An Agenda for Future Research," *Journal of Public Affairs Education*, January 2, 2024. (with L. McDougle and Y. Zhang, et al.)

<https://doi.org/10.1080/15236803.2023.2294654>

"Retention and Recruitment of Minority Students and Faculty in Public Affairs and Administration Programs," *Journal of Public Affairs Education*, September 7, 2023. (with V. Estorcien, B. McDonald, J. Ndong, M. Quispe)

<https://doi.org/10.1080/15236803.2023.2251338>

Conferences & Presentations

"The Symbolic Effect of Police Killings: Police Officer Characteristics and Threat Level Exhibited by Suspects," COMPA 2024.

"Law Enforcement and Data Security," Gershowitz Conference, New York, NY, November 27, 2023.

Suzanne J. Piotrowski

Academic Publications

BOOK CHAPTER

"Ethical Considerations in the Public Sector: What is Acceptable Behavior?" *Public Management and Governance*, Routledge Press, September 29, 2023. (with H. Davis and L. Warner)



BOOK REVIEW

"Robert Jervis International Security Forum Roundtable Review 15-39 of Matthew Connolly's *The Declassification Engine: What History Reveals About America's Top Secrets in H-Network on Diplomatic History and International Affairs*," April 22, 2024.

<https://networks.h-net.org/group/discussions/20030100/h-diplorjissf-roundtable-review-15-39-connelly-declassification-engine>

Media & Interviews

"How Governments Handle Data Matters for Inclusion," *The Conversation*, February 23, 2024.

<https://theconversation.com/how-governments-handle-data-matters-for-inclusion-219557>

Conferences & Presentations

"Vexatious requests: Sound and Fury or Things Fall Apart? Vexatious FOI in the UK: A Case Study," 8th Annual Global Conference on Transparency Research (GCTR), Brussels, Belgium, May 15-17, 2024.

"Unlocking Open Government," Teaching Transparency Slam Workshop, 8th Annual Global Conference on Transparency Research (GCTR), Brussels, Belgium, May 15-17, 2024.

"Effects of Transparency, Global Conference on Transparency Research, panel chair, 8th Annual Global Conference on Transparency Research (GCTR), Brussels, Belgium, May 15-17, 2024.

"Perspectives on Engaging Students to Public Service Through Funded Opportunities," panel convenor, 2023 Network of Schools of Public Policy, Affairs, and Administration (NASPAA) Conference, Chicago, IL, October 21, 2023.

Funded Research & Activities

Rutgers Mutual Mentoring Team Grant RU-N Caregivers Task Force Team Member, May 2024-May 2025. (with Catherine Clepper, et al.) (\$6,000)

"Minimizing Government Harm from Nuisance Public Records Requests While Preserving Access for the Public Good," Democracy Fund, February 2024-June 2025. (with D. Cuillier, et al.) (\$225,000)

Norma M. Riccucci

Academic Publications

BOOK

Public Personnel Management: Current Concerns, Future Challenges, (ed.), Routledge, Seventh Edition, August 28, 2023.

<https://www.routledge.com/Public-Personnel-Management-Current-Concerns-Future-Challenges/Riccucci/p/book/9781032516677>

BOOK CHAPTER

"Affirmative Action and the Law," *Public Personnel Management: Current Concerns, Future Challenges*, Routledge, Seventh Edition, August 28, 2023.

JOURNAL ARTICLES

"The Relevance of CRT to Public Administrative Practice: The Role of Leaders," *Administrative Theory & Praxis*, May 11, 2024. (with D. Bearfield, N. Humphrey, and S. Portillo)

<https://doi.org/10.1080/10841806.2024.2331962>

"Public Sector Collective Bargaining: A Meta-Review," *Review of Public Personnel Administration*, January 3, 2024. (with P. Federman and S. Viswanath)

<https://doi.org/10.1177/0734371X23121694>

"Support for Affirmative Action in the Workplace: Gender, Race, and Sector Differences," *Review of Public Personnel Administration*, January 2024. (with H. Hsu)

<http://dx.doi.org/10.1177/0734371X231226380>

Conferences & Presentations

"Achieving Diversity, Equity, Inclusion, and Access in an Increasingly Divided World," 2024 Social Equity Leadership Conference (SEL), Stamford, CT, June 20-22, 2024.



"The Road Less Traveled," 2024 IRSPM Routledge Award Lecture, 2024 International Research Society for Public Management (IRSPM) Conference, Tampere, Finland, April 16-18, 2024.

"The U.S. Supreme Court's Affirmative Action Rulings in Harvard and UNC: Implications for Diversity, Equity and Inclusion (DEI)," Future Trends for the Public Sector, international celebration for Dr. Geert Bouckaert, Leuven, Belgium, February 8-9, 2024.

Marilyn Rubin

Academic Publications

BLOG POSTS

"How State Agencies are Advancing Equity Throughout the U.S.," NJ State Policy Lab Blog, May 2024.

<https://policylab.rutgers.edu/how-state-agencies-are-advancing-equity-throughout-the-u-s/>



"Incorporating Equity into Agency Performance Assessment: Lessons for New Jersey," NJ State Policy Lab Blog, March 2024.

<https://policylab.rutgers.edu/incorporating-equity-into-agency-performance-assessment-lessons-for-new-jersey-2>

Conferences & Presentations

"Equity in Budgeting: More than Just Lip Service," 2024 Social Equity Leadership Conference (SELC), Stamford, CT, June 20-22, 2024.

"Incorporating Equity into Agency Performance Assessment," 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

Funded Research & Activities

"Incorporating Equity into Agency Performance Assessment: Lessons for New Jersey," New Jersey State Policy Lab.

Gregg G. Van Ryzin

Conferences & Presentations

"Control, Randomness, and Directness: Understanding and Designing Quasi and Natural Experiments," 2024 International Research Society for Public Management (IRSPM) Conference, Tampere, Finland, April 16-18, 2024.



"Coproduction as a Causal Process," invited talk, Quality of Government Institute, University of Gothenburg, Sweden, April 2024.

Lois Warner

Academic Publications

BOOK CHAPTER

"Ethical Considerations in the Public Sector: What is Acceptable Behavior?" *Public Management and Governance*, Routledge Press, September 29, 2023. (with H. Davis and S. Piotrowski)



Kaifeng Yang

Academic Publications

BOOK CHAPTER

"Unknowability, Heuristics, and Ethical Imperatives of Public Value Creation," *Challenges to Public Value Creation*, Palgrave Macmillan, March 28, 2024. (with N. Min)



https://link.springer.com/chapter/10.1007/978-3-031-46030-2_13

Conferences & Presentations

"How is the Regulatory Agency Regulated? The Case of China," 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

"Leadership Competencies for Digital Governance: A Grounded Theory Analysis," 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

"Making Responsible AI Plans: An Accountability Framework and the State of Practice," 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

"Navigating New Heights in Performance Management Integration," 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

Pengju Zhang

Academic Publications

JOURNAL ARTICLE

"The State Takeover of the Camden City District Schools and Students' Academic Performance: A Descriptive Analysis," *Journal of Urban Affairs*, July 13, 2023. (with M. Hayes and J. Rubin)

<https://doi.org/10.1080/07352166.2023.2216886>



Conferences & Presentations

"The Bankruptcy of Special Districts: What, When, and Why?" 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

"The Impact of the COVID-19 Pandemic on Municipal Finances: A National Perspective," 2023 New Jersey League of Municipalities Annual Conference, Atlantic City, NJ, November 14-16, 2023.

"Are Women More Compassionate Policy Makers? Evidence from New York," 2023 Association for Budgeting and Financial Management (ABFM) Conference, Denver, CO, October 26-28, 2023.

"The Bankruptcy of Special Districts: An Exploratory Study," 2023 Association for Budgeting and Financial Management (ABFM) Conference, Denver, CO, October 26-28, 2023.

Funded Research & Activities

"The American Rescue Plan Act (ARPA) and Local Governments in New Jersey: An Equity Perspective," New Jersey State Policy Lab, co-principal investigator. (with M. Hayes) (\$22,177)

Yahong Zhang

Academic Publications

"Public Employees' Whistleblowing Intention: Explanation by an Adapted Theory of Planned Behavior," *Public Administration*, June 9, 2024. (with D. Chen, H. Dong, and W. Hung)

<https://doi.org/10.1111/padm.13009>

"The Scholarship of Teaching and Learning in Public Administration: An Agenda for Future Research," *Journal of Public Affairs Education*, January 2, 2024. (with L. McDougale and C. Menifield, et al.)

<https://doi.org/10.1080/15236803.2023.2294654>

Conferences & Presentations

"Portrait of Public Corruption in the United States: Discovery from FBI Press Releases," 2024 Public Management Research Conference, Seattle, WA, June 26-29, 2024. (with T. Chen)

"Government Performance: Corruption and Anti-Corruption Perception," 2024 American Society for Public Administration (ASPA) Annual Conference, Minneapolis, MN, April 12-16, 2024.

"Public Employees' Whistleblowing Intention: Explanation by an Adapted Theory of Planned Behavior," 8th Annual Global Conference on Transparency Research (GCTR), Brussels, Belgium, May 15-17, 2024.



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