

Lois M. Warner (Redman-Simmons)
 Assistant Teaching Professor and Teaching Resources Coordinator
 School of Public Affairs and Administration
 Rutgers University-Newark
 111 Washington Street, Newark
 New Jersey 07102
lmrs@newark.rutgers.edu loismwarner@gmail.com
 973-568-4278 (C)

EDUCATION

- 2007** Ph.D. Public Administration
 Rutgers, The State University of New Jersey, School of Public Affairs
 and Administration, Newark
- 2002** M.A. Diplomacy and International Relations
 The Whitehead School of Diplomacy and International Relations, Seton
 Hall University, South Orange, New Jersey
- M.S. International Business
 W. Paul Stillman School of Business, Seton Hall University, South
 Orange, New Jersey
- 1999** B.A. Hon. Humanities, English Major
 Faculty of Humanities, University of the West Indies, Campus at Cave
 Hill, Barbados

Professional Training & Certification

- 2017** Effective Teaching Practices, Association of College and University
 Educators (ACUE)
- 2015** Absorb, Do, Connect: Technologies to Present, Experience and
 Collaborate, Rutgers, The State University of New Jersey
- 2013** Preparation for Teaching Online, City University of New York
- 2010** Creating Collaborative Solutions, Harvard Kennedy School of
 Government, Cambridge, Massachusetts
- 2000** Trade Promotion, Malta Export Trading Corporation, Valletta

- 1994** Auditing of Internal Quality Systems, Stebbing and Partners International, London, England
- Quantitative Managerial Decision Making, Barbados Institute of Management and Productivity
- 1989** Middle Management, Ministry of the Civil Service, Government of Barbados

ACADEMIC APPOINTMENTS

- 2016 -** Assistant Teaching Professor and Teaching Resources Coordinator, School of Public Affairs and Administration Rutgers, The State University of New Jersey, Newark
- 2015** Part-time Lecturer, School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
- Associate Professor (Adjunct), Department of Public Management, John Jay College of Criminal Justice, City University of New York
- Associate Professor (Adjunct), School of Public Affairs (Online), Baruch College, City University of New York
- 2013 – 2014** Associate Professor (Substitute), Department of Public Management, John Jay College of Criminal Justice, City University of New York
- 2009 - 2013** Assistant Professor (Adjunct/Substitute), Department of Public Management, John Jay College of Criminal Justice, City University of New York
- 2009-2010** Assistant Professor (Adjunct), School of Public Affairs, Baruch College, City University of New York
- 2008 - 2009** Assistant Professor (Adjunct), Public Administration Institute, Fairleigh Dickinson University, Teaneck, New Jersey
- Online Instructor (Adjunct), NCPP, School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
- 2007 - 2009** Assistant Professor (Substitute), Department of Public Management, John Jay College of Criminal Justice, City University of New York

- 2007 Summer** Assistant Professor (Adjunct), School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
- 2006** Senior Research Associate
Dr. Frank Thompson, Visiting Professor, School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
Research: Government Agencies, Web-based Research - Medicaid Waivers
- 2004 - 2006** Senior Research Associate
Dr. Marc Holzer, Founding Dean, School of Public Affairs and Administration, and University professor, Rutgers, The State University of New Jersey, Newark
Research: Twentieth Century Urban Revitalization Policy
- 2002 - 2004** Research Associate
The Joseph C. Cornwall Center for Metropolitan Studies, Rutgers, The State University of New Jersey, Newark
Research: Twentieth Century Urban Revitalization Policy
- 2001 - 2002** Graduate Assistant
W. Paul Stillman School of Business, Seton Hall University, South Orange, New Jersey
Responsibility: Faculty Monthly Newsletter
- 2000** Instructor, Division of Fine Arts (Adjunct), Barbados Community College, St. Michael

AWARDS

- 2006 - 2007** Dissertation Fellowship
Graduate School, Rutgers, The State University of New Jersey, Newark
- 2005** Award for Excellent Work as a Senior Research Associate, Graduate School, Rutgers, The State University of New Jersey, Newark
- 2002 - 2006** Graduate Fellowship
Graduate School, Rutgers, The State University of New Jersey, Newark
- 2001 - 2002** Graduate Fellowship
W. Paul Stillman School of Business, Seton Hall University, South Orange, NJ

GRADUATE COURSES TAUGHT IN CLASS

Primarily

Administrative Ethics
 Human Resource Management
 Managing Public and Nonprofit Organizations
 Organizational Theory & Management
 Policy Processes and Policy Analysis
 Political Setting of Public Administration
 Research Methods

Other courses taught

Combatting Terrorist Financing
 Economics for Public Administrators
 International Inspection & Oversight
 Nonprofit Human Resource Management
 Organization Performance Management
 Public Sector Financial Management
 Theory & Practice of Nonprofit Management

GRADUATE COURSES TAUGHT ONLINE

Administrative Ethics
 Economics for Public Administrators
 Human Resource Management
 Managing Public and Nonprofit Organizations
 Organization Theory & Management
 Policy Analysis
 Research Methods

UNDERGRADUATE COURSES TAUGHT IN CLASS

Career Explorations (1 credit course)
 Art and Culture of Public Administration
 Introduction to Human Resource Management
 Professional Business Practices for Artists

RESEARCH AND TEACHING INTERESTS

Research

Research pertaining to effective teaching practices including the use of multimedia, comparative innovation in public administration including public administration education and training, public policy processes, public service motivation and professionalism, and administrative ethics and public sector reform.

Teaching

Public administration and nonprofit management core courses including, public policy processes, administrative ethics, and organization theory and management.

PUBLICATIONS

- 2018 “Teaching through Multimedia: Cartoons and Teaching Public Affairs and Administration.” PA Times Online. July 30
- “Teaching through Multimedia to Bring Humor and Laughter into Public Administration Classrooms.” PA Times Online. April 27
- “Teaching through Multimedia: Adding Diagrams to Enhance Public Administration Course Delivery.” PA Times Online. January 25
- 2017 “Teaching with Multimedia: Studying Public Administration through Movies.” PA Times Online. October, 28
- “Leadership and Innovation.” Global Encyclopaedia of Public Administration, Public Policy, and Governance. (Ed. Ali Farazmand) Springer International Publishing. September
- “Teaching with Multimedia: Creating Better Public Administration Student Discussions with Visual Images.” PA Times Online. July 28
- “Using YouTube in a Public Administration Setting.” With Seth Meyer. PA Times Online. April 28
- Teaching Resources Guide for Public Administration, Fourth Edition. Edited with Marc Holzer and Dan Bee Lee. Washington: National Association of Schools of Public Affairs and Administration, 2017 pp. 176
- “Teaching with Multimedia.” ASPA – PA Times Online. January 27. *Quarterly column for 2017*
- “Ethics and Public Service.” Global Encyclopaedia of Public Administration, Public Policy, and Governance. (Ed. Ali Farazmand) Springer International Publishing. Print ISBN 978-3-319-31816-5. Online 978-3-319-31816-5

Publications in Progress

Policy Process; Agenda Setting; Problem Definition and Public Policy. Global Encyclopaedia of Public Administration, Public Policy, and Governance. (Ed. Ali Farazmand) Springer International Publishing. *3 separate entries - April 2018.*

Book Chapter “Ethical Dilemma, a recurring challenge to public employees” *Ethics: Past, Present and Future Perspectives*. Nova Science Publishers, Inc. *Summer 2018*.

PUBLICATIONS CONT'D

- 2016** “Productivity and Public Sector Management.” Global Encyclopaedia of Public Administration, Public Policy, and Governance. (Ed. Ali Farazmand) Springer International Publishing. Print ISBN 978-3-319-31816-5. Online 978-3-319-31816-5
- 2015** United Nations World Public Sector Report. Synthesized written content as an International Consultant for the publication with the UN 2013-2014
- 2014** “Public Service across the Globe.” PA Times Online, June 20
- 2013** United Nations World Public Sector Report (2015). United Nations Department of Economic and Social Affairs – Contributor to the synthesis of written inputs
- “*Concept Paper on e-Participation*,” United Nations Public Administration Network
- 2012** “*Promoting Whole-of-government Public Service Delivery Through E-government*” Contribution to UNDESA/DPADM, Divisional submission to the Commonwealth Finance Ministers Report
- 2011** Compendium of Good Practices and Innovations in Public Governance: United Nations Public Service Awards Winners and Finalists (2003-2011). Co-authored with Adriana Alberti. United Nations Department of Economics and Social Affairs
- Report on the Ministerial Meeting, United Nations Public Service Awards Forum, Dar es Salaam, Tanzania
- 2010** “*Engaging Citizens to Enhance Public Accountability and Prevent Corruption in Developed and Developing Countries*,” United Nations Public Administration Network
- Report on the Special Meeting for Public Service Awards Coordinators, United Nations Public Service Awards Forum, Dar es Salaam, Tanzania
- Dar es Salaam Communiqué. This document is the result of consensus reached at the parallel workshops held during the forum, and consultation with senior public officials.

Compendium of Good Practices and Innovations in Public Governance: United Nations Public Service Awards Winners and Finalists (2009). Co-authored with Adriana Alberti. United Nations Department of Economics and Social Affairs

- 2009** Contributor to the 2009 United Nations World Public Sector Report. Preparation of References, United Nations Department of Economics and Social Affairs
- 2008** Attraction to Government Public Service Professions: Predicting that Career Decision. Co-authored with Marc Holzer. VDM-Academic Publishing House. Beau-Bassin: Mauritius
- 2006 Contributor to- Research and Information Resources for Public Administration. First Edition. Edited by Marc Holzer, Audrey Redding-Raines and Wenxuan Yu. National Center for Public Productivity, School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
- 2005** Reinventing Newark. Co-authored with Marc Holzer, Elizabeth Strom, and Tony Carrizales. National Center for Public Productivity, School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark

Scholarly Technological Products

- 2017** Teaching Resources Coordinator, developing SPAA Part-time Lecturers' Teaching Resources Organization site in Blackboard (on-going).
- 2015** Research and content development for the Virtual Museum of Public Service (www.vmps.us) School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
- 2013** Online course for African human resources managers, on promoting professionalism, integrity, and ethics in public administration. United Nations Department of Economic and Social Affairs, Division for Public Administration and Development Management
- Annotated outline for online course in Preventing Corruption through Citizen Engagement for United Nations Department of Economic and Social Affairs, Division for Public Administration and Development Management
- Self- assessment Questionnaire for agency readiness for citizen engagement (CESAQ) Drafted for United Nations Department of

Economic and Social Affairs, Division for Public Administration and Development Management

- 2011** Webpage for Community of Practice for Coordinators of Public Service Awards Programs - for United Nations Department of Economic and Social Affairs, Division for Public Administration and Development Management

Unpublished Independent Studies

- 2006** Public Administration and Urban Heritage
2005 Government Funding Policy for the Arts
 The City and Life Long Learning
- 2002** US Foreign Direct Investment and Economic Growth 1991 to 2000

CONFERENCE PAPERS & PRESENTATIONS

- 2018** “Accommodating Asian Students in U.S. Public Administration Programs.” Teaching Public Administration Conference, University of Northumberland, Newcastle upon Tyne, England, U.K. September 10-12.
- 2017** “Cultural Participation and Community Development: 21st Century Newark, NJ.” Northeast Conference on Public Administration (NECoPA) University of Vermont November 3-5, 2017.
- “Cinematic Perspectives of Public Administration for BA & MPA core courses.” 40th Teaching Public Administration Conference. University of Nebraska, Omaha May 31- June 2.
- “Innovation in Public Service delivery.” ASPA Annual Conference. March 17-21, Atlanta Georgia
- “The Virtual Museum of Public Service: A Resource for Teaching Public Administration in a Multimedia World.” Rutgers Online Learning Conference. Rutgers Center for Online and Hybrid Learning and Instructional Technologies. March 13, Somerset, New Jersey
- 2016** “Teaching Public Administration in a Multimedia World.” Panelist and presenter. Northeast Conference on Public Administration. November 11-13 Penn State University, School of Public Affairs, Harrisburg, Pennsylvania
- “Teaching Public Administration in a Multimedia World.” Panelist and presenter, 39th Teaching Public Administration Conference. ASPA Section on Public Administration Education. School of Public Affairs and Administration, Rutgers University- Newark.

- 2014** “Evidence-based Practices and Performance Measurement in New Jersey’s Corrections System” with Deborah Mohammed-Spigner and Marc Fudge. John Jay Internal Conference Athens, Greece
- “UN Careers Workshop” with Mr. Robert Telenta, Regional Security Advisor- Africa, UNDP, for MPA Students, Department of Public Management, John Jay College of Criminal Justice, July 29
- “Career Opportunities at United Nations and Related NGOs” Workshop Presentation with Patricia Nemeth, for MPA Students, Department of Public Management, John Jay College of Criminal Justice, January 23
- 2013** “New York as a Learning City” Faculty Development Day, John Jay College of Criminal Justice, City University of New York, August 27
- 2012** “The role of United Nations Public Administration Country Studies Research in Public Administration” Presented at the Division for Public Administration and Development Management Divisional Substantive Training, NY, December 10-12
- Trust-building Initiatives in Government Reform.” Presented at the 6th SINO-US Conference on Public Administration, Beijing, China. Co-author Haiyan Qian
- 2010** “Promoting Transparency, Accountability and Innovation in Public Service Delivery for Achieving the Millennium Development Goals (MDGs): How has the United Nations Public Sector Awards Program Impacted the Achievement of the MDGs.” United Nations Public Service Day Awards Ceremony and Forum, Barcelona, Spain
- 2009** “Bureaucracy vs. the Public Service Ethos: Contemporary Concepts of Public Service”, New York State Political Science Association 63rd Conference, April 2009, New York (Submitted for Peer Review)
- Panel - Intergenerational Diversity and Recruitment, American Society for Public Administration's 70th Annual Conference, Miami, Florida
- “Efficient Systems of Assessing Correctional Education”, Public Performance Measurement and Reporting Conference, Section - Using performance measurement data for improvement, planning, and budgeting, National Center for Public Performance, Rutgers University-Newark
- 2008** “Graduate Students Attraction to Government Public Service Professions”, Minnowbrook III Conference, Lake Placid, NY, hosted by

the Department of Public Administration, The Maxwell School of Citizenship and Public Affairs Syracuse University

“Internationalizing Public Policy Graduate Courses”. Department of Public Management, John Jay College of Criminal Justice, City University of New York

- 2007** “Graduate Students Attraction to Government Public Service Professions.” Department of Public Administration, Baruch College, City University of New York
- 2006** “Lessons from Past Exhibitions: Reinventing Newark”, Mid-Atlantic Regional Archives Conference and Workshop, Morristown, New Jersey
“Reinventing Newark, Challenges for the Future Discussion”, Newark, New Jersey, sponsored by The Institute on Ethnicity, Culture and the Modern Experience, and the following departments: Urban Education, Public Administration, Social Work, and Journalism. Rutgers, The State University of New Jersey
- 2002 - 2004** Quarterly project reports: Reinventing Newark
Newark Community Representatives
The Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University, Newark
- Quarterly project reports: Reinventing Newark
Rutgers Faculty
The Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University, Newark

SERVICE

- 2018** Chair-Elect ASPA Section on Public Administration Education
- Moderator for the Panel on Perspectives on Government Performance: Comparative Public Administration.
- Coordinator for Member Submissions - ASPA Section on Public Administration Education Quarterly Column *ASPA PA Times Online*
- 2016** Member-at-Large ASPA Section on Public Administration Education
- Chair, Planning Committee, ASPA 39th Teaching Public Administration Conference
- Preparation of Conference Program; Preparation Conference Proceedings
 - Website; Preparation of Index of Conference Preparations.

- Participation in the preparation of a Teaching Public Administration Conference (TPAC) Host Responsibilities and Toolkit with SPAE Chair, Dr. Alexander Heckman, Franklin University – *Forthcoming, 2018*
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- 2012** “Women in Government.” A panel discussion on the experiences of women in government, challenges faced by women in the public sector, and the importance of increased gender diversity. American Society for Public Administration New York Chapter, Baruch MPA Club and John Jay MPA Student Association, Baruch College, NY, April 2
- 2000-2002** First Vice-President, Whitehead Alumni Association Executive Committee, The Whitehead School of Diplomacy and International Relations, Seton Hall University

Memberships

- 2002-** Member of the American Society of Public Administration
- 1992-2002** Member of the International Council of Museums

PRACTITIONER EXPERIENCE

Program Management

- 2012 - 2013** Governance and Public Administration Officer, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, July 2012 – January 2013
- *Public Administration Research, Support to Program Management*
- 2011 - 2012** Governance and Public Administration Officer, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, September 2011 – January 2012
- *Public Administration Research, Office of the Director*
- 2010 - 2011** Governance and Public Administration Officer, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, November 2010 – June 2011
- *Public Administration Research and Administrative duties, Office of the Director*
- 2009 - 2010** Associate Governance and Public Administration Officer, Public Administration Capacity Branch, Division of Public Administration and Development Management, United Nations Department of Economics and Social Affairs

- *Administrator, United Nations Public Service Awards, Support to Program Management*
- 1996 - 2000** Business Development Officer, Export Promotion. Barbados Investment & Development Corporation (BIDC), Ministry of Trade, Barbados
- *Market research and market development in the Caribbean, North America, and Western Europe: designed and implemented export-marketing strategies for cultural products. Provided consultations and workshops on export documentation- BIDC is a quasi-governmental economic development agency responsible for business and industrial development, BIDC also manages 9 industrial estates and a craft village.*
- 1992 - 1996** Design Adviser, Design Center
Barbados Export Promotion Corporation – Now merged with BIDC
- 1991 - 1992** Design Adviser, Industrial Development. Barbados Investment & Development Corporation (BIDC), Ministry of Trade, Barbados
- *Design Management. Planned and implemented design awareness projects, which comprised lecture presentations and workshops to industry sectors and schools. Planned and implemented traveling exhibitions, to promote the export of visual arts in the USA and England. Collaborated within department on the award of Lomé funded design management scholarships.*
- 1987 - 1990** Cultural Officer, Curator, National Cultural Foundation (NCF)
Ministry of Education and Culture, Barbados
- *Contributed to establishing Art Gallery; initiated research and documentation of National Art Collection; managed art gallery activities, which included curating exhibitions, organizing workshops, developing exhibition literature, sales promotion, and public relations. NCF is a quasi-governmental organization responsible for developing cultural awareness and for promoting the visual, literary and performing arts.*

Recent Program Management Experience

- 2015** Assistant Director, Virtual Museum of Public Service, School of Public Affairs and Administration, Rutgers, The State University of New Jersey, Newark
- 2011 - 2012** United Nations Public Administration Network Knowledgebase review, United Nations Public Administration Country Studies Public Administration Knowledgebase
- 2009 - 2011** United Nations Public Service Awards Program, Awards Ceremony, and Forum, Public Administration Capacity Branch, Division of Public

Administration and Development Management, United Nations
Department of Economics and Social Affairs

- 2004 - 2006** “Reinventing Newark” Exhibit, November 2- December 15, 2005, The Paul Robeson Art Gallery, Rutgers, the State University of New Jersey, Campus at Newark, with Marc Holzer. Funded by the New Jersey Humanities Council in Association with the School of Public Affairs and Administration, Rutgers University, Newark
- 2004 - 2005** “Reinventing Newark” Symposium, November 30th, 2005, The Dana Room, John Cotton Dana Library, Rutgers, the State University of New Jersey, Campus at Newark, with Marc Holzer. Funded by the New Jersey Humanities Council in Association with the School of Public Affairs and Administration, Rutgers University, Newark
- 2001 - 2002** Faculty Monthly Newsletter, with Joan Coll, Chair of the Department of Management, W. Paul Stillman School of Business, Seton Hall University, South Orange, NJ - January 2001 to June 2002

INTERNSHIPS

- 2001** Barbados Permanent Mission to the United Nations, New York June to August
US market research for Barbados indigenous products. Report submitted to the Barbados Investment and Development Corporation, Division for Export Promotion
- 1991** Design Council, London, England, July
Design Center, Copenhagen, Denmark, August
- 1992** Italian Chamber of Commerce, Venice, Italy, and Ital Design, Turin, Italy, July
Received instruction on and exposure to design management techniques- Visited selected companies where design was a major aspect of their strategic planning, to learn of the role of design in capturing and maintaining customer interest.
- 1987** Museum of Modern Art of Latin America, Washington, D.C., July
Studio Museum of Harlem, Harlem, New York, August
Museum of Fine Art, Boston, Massachusetts, September
Increased and expanded knowledge, awareness, and exposure to best practices in art gallery management: from conceptualization and installation of exhibitions to sales, customer relations, and evaluation.

COMPUTER COMPETENCY

- Two semesters Canvas Learning Management System – Online course design and delivery
- One year eCollege Learning Management System – Online course design and delivery (Teaching Assistant, Instructor)
- 8 years Blackboard Education Software use in course delivery; 2 years database management; 15 years web-based research
- One year eCollege Learning Management System – Online course design and delivery
- 18 years computer use including office software packages (MS Word, Publisher, PowerPoint, Excel, Word Perfect, Statistical Package for the Social Sciences and others)