



**RUTGERS-NEWARK**

# School of Public Affairs and Administration

## 2024-2025 Annual Report



Rutgers SPAA | <http://spaa.newark.rutgers.edu>

SCHOOL OF PUBLIC AFFAIRS & ADMINISTRATION

CELEBRATING

**50** *Years*

OF EXCELLENCE IN PUBLIC SERVICE

# Message from the Dean



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

The academic year 2024-2025 has been nothing short of extraordinary. We have lived through profound global and domestic transformations. From the ongoing crises in Ukraine and the Middle East to the shifts brought by a new federal administration, the very foundations of what we consider “good governance” and “the public good” have been challenged. Higher education, too, has faced mounting pressures – budget constraints, demographic shifts, and questions about its value and purpose.

Yet, despite limited resources and a lean faculty, SPAA has not only endured but thrived.

This year has been marked by success. Our faculty and students have earned prestigious awards at the international, national, and local levels. Our productivity remains high, and our reputation grows strong. SPAA is ranked #2 nationally and #7 globally in Public Administration research (Shanghai Ranking), and we’ve climbed to #21 in *U.S. News & World Report’s* Best Public Affairs Programs. Our MPA program passed NASPAA reaccreditation with high marks.

What I’m most proud of, however, is our graduating class. In a time when public institutions are under attack and polarization threatens civic life, SPAA continues to send forth well-informed, highly skilled professionals committed to the public good. They are voicing values and advancing solutions that reflect what SPAA stands for. Their stories are the reason I remain hopeful and grounded, even when times get tough.

This was also a year of renewal and innovation. We welcomed two new faculty and look forward to welcoming two more this fall. We laid the groundwork for exciting initiatives launching in Fall 2025: the Next Generation Service Corps, new Minors in Public Leadership and Public Policy, a dual degree with Criminal Justice, and a MPA Fast Track Program with Montclair State University.

None of this would be possible without our dedicated faculty, staff, alumni, and friends. Many contributed through volunteer service and quiet acts of leadership. I’m especially grateful to those alumni volunteers who helped relaunch the SPAA Alumni Network – your support is invaluable.

This year marks my first as Dean. I am deeply grateful for the support and kindness from every corner of our community. Together, we have achieved so much – and I look forward to an even stronger year ahead.

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

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### On the Cover

On Nov. 18, 2024 Rutgers SPAA presented a discussion on advancing public service and addressing social equity concerns in the context of a new federal administration. Left photo: Tahesha Way, New Jersey Lieutenant Governor and Secretary of State. Right photo: Kaifeng Yang, Dean, Rutgers SPAA; Allison Chris Myers, Chair and CEO, NJ Civil Service Commission; John Bartle, Distinguished Professor, University of Nebraska Omaha; and Jonathan Koppell, President, Montclair State University.

<https://go.rutgers.edu/future-public-service>



### Rutgers SPAA is proud to share and celebrate some of our many highlights from the 2024-2025 Academic Year.



#### SPAA Alumni Network Relaunches

The SPAA Alumni Network (SPAAAN) was re-launched with assistance of alumni volunteers willing to step into officer roles:

- James Blaney (MPA'10) – President
- Lavon Boykins (MPA'23) – Vice President
- Sakinah Ahmed (EMPA'21) – Treasurer
- Ana Olivera (BA'21; MPA'22) – Secretary

The mission of the School of Public Affairs and Administration Alumni Network (SPAAAN) is to enhance the professional growth of alumni and students through networking, community engagement, and mentoring, and to cultivate support for the School of Public Affairs and Administration.

#### SPAA Alumni, Faculty, and Friends Kick Off MPA 50th Anniversary Celebration

SPAA alumni, faculty, and friends kicked off our MPA 50th anniversary celebration on March 27, 2025. For five decades, Rutgers School of Public Affairs and Administration (SPAA) has been preparing students to lead with excellence: 2025 marks fifty years of dedication and innovation since our first MPA students enrolled at Rutgers-Newark. Starting in 1975 as a graduate department providing public administration education at RU-N, Rutgers SPAA was established as a school in 2006 and has grown into one of the premier institutions for public affairs and administration education globally, offering a variety of innovative degree and certificate programs.

As celebrations and gatherings throughout 2025 note this milestone, SPAA is grateful to everyone – alumni, faculty, staff, students, and friends – for being a part of the SPAA family and our journey. We wish to extend a special thanks to the MPA 50th Anniversary Committee for putting together our celebratory program.

#### MPA 50th Anniversary Committee:

- Martha Baez (MPA'10)
- James Blaney Jr. (MPA'10)
- Lavon Boykins (MPA'23)
- Delon Dorset (MPA'11)
- Monica Galas (MPA'23)
- Ana Olivera (BA'21; MPA'22)
- Nakia Townsend (EMPA'11)

<http://go.rutgers.edu/mpa-50>



## Rutgers SPAA Celebrates the Class of 2025

School of Public Affairs and Administration (SPAA) graduates were honored and recognized as part of Rutgers University–Newark’s 2025 Commencement held on May 22, 2025 at the Prudential Center in Newark, NJ. Preceding the university commencement ceremony, SPAA held a Graduation Celebration on May 14, where Michael Cera (MPA’94) was the keynote speaker, Phi Alpha Alpha inductees and 2025 SPAA Award winners were recognized.

<https://go.rutgers.edu/spaa-class-of-2025>



SPAA graduate Nasheeda Singleton (MPA'25) addresses the class of 2025 as the RU-N commencement ceremony's graduate student speaker.



Michael Cera (MPA'94) delivers the keynote address at SPAA's 2025 Graduation Celebration.



2025 SPAA Outstanding BA Student Award Winners Jacinay Coleman-Shelton (BA'25) and Cassandra Izquierdo (BA'25).

## 2025 SPAA Award Winners

- **Outstanding BA Student Award:**  
Jacinay Coleman-Shelton (BA'25)  
Cassandra Izquierdo (BA'25)
- **Outstanding MPA Student Award:**  
Rocco Carbone (MPA'25)  
Marquis Howard (MPA'25)
- **Outstanding PhD Student Award:**  
Kasny Damas (PhD'25)
- **E. Drexel Godfrey Award:**  
Samantha Bruining (EMPA'24)  
Momina Chaudhry (MPA'25)
- **SPAA Faculty Teaching Award:**  
Dr. Ricardo Bello-Gomez
- **SPAA Faculty Service Award:**  
Dr. Norma Riccucci  
Dr. Pengju Zhang
- **Gail Daniels SPAA Staff Award:**  
Reena Patel
- **Distinguished Alumni Award for Academic Excellence:**  
Dr. Domonic Bearfield (PhD'04)
- **Distinguished Alumni Award for Practitioner Excellence:**  
Sara Pena (MPA'14)
- **Sharon Stroye SPAA Community Engagement Award:**  
Dahlia Vertreese
- **Dean's Public Service Award:**  
Jane Sharp (EMPA'10)

<https://go.rutgers.edu/2025-spaa-awards>

## FACULTY & STAFF UPDATES



### **Dr. Briana Huett Joins Rutgers SPAA Faculty as Assistant Professor of Professional Practice**

Dr. Briana Huett has joined the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant professor of professional practice and the director of community engagement starting in Fall 2024.

<https://go.rutgers.edu/huett-joins-spaa>



### **Dr. Diego Galego Joins Rutgers SPAA Faculty as Assistant Professor**

Dr. Diego Galego has joined the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant professor starting in Spring 2025.

<https://go.rutgers.edu/galego-joins-spaa>



### **Dr. Jin Ai Joins Rutgers SPAA Faculty as Assistant Professor**

Dr. Jin Ai has joined the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant professor starting in Fall 2025.

<https://go.rutgers.edu/ai-joins-spaa>



### **Dr. Tiana Marrese Joins Rutgers SPAA Faculty as Assistant Professor**

Dr. Tiana Marrese has joined the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant professor starting in Fall 2025.

<https://go.rutgers.edu/marrese-joins-spaa>



### **Denise Palmisano Joins Rutgers SPAA as Director of Certified Public Manager Program**

Denise Palmisano has joined the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as the director of the Certified Public Manager (CPM) Program starting in August 2025, following the retirement of Jane Sharp (EMPA'10).

<https://go.rutgers.edu/palmisano-joins-spaa>



### Rutgers University–Newark Debate Team Hosts 2025 CEDA Nationals

From March 19-23, Rutgers University–Newark proudly hosted the 2025 Cross Examination Debate Association (CEDA) National Championship, one of the country's premier collegiate debate tournaments. Over five days, the campus welcomed hundreds of debaters, coaches, and judges from across the United States for a vibrant showcase of academic excellence, policy analysis, and critical engagement.

<https://go.rutgers.edu/ceda-2025>

### Rutgers University–Newark Debate Team Builds on Its National Reputation for Excellence in 2024-2025 Season

The Rutgers University–Newark Debate Team, housed at the School of Public Affairs and Administration (SPAA), continued to build on its national reputation for excellence during the 2024–2025 academic year, marked by competitive success, public engagement, and international impact.

<https://go.rutgers.edu/run-debate-24-25-season>



Ryan Wash, RU-N debate coach, speaks during the Debater of the Year Award ceremony at the 2025 CEDA Nationals.







## SPAA Students Explore Roles as Future Public Leaders Through Mayor Speaker Series

Through the Spring 2025 Mayor Speaker Series, students had the rare opportunity to learn about local government, civic engagement, and various career paths in public service directly from New Jersey mayors throughout this past semester. Linden Mayor Derek Armstead, East Orange Mayor Ted Green, and South Orange Mayor Sheena Collum spoke with and advised undergraduate students about their public administration journeys, giving students a look into real-world experiences and opportunities as future public administrators.

<https://go.rutgers.edu/spring-2025-mayors-series>

## NGOs Under Fire: Why Rutgers Students' Spring Break 2025 Study Abroad Experience Matters More Than Ever

For the second year in a row, Rutgers SPAA Associate Professor Cleopatra Charles had the opportunity to lead a study abroad program in Saint Lucia on managing international NGOs with a group of Rutgers University undergraduate students during Spring Break.

<https://go.rutgers.edu/spring-break-2025>

## SPAA Graduating MPA Students Intern at NJ Governor's and First Lady's Offices Through Eagleton Fellowship Program

Two SPAA MPA students, Kat Hurtado and Gretel Rodriguez Ramos, were accepted into the 68th cohort of the Eagleton Graduate Fellows, becoming members of the program's Class of 2025. Students accepted into the highly selective, one-year, interdisciplinary certificate program develop an advanced knowledge of government, American politics, policy, and advocacy, and build professional skills and networks. Through the program, they interned at the NJ State House during the Spring 2025 semester.

<https://go.rutgers.edu/eagleton-intern-2025>

## SPAA Professor Helps RU-N Celebrate Chinese Musical Traditions Through Cultural Programming Grant

On April 23, 2025, SPAA Assistant Teaching Professor Weiwei Lin helped with the successful presentation of a concert, "Silk and Strings: A Musical Journey through China's History," to celebrate Chinese musical traditions in the Paul Robeson Campus Center (PRCC). Supported by a grant from Rutgers University's Cultural Programming Committee, the concert featured acclaimed performers including pipa soloist Yang Jin and the Flying Strings Youth Ensemble.

<https://go.rutgers.edu/cultural-programming-grant-2025>

## SPAA's Center for Applied Appreciative Inquiry Leads Strategic Planning Summit for New Jersey Reentry Corporation

Dr. James Davy, Director of SPAA's Center for Applied Appreciative Inquiry (CAAI), and SPAA MPA student Momina Chaudhry led a strategic planning summit for the New Jersey Reentry Corporation (NJRC) at its training center in Kearny, NJ on Nov. 8, 2024.

<https://go.rutgers.edu/caai-summit-2024>

## SPAA Hosts Discussion on “The Future of Public Service” in the Context of a New Federal Administration

On Nov. 18, 2024, Rutgers SPAA presented a discussion on advancing public service and addressing social equity concerns in the context of a new federal administration. Introductory remarks were provided by New Jersey Lieutenant Governor and Secretary of State Tahesha Way following welcome remarks from Bonita Veysey, provost of Rutgers University–Newark. Panelists included Allison Chris Myers; chair and CEO of the NJ Civil Service Commission; Jonathan Koppell, president of Montclair State University; and John Bartle, distinguished professor at University of Nebraska Omaha. Kaifeng Yang, dean of Rutgers SPAA, served as the panel moderator.

<https://go.rutgers.edu/future-public-service>

## Rutgers SPAA Course Takes a Hands-On Approach to Community Engagement

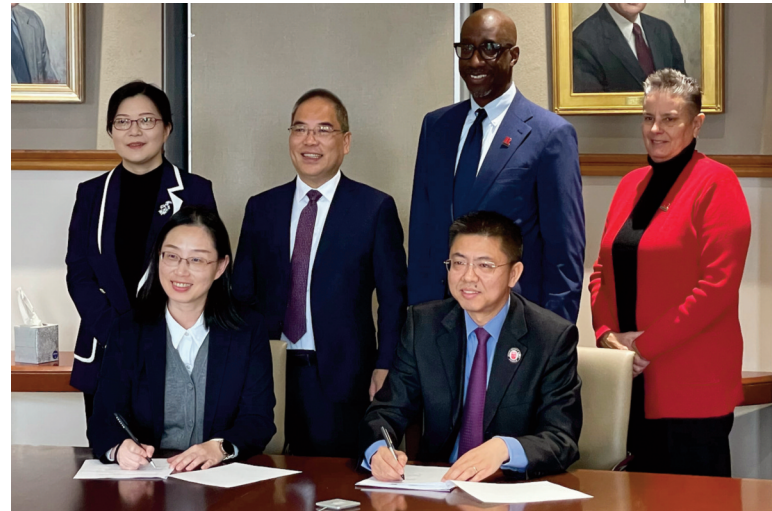
Rutgers SPAA students had an exciting opportunity to take a hands-on approach to public service and community engagement through the course “Building Bridges to the Community.” The undergraduate course focuses on giving students the tools and experience needed to form and maintain meaningful partnerships with community organizations while also addressing real-world issues.

<https://go.rutgers.edu/building-bridges-course-2025>

## SPAA Hosts Fireside Chat on Leveraging Nonprofit Data and Research for Impact to Mark Launch of Center for Nonprofit Leadership and Development

At a fireside chat on Nov. 25, Natasha Hemmings (MPA'16), CEO of Girl Scouts Heart of New Jersey, shared how her organization has used nonprofit data and research to drive impactful decisions in a conversation with Dr. Lindsey McDougle, director of the Rutgers Center for Nonprofit Leadership and Development, to mark the launch of the newly established center.

<https://go.rutgers.edu/fireside-chat-cnld-launch>



## Rutgers-Newark and Zhejiang Gongshang University Schools Sign MOU to Strengthen Ties and Work Toward Future Academic Partnerships

Delegations from Rutgers University–Newark and Zhejiang Gongshang University in Hangzhou, Zhejiang, China came together in Newark, NJ on Nov. 20 to sign a Memorandum of Understanding (MOU) to strengthen ties between the two institutions. With the signed MOU, the future establishment of partnership agreements for academic exchange or cooperation, particularly between the Yingxian School of Philanthropy at Zhejiang Gongshang University and the School of Public Affairs and Administration (SPAA) at RU–N, will take place.

<https://go.rutgers.edu/rutgers-zhejiang-gongshang-mou-2024>

## SPAA Launches Multiple Academic Initiatives and Partnerships for Fall 2025

SPAA laid the groundwork for exciting initiatives and partnerships launching in Fall 2025, including the NextGen Leadership Academy, new minors in Public Leadership and Public Policy, a dual MPA/Criminal Justice degree, and an MPA Fast Track Program for partner schools.

<https://go.rutgers.edu/spaa-new-fall-2025>

## SPAA FACULTY

**Ricardo Bello-Gomez**, assistant professor, was named the recipient of the American Society for Public Administration's (ASPA) Section on Hispanic Latin American Caribbean Iberian Public Administration (SHLACIPA) inaugural Emerging Scholar Award.

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

+ Bello-Gomez gave one of the keynote speeches at the First International Congress on Public Management and Territorial Development.

<https://go.rutgers.edu/bello-gomez-keynote-2024>



Ricardo Bello-Gomez, assistant professor, was named the recipient of the American Society for Public Administration's (ASPA) Section on Hispanic Latin American Caribbean Iberian Public Administration (SHLACIPA) inaugural Emerging Scholar Award.

**Cleopatra Charles**, associate professor, received a grant from Rutgers University–Newark to help foster connections between students and Newark community leaders.

<https://go.rutgers.edu/charles-run-grant-2025>

+ Charles delivered the keynote address at the Role of the State in the 21st Century Conference held at the Széchenyi István Egyetem - University of Győr Faculty of Law and Political Sciences in Győr, Hungary, on Dec. 5-6, 2024.

<https://go.rutgers.edu/charles-keynote-2024>

**Diane Hill**, assistant professor of professional practice, was celebrated at The Vizion Foundation's annual awards gala and was presented with the organization's Community Award which honors individuals whose remarkable accomplishments and life's work have made a profound impact in their communities.

<https://go.rutgers.edu/hill-vizion-2024>

+ Hill was honored with the Community Service Award of Excellence from Odyssey International Productions (IP).

<https://go.rutgers.edu/hill-odyssey-2024>

**Charles Menifield**, University Professor, was recognized by the Change Create Transform Foundation with its Advocacy Award for his commitment to transformational leadership.

<https://go.rutgers.edu/menifield-advocacy-award-2024>



**Suzanne Piotrowski**, professor, received the 2025 Academic Excellence Award from the New Jersey Chapter of the American Society for Public Administration (NJ ASPA).

<https://go.rutgers.edu/njaspa-2025-awards>

+ Piotrowski was sworn in to serve on the newly established Open Government Federal Advisory Committee (OG FAC), which is set to advise on key priorities for the 6th U.S. Open Government National Action Plan (NAP 6) and other open government related topics.

<https://go.rutgers.edu/piotrowski-ogfac>

**Marilyn Rubin**, distinguished research fellow, was honored with the Association for Budgeting and Financial Management's (ABFM) 2024 Paul Posner Pracademic Award for lifetime achievement for significant contributions made to the field of budgeting and financial management as both a practitioner and an academic.

<https://go.rutgers.edu/rubin-posner-2024>

+ Rubin was named the 2025 Nesta M. Gallas Award honoree and lecturer, which honors the lifetime achievements of a dedicated public servant and innovative leader, by the American Society for Public Administration (ASPA).

<https://go.rutgers.edu/rubin-gallas-2025>

**Kaifeng Yang (PhD'03)**, dean of Rutgers SPAA, was selected as the recipient of the 2025 Fred Riggs Award for Lifetime Achievement in International and Comparative Public Administration.

<https://go.rutgers.edu/yang-riggs-2025>



The New Jersey Chapter of the American Society for Public Administration awarded SPAA Professor Suzanne Piotrowski (R) with the 2025 Academic Excellence Award. Graduating MPA student Gretel Rodriguez Ramos (L) received a Public Administration Student Achievement Award.

**Pengju Zhang**, associate professor, was awarded the Samuels Public Affairs Fellowship for academic year 2024-2025 from the Howard J. Samuels State and City Policy Center housed in Baruch College's Austin W. Marx School of Public and International Affairs.

<https://go.rutgers.edu/zhang-samuels-fellowship>

+ Zhang was selected to be a participant in the 2024-2025 cohort of the "Future Leaders of Schools of Public Service," an initiative facilitated by The Volcker Alliance to create more racially and ethnically diverse leadership in schools of public service.

# Accolades

## ADMINISTRATIVE STAFF

**Willie Johnson**, director of the Rutgers University–Newark Debate Team, was honored with the Cross Examination Debate Association's (CEDA) Desaray Odekirk Service Award, which acknowledges an individual who has made a significant and positive contribution to public discourse on matters of social importance and has demonstrated a meaningful impact on local, regional, national, or international affairs.



Willie Johnson, director of the Rutgers University–Newark Debate Team, was honored with the Cross Examination Debate Association's (CEDA) Desaray Odekirk Service Award.

## PHD STUDENTS

**Md Shahidulla Kaiser**, PhD student, received a 2025 Graduate Student Travel Scholarship to attend the 19th Annual Public Administration Research Conference (PARC) at the University of Central Florida in Orlando, FL, on Feb. 5, 2025 and present his paper on social media use and volunteerism.

**Nicolás Lagos**, PhD student, received a grant to present at AlgoSoc's international conference, "The Future of Public Values in the Algorithmic Society," in Amsterdam, Netherlands on April 10-11, 2025.

**Valentine Lamar**, PhD Student, was named a 2024 Young Scholar as part of ASPA's 2024 International Young Scholars Workshop (IYSW) which brought together scholars from across the globe to share their research and learn from each other in Budapest.

**Ying Liu**, PhD candidate, attended the Oxford-Penn Social Impact Fellows Program at the Gradel Institute of Charity from September 1-18, 2024.

<https://go.rutgers.edu/liu-oxford-penn-2024>

**Vageesha Sharma**, PhD student, was selected to attend a Modi&US Community Reception to welcome the Honorable Prime Minister of India, Narendra Modi, during his visit to the United States.

<https://go.rutgers.edu/sharma-modi-us>

**Urvi Shukla**, PhD student, was selected to be part of the American Society for Public Administration (ASPA)'s 2025 class of Founders' Fellows.

<https://go.rutgers.edu/shukla-aspa-2025>



## MPA STUDENTS

**Gihun Heo**, MPA student, received the 2024 Honorable Sheila Oliver Service Award from the New Jersey Municipal Management Association (NJMMA).

<https://go.rutgers.edu/heo-2024-oliver>

**Kat Hurtado**, MPA student, was accepted into the 68th cohort of the Eagleton Graduate Fellows, becoming a member of the program's Class of 2025.

<https://go.rutgers.edu/eagleton-class-2025>

**Gretel Rodriguez Ramos**, MPA student, received a 2025 Public Administration Student Achievement Award from the New Jersey Chapter of the American Society for Public Administration (NJ ASPA).

<https://go.rutgers.edu/njaspa-2025-awards>

+ Ramos was accepted into the 68th cohort of the Eagleton Graduate Fellows, becoming a member of the program's Class of 2025.

<https://go.rutgers.edu/eagleton-class-2025>

## RUTGERS SPAA

**Rutgers School of Public Affairs and Administration** was recognized by the Newark Debate Academy (NDA) as a community partner with exceptional service and dedication for many years of supporting the efforts and the development of debate in Newark.



SPAA graduating MPA students Gretel Rodriguez Ramos (L) and Kat Hurtado (R) were accepted into the Class of 2025 Eagleton Graduate Fellows, and through the program, interned at the NJ State House during the Spring 2025 semester.



## ACADEMIC PROGRAMS

### Undergraduate

- Major in Public Administration (on campus and online)
- Minor in Public Administration
- Minor in Public Leadership
- Minor in Public Policy
- Second Concentration: Accelerated MPA
- NextGen Leadership Academy

### Master Programs

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

### Doctoral

- PhD in Public Administration

### Dual Degrees

- Juris Doctor/Master of Public Administration (JD/MPA)
- Master of Arts in Criminal Justice/Master of Public Administration (MA/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 Leadership (undergraduate)
- Public Sector Labor-Management Relations Certificate
- Social Entrepreneurship Certificate

## RANKINGS

### *U.S. News & World Report*

(Best Graduate Schools 2025)

- 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
- 21st in Best Public Affairs Programs

### Global Ranking of Academic Subjects

(ShanghaiRanking 2024)

- 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 Excellence 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 McDougale

### Transparency and Governance Center (TGC)

**Director:** Suzanne Piotrowski

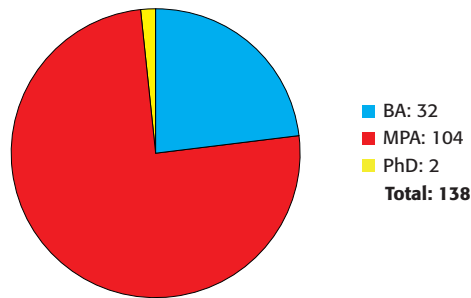


## SPAA STUDENTS BY THE NUMBERS

**Enrolled Students**  
FALL 2024

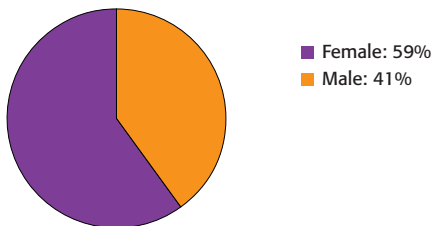


**Degrees Conferred**  
ACADEMIC YEAR 2024-2025



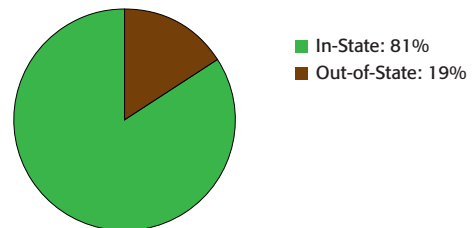
**Enrollment by Stated Gender**

BASED ON FALL 2024 ENROLLMENT ACROSS ALL PROGRAMS



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

BASED ON FALL 2024 ENROLLMENT ACROSS ALL PROGRAMS



**Enrollment by Stated Ethnicity**

BASED ON FALL 2024 ENROLLMENT ACROSS ALL PROGRAMS

African American	29%
Hispanic	27%
White	24%
Asian	16%
Unknown/No Response	2%
Biracial	3%

## ACADEMIC

MAY 16, 2025

### Northeastern Public Finance and Budgeting Workshop 2025

SPAA Associate Professor Pengju Zhang co-organizes this annual workshop designed to sharpen research ideas, identify better data sources, develop meaningful hypotheses, and get feedback on works in progress or working papers. 2025's workshop was held at Baruch College in New York, and featured presentations by doctoral students from Rutgers SPAA alongside faculty and students from Columbia University, University of Connecticut, SUNY-Albany, American University, University of Delaware, Rutgers-Bloustein, and experienced practitioners in the field.

MAY 2, 2025

### Sustaining Creativity: Financial Management That Fuels Artistic Missions

On May 2, the Rutgers Center for Nonprofit Leadership and Development hosted a TED-style talk titled "Sustaining Creativity: Financial Management That Fuels Artistic Missions," featuring Dr. Cleopatra Charles, associate professor at Rutgers SPAA, who discussed her new co-authored book, *Financial Leadership for the Arts*.

MAY 2, 2025

### SPAA Hosts the Ambassador of the Republic of Colombia for Discussion on International Public Affairs Issues

SPAA hosted the visit of the Ambassador of the Republic of Colombia to the United States, Daniel García-Peña. Dean Kaifeng Yang exchanged ideas about international cooperation, foreign policy and public affairs with Ambassador García-Peña, who then offered a presentation about Colombian foreign policy, diplomacy, and the partnership between Colombia and the United States, touching on issues such as migration, trade, drug policy, and climate change. The visit was coordinated by SPAA Assistant Professor Ricardo Bello-Gomez jointly with the Colombian Consulate in Newark, led by Consul María del Pilar Cruz, as part of the activities of the Research on Governance in Latin America

(ReGLA) group at Rutgers SPAA.

<https://go.rutgers.edu/colombia-ambassador>

MAY 1, 2025

### "Building Bridges to the Community" Impact Presentations

Students in the course "Building Bridges to the Community" and their community mentors came together at the end of the spring semester for community impact presentations. They served as opportunities for the students to showcase community-engaged/partnership work that aimed to address real-world problems collectively and contribute to the betterment of their communities.

<https://go.rutgers.edu/building-bridges-course-2025>

APRIL 22, 2025

### U.S. Senator Lisa Blunt Rochester – "Citizen to Changemaker: Making your Voice Matter"

Rutgers SPAA was honored to co-sponsor and welcome, with the Center for American Women and Politics (CAWP), U.S. Senator Lisa Blunt Rochester as the 2025 Honorary Senator Wynona Lipman Chair in Women's Political Leadership at Rutgers University. Senator Blunt Rochester spoke on the topic, "Citizen to Changemaker: Making Your Voice Matter," which explored the power of civic engagement, the impact of representation, the role race and gender play in U.S. politics, and how individuals can drive meaningful change. The Senator Wynona Lipman Chair in Women's Political Leadership was created to honor the legacy of the late state Senator Wynona Lipman, the first Black woman to serve in the New Jersey State Senate.

APRIL 10, 2025

### Spring 2025 Mayor Speaker Series: South Orange Mayor Sheena Collum

South Orange Sheena Collum spoke as a part of the Spring 2025 Mayor Speaker Series presented by SPAA's BA program. It was moderated by Dr. Michael Dillard, assistant teaching professor and BA program director at Rutgers SPAA, and SPAA alumnus Intashan Chowdhury (BA'17; MPA'19).

<https://go.rutgers.edu/collum-2025>



MAR 19-23, 2025

## 2025 CEDA National Championship Tournament

Rutgers University–Newark hosted the 2025 Cross Examination Debate Association (CEDA) National Championship, one of the country's premier collegiate debate tournaments. Over five days, the campus welcomed hundreds of debaters, coaches, and judges from across the United States for a vibrant showcase of academic excellence, policy analysis, and critical engagement.

<http://go.rutgers.edu/ceda-2025>

FEBRUARY 21, 2025

## SPAA Colloquium: Dr. Inkyu Kang (PhD'22), Assistant Professor, University of Georgia

Dr. Inkyu Kang presented "How Strong Legislatures Weaken Executive Agency Leaders' Focus on Internal Management" and shared insights from his research and professional journey in public administration.

FEBRUARY 17, 2025

## Spring 2025 Mayor Speaker Series: East Orange Mayor Ted Green

East Orange Mayor Ted Green spoke as a part of the Spring 2025 Mayor Speaker Series presented by SPAA's BA program. The talk was moderated by Dr. Michael Dillard, assistant teaching professor and BA program director at Rutgers SPAA, and SPAA alumnus Intashan Chowdhury (BA'17; MPA'19).

<https://go.rutgers.edu/green-2025>

FEBRUARY 12, 2025

## Talk with Dr. Brian Bridges, Secretary of Higher Education for NJ

The New Jersey State Policy Lab, run as a partnership between Rutgers SPAA and the Bloustein School of Planning and Public Policy (New Brunswick), hosted a talk and Q&A with Dr. Brian Bridges, the Secretary of Higher Education for the state of New Jersey. Dr. Bridges discussed trends in higher education's affordability, accessibility, and attainment in the Garden State, as well as challenges confronting assorted stakeholders.

FEBRUARY 10, 2025

## Moving from Slavery to Freedom: The Underground Railroad in Northern New Jersey

Rutgers SPAA hosted a Black History Month lecture with presenter Jimmy Richardson, a Paterson historian and community activist who has spent more than 40 years studying the history of African American communities in Northern Jersey.

JANUARY 30, 2025

## Mayor Speaker Series: Linden Mayor Derek Armstead

Linden Mayor Derek Armstead spoke as a part of the Spring 2025 Mayor Speaker Series presented by SPAA's BA program. He was joined by LeAnne White, confidential aide to the mayor and SPAA BA student. The talk was moderated by Dr. Michael Dillard, assistant teaching professor and BA program director at Rutgers SPAA, and SPAA alumnus Intashan Chowdhury (BA'17; MPA'19).

<https://go.rutgers.edu/armstead-2025>

NOVEMBER 25, 2024

## Fireside Chat on Leveraging Nonprofit Data and Research for Impact to Mark Launch of Center for Nonprofit Leadership and Development

At a fireside chat, Natasha Hemmings (MPA'16), CEO of Girl Scouts Heart of New Jersey, shared how her organization has used nonprofit data and research to drive impactful decisions in a conversation with Dr. Lindsey McDougle, associate professor and director of the Rutgers Center for Nonprofit Leadership and Development, to mark the launch of the newly established center housed at SPAA.

<https://go.rutgers.edu/fireside-chat-cnld-launch>

NOVEMBER 18, 2024

## The Future of Public Service: Challenges and Opportunities

Rutgers SPAA presented a discussion on advancing public service and addressing social equity concerns in the context of a new federal administration. Introductory remarks were provided by New

# Events & Speakers

Jersey Lieutenant Governor and Secretary of State Tahesha Way following welcome remarks from Bonita Veysey, provost of Rutgers University–Newark. Panelists included Allison Chris Myers; chair and CEO of the NJ Civil Service Commission; Jonathan Koppell, president of Montclair State University; and John Bartle, distinguished professor at University of Nebraska Omaha. Kaifeng Yang, dean of Rutgers SPAA, served as the panel moderator.

<https://go.rutgers.edu/future-public-service>

NOVEMBER 18, 2024

## Talk with John Bartle, Distinguished Professor, University of Nebraska Omaha

Dr. Bartle spoke on “Implementing Equity in Transportation: The Federal Highway Administration’s Program to Reconnect Communities and Neighborhoods.”

OCTOBER 18, 2024

## SPAA Colloquium: Irakli Petriashvili, Associate Professor, University of Georgia

Petriashvili, a Rutgers SPAA visiting scholar, presented his research on the role of technology in combating corruption in the U.S.

OCTOBER 11, 2024

## SPAA Colloquium: Dr. Chao C. Chen, Distinguished Professor, Rutgers Business School

Dr. Chen delivered a lecture on “Researcher as Theorist: The Process of Theory Construction.”

## ALUMNI & NETWORKING

JUNE 19, 2025

## Rutgers-Newark Alumni Juneteenth Celebration 2025

The Rutgers-Newark Alumni Juneteenth Celebration was a festive, family-friendly barbeque honoring the legacy of Juneteenth while promoting alumni engagement and community building. The event was a collaboration between the Rutgers-Newark Alumni Association (RNAA), the School of Public Affairs and Administration Alumni Network

(SPAAAN), and the Black Organization of Students Alumni Association (BOSAA).

MAY 30-31, 2025

## EMPA Residency Summer 2025

On May 30-31, 2025, students came to Rutgers SPAA for their EMPA Residency, and participated in academic symposia, workshops, community-based events, and networking opportunities.

<https://go.rutgers.edu/empa-residency-2025>

MAY 30, 2025

## Newark Debate Elementary and Middle School Commencement Banquet

The Rutgers University–Newark Debate Team hosted the Newark Debate Academy's (NDA) Elementary and Middle School Commencement Banquet, an annual event celebrating the many students, staff, and community members with NDA and beyond. More than 150 middle school students were in attendance, and Rutgers SPAA was recognized by the NDA as a community partner.

MARCH 30, 2025

## SPAA Reception at ASPA 2025 – Washington, D.C.

SPAA colleagues and alumni toasted the 50th Anniversary of our Master of Public Administration program at the American Society for Public Administration's 2025 Conference.

<https://go.rutgers.edu/aspa-2025>

MARCH 27, 2025

## SPAA MPA 50th Anniversary Kick-Off Event

SPAA alumni, faculty, and friends kicked off our MPA 50th anniversary celebration on March 27, 2025.

<http://go.rutgers.edu/mpa-50>

DECEMBER 4, 2024

## SPAA Reception – Somerset, NJ

SPAA hosted a reception after the NJ Nonprofits Conference for attendees to learn about the Center for Nonprofit Leadership and Development at Rutgers SPAA.



Supported by a grant from Rutgers University's Cultural Programming Committee, "Silk and Strings: A Musical Journey through China's History," celebrated Chinese musical traditions and featured acclaimed performers including pipa soloist Yang Jin and the Flying Strings Youth Ensemble.

NOVEMBER 20, 2024

### SPAA Reception at NJLM 2024

SPAA invited all SPAA graduates and those wishing to learn more about SPAA to a reception hosted by the school during the New Jersey League of Municipalities (NJLM) Conference at Boulevard's Cafe in the Sheraton Atlantic City Convention Center Hotel.

NOVEMBER 19, 2024

### Rutgers Reception at NJLM 2024

SPAA co-sponsored the Rutgers reception at the 2024 New Jersey League of Municipalities (NJLM) Conference at the Ocean Casino Resort.

SEPTEMBER 18, 2024

### SPAA Welcome Back BBQ

SPAA hosted an event to welcome new and returning students and celebrate the start of a new academic year with faculty, staff, and alumni.

## CULTURAL

APRIL 23, 2025

### Silk and Strings: A Musical Journey through China's History

SPAA Assistant Teaching Professor Weiwei Lin aided the successful presentation of a concert, "Silk and Strings: A Musical Journey through China's History," to celebrate Chinese musical traditions. Supported by a grant from Rutgers University's Cultural Programming Committee, the concert featured acclaimed performers including pipa soloist Yang Jin and the Flying Strings Youth Ensemble at a performance in the Paul Robeson Campus Center (PRCC) at Rutgers-Newark.

<https://go.rutgers.edu/cultural-programming-grant-2025>



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

## Ricardo Bello-Gomez

### Academic Publications

#### BOOK CHAPTERS

"Intergovernmental Collaboration for Public Service Delivery," in *Handbook of Public Service Delivery*, 2004. (with X. Cheng)

<https://doi.org/10.4337/9781035315314>

"Race and Gender in the Brazilian and Colombian Public Administrations," in *Handbook on Diversity, Equity and Inclusion in Public Administration*, Aug. 20, 2024. (with J. Carcamo-Vergara and E. Gomor dos Santos)

<https://doi.org/10.4337/9781802206173>

#### JOURNAL ARTICLES

"Attribution Framing and Citizens' Perceptions of Bureaucracies, Bureaucrats and Public Servants," *Public Performance & Management Review*, June 20, 2025. (with A. McCrea and S. Kwon)

<https://doi.org/10.1080/15309576.2025.2499817>

"Distributive Politics in Rural Housing Policy Implementation in Colombia," *Journal of Public Affairs*, April 3, 2025. (with C. Avellaneda and J. Vargas-Gonzalez)

<https://doi.org/10.1002/pa.70021>

"Adversarialism and Power-Sharing: the Effect of Political Competition on the Management-Performance Relationship," *Global Public Policy and Governance*, Jan. 9, 2025. (with C. Avellaneda and J. Olvera)

<https://link.springer.com/article/10.1007/s43508-024-00104-6>



"Term Limits and Accountability Incentives to Perform: Performative Signalling of Local Governmental Action," *Local Government Studies*, Nov. 6, 2024. (with J. Ramos Pastrana)

<https://doi.org/10.1080/03003930.2024.2420237>

"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>

#### OTHER PUBLICATIONS

"Alcances y Desafíos de la Descentralización en América Latina: ¿Qué se ha logrado y qué está por venir? [Reaches and Challenges of Decentralization in Latin America: What has been achieved and what is to come?]," *Revista Iberoamericana de Gobierno Local*, Avellaneda, 2024. (with C. Avellaneda)

"Descentralización y Relaciones Intergubernamentales en Colombia: Gobernanza Local y Capacidad Administrativa a Partir de la Constitución de 1991 [Decentralization and Intergovernmental Relations in Colombia: Local Governance and Administrative Capacity since the 1991 Constitution]," *Revista Iberoamericana de Gobierno Local*, 2024. (with P. Sanabria-Pulido and S. Leyva)

## Cleopatra Charles

### Academic Publications

#### JOURNAL ARTICLES

"A Meta-Analysis of the State and Local Government Borrowing Costs," *Public Administration Review*, April 17, 2024. (with E.



# Faculty Research & Scholarship

Gerrish, R. Greer, M. Ivonchyk, and T. Moldogaziev)

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

## Ariane Chebel d'Appollonia

### Academic Publications

BOOK CHAPTER

"L'universalisme à l'épreuve de la démocratie," in *L'universalisme dans la tem-pête*, 2025.



## Diego Galego

### Academic Publications

BOOK CHAPTERS

"Queering Public Policy in Brazil: the Interplay Between the LGBTQ+ Movement and Institutions," in *Handbook of Public Management in Latin America and the Caribbean*, April 10, 2025.

<https://www.e-elgar.com/shop/usd/handbook-of-public-management-in-latin-america-and-the-caribbean-9781035317677.html>

JOURNAL ARTICLES

"Exploring the Nexus of Common Good and the Neo-Weberian State: A Comparative Analysis of Brazil and Mexico," *Public Administration & Development*, April 5, 2025. (with K. Baker and G. Lotta)

<https://doi.org/10.1002/pad.2105>



## Diane Hill

### Academic Publications

JOURNAL ARTICLES

"Building Family Medicine Research Through Community Engagement: Leveraging Federal Awards to Develop Infrastructure," *The Journal of the American Board of Family Medicine*, January 2025. (with M. Ciminelli, J. Ferrante, S. Hudson, E. Jahn, M.



Jimenez, M. Pellerano, and A. Tallia)

<https://doi.org/10.3122/jabfm.2024.240007R1>

"Health Literacy and Patient Compliance: Implications for Public Health Interventions from a COVID-19 Study," *Journal of Health and Human Services Administration*, Dec. 6, 2024. (C. Menifield and G. Van Ryzin)

<https://doi.org/10.1177/10793739241303043>

## Briana Huett

### Academic Publications

JOURNAL ARTICLES

"Navigating the Cultural Maze: Validating the Douglasian Cultural Theory Measures," *Journal of Asian Governance*, Dec. 31, 2024. (with N. Borozdina, H. Choi, B. Galloway, C. Gilmore, G. Song, and C. Tumilson)

<https://doi.org/10.63851/001c.127930>



## Weiwei Lin

### Academic Publications

JOURNAL ARTICLES

"Understanding the Effect of Revenue Strategies on Financial Sustainability: Empirical Evidence from Nonprofit Arts and Culture Organizations," *International Journal of Sustainable Society*, 2024. (with L. Beixin and S. Yu)



## Lindsey McDougale

### Academic Publications

BOOK CHAPTERS

"Engagement Through Experiential Philanthropy," in *Engaged Learning in the Public Service Classroom*, Dec. 30, 2024.

<https://www.routledge.com/Engaged-Learning-in-the-Public-Service-Classroom/Schafer-McDonaldIII/p/book/9781032671222>



"Diversity, Equity, and Inclusion in Nonprofit Management," in *Handbook on Diversity, Equity, and Inclusion in Public Administration*, Aug. 20, 2024. (with W. Nicholson and K. Willis)

<https://doi.org/10.4337/9781802206173>

## JOURNAL ARTICLES

"Critical Perspectives in Experiential Philanthropy: An Analysis of Course Syllabi," *Journal of Nonprofit Education and Leadership*, March 12, 2025. (with U. Shukla)

<https://doi.org/10.18666/JNEL-2025-12925>

## Charles E. Menifield

### Academic Publications

#### BOOKS

*The Basics of Public Budgeting and Financial Management: A Handbook for Academics and Practitioners*, Fifth Edition, April 23, 2025.

<https://www.bloomsbury.com/us/basics-of-public-budgeting-and-financial-management-9781538184035/>



## JOURNAL ARTICLES

"Patterns of Change in Government Form: A Spatial Analysis of Midwestern Municipalities in the United States," *Territory, Politics, Governance*, May 20, 2025. (with G. Lowatcharin and J. Stallmann)

<https://doi.org/10.1080/21622671.2025.2499002>

"Applying Signal Detection in Police Fatal Encounters with Racial Minorities," *Public Performance & Management Review*, March 14, 2025. (with Y. Rhee)

<https://doi.org/10.1080/15309576.2025.2476571>

"Symbolic Representation in Policing: How Officer Characteristics Shape Police-Suspect Interactions," *Public Management Review*, Dec. 9, 2024. (with Y. Rhee and M. Song)

<https://doi.org/10.1080/14719037.2024.2431882>

"Health Literacy and Patient Compliance: Implications for Public Health Interventions from a COVID-19 Study," *Journal of Health and Human Services Administration*, Dec. 6, 2024. (with D. Hill and G. Van Ryzin)

<https://doi.org/10.1177/10793739241303043>

"Community Policing Policies and the Use of Lethal Force: Revisiting the Effects of Policing Policies on Police Department Organizational Culture," *Deviant Behavior*, July 17, 2024. (with Y. Rhee and G. Shin)

<https://doi.org/10.1080/01639625.2024.2379931>

## Suzanne J. Piotrowski

### Academic Publications

#### BOOK CHAPTERS

"Transnational Approaches to Improving Public Services: The Case of the Open Government Partnership," in *Pathways to Positive Public Administration*, Aug. 9, 2024. (with D. Berliner and A. Ingrams)

<https://doi.org/10.4337/9781803929170.00028>



## JOURNAL ARTICLES

"ThinkBox: An Open Government Agenda for Academics," *Revista de Gestão*, June 17, 2025. (with G. de Brelaz)

<https://doi.org/10.1108/REGE-04-2025-215>

## Norma M. Riccucci

### Academic Publications

#### BOOK CHAPTERS

"Shifting Power Structures in the U.S.: The Rolling Back of Diversity, Equity, and Inclusion Policies," in *Futures for the Public Sector*, March 14, 2025.

<https://doi.org/10.2307/jj.21594840.8>





"Becoming an Expert in the Craft," in *The Craft of Teaching in Public Affairs: Instructors Reflecting on the Tools and Tips of Their Trade*, Oct. 25, 2024.

"DEI and Representative Bureaucracy," in *Handbook on Diversity, Equity, and Inclusion in Public Administration*, Aug. 20, 2024. (with F. Ding)

<https://doi.org/10.4337/9781802206173>

## JOURNAL ARTICLES

"Merit v. Equity, Redux," *Review of Public Personnel Administration*, May 23, 2025.

<https://doi.org/10.1177/0734371X251337499>

"Where Power and Scholarship Collide: Gender and Coauthorship in Public Administration Research," *Public Administration Review*, Jan. 14, 2025. (with L. DeHart-Davis, K. Isett, R. Sims, and A. Smith)

<https://doi.org/10.1111/puar.13923>

"Women's Representation and Federal Employees' Sexual Harassment Experience," *Review of Public Personnel Administration*, Jan. 8, 2025. (with Y. Liu)

## Marlyn Rubin

### Academic Publications

#### JOURNAL ARTICLES

"Equity in Budgeting: U.S. State and Local Government Initiatives," *Journal of Policy Studies*, Dec. 31, 2024. (with J. Bartle and K. Willoughby)

<https://doi.org/10.52372/jps.e673>

"Social Equity in Budgeting: A Roadmap for Practitioners," *Public Finance Journal*, Sept. 18, 2024. (with J. Bartle)

<https://doi.org/10.59469/pfj.2024.33>



## Gregg G. Van Ryzin

### Academic Publications

#### JOURNAL ARTICLES

"Coproduction as a Causal Process," *Policy Studies Journal*, June 17, 2025.

<https://doi.org/10.1111/psj.70053>

"Health Literacy and Patient Compliance: Implications for Public Health Interventions from a COVID-19 Study," *Journal of Health and Human Services Administration*, Dec. 6, 2024. (with D. Hill and C. Menifield)

<https://doi.org/10.1177/10793739241303043>

"Control, Exogeneity, and Directness: Understanding and Designing Quasi- and Natural Experiments," *American Journal of Evaluation*, Sept. 12, 2024. (with D. Remler)

<https://doi.org/10.1177/10982140241265708>



## Kaifeng Yang

### Academic Publications

#### JOURNAL ARTICLES

"Felt Organizational Publicness: Scale Development and Initial Validation," *Public Organization Review*, March 1, 2025. (with Y. Liu and N. Min)

<https://doi.org/10.1007/s11115-025-00822-3>

"Social Equity Amid COVID-19: Examining Health Disparities from the Perspective of Governmental and Social Responsiveness," *American Review of Public Administration*, Sept. 28, 2024. (with M. Chu and J. Peng)

<https://doi.org/10.1177/02750740241284601>

"Behavioral Ethics: Does it Have a Role in Helping Develop a Better Understanding of Administrative Ethics?" *American Review of Public Administration*, Jan. 23, 2025. (with C. Gao and Y. Liu)

<https://doi.org/10.1177/02750740241305413>



## Pengju Zhang

### Academic Publications

#### JOURNAL ARTICLES

"Navigating Local Fiscal Sustainability: Topics and Challenges," *Local Government Studies*, Oct. 13, 2024. (with D. Guo)

<https://doi.org/10.1080/03003930.2024.2408629>

"Which Survey Report to Use? A Revisit to the 1934 Survey of Public Future Scholars, *National Tax Journal*, July 18, 2024. (with B. Hildreth and P. Nguyen-Hoang)

#### REPORTS

"Maximizing the American Rescue Plan Act (ARPA) Funds: Analyzing the Use and Equity of ARPA Funds in New Jersey Local Governments and Beyond," *New Jersey State Policy Lab*, June 2025. (with M. Hayes).

<https://policylab.rutgers.edu/publication/report-release-analyzing-the-use-and-equity-of-arpa-funds-in-nj-local-governments-and-beyond>



## Yahong Zhang

### Academic Publications

#### BOOK CHAPTERS

"Does Leadership Matter? Why and How?" in *Public Sector Ethics: Compliance, Integrity, and Comparison*, 2025. (with R. Sun).

<https://www.routledge.com/Public-Sector-Ethics-Compliance-Integrity-and-Comparison/Reddick-Demir-Perlman/p/book/9781032727288>

#### JOURNAL ARTICLES

"Reporting in a Systemic Corruption Context: Voices of Citizen Witnesses," *Public Integrity*, March 4, 2025. (with N. Lagos)

<https://doi.org/10.1080/10999922.2025.2472925>

"Public Organizational Stewardship: Conceptualization and Application," *Perspectives on Public Management and Governance*, Jan. 16, 2025. (with H. Hsu)

<https://doi.org/10.1093/ppmgov/gvaf001>



# Faculty & Administrative Staff

## FACULTY

### Jin Ai, PhD

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### Ginger Swiston, MBA

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