

Marilyn Marks Rubin
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Education and Honors

Degrees

Bachelor of Arts, Economics, Douglass College, Rutgers University
Master of Arts, Economics, NYU
Ph.D., Public Administration, Wagner School of Public Service, NYU
Dissertation: The Suburbanization of Industry and Its Effects Upon Labor Force
Participation Rates of Suburban Women

Honors and Awards

Fellow, National Academy of Public Administration
Nesta Gallas Award for Exemplary Professionalism in Public Service from the American Society
for Public Administration
Paul Posner Pracademic Award from the Association for Budgeting and Financial Management
Listed in Who's Who in America
Member, Pi Alpha Alpha, National Honor Society in Public Administration
Distinguished Research Award, Section for Women in Public Administration of the American
Society for Public Administration

Academic And Professional Experience

Academic Experience

Distinguished Research Fellow, 2018-present. School of Public Affairs and Administration
(SPAA), Rutgers University, Newark, NJ
Affiliated Faculty, 2018-present. Rutgers Law School Center for Law, Inequality and
Metropolitan Equity (CLiME), Rutgers University, Newark, NJ
Professor and MPA Program Director, 1987-2018. Department of Public Management, John Jay
College, City University of New York (CUNY)
Professor, 1994-2018. PhD Program in Criminal Justice, City University of New York (CUNY)
Associate Professor of Public Administration and Economics, 1980-1986. Milano School for
Management and Public Policy, NYC
Assistant Professor of Public Administration, 1976-1980. Wagner School of Public Service,
NYC
Instructor of Economics, 1973-1976. William Paterson College, Wayne, NJ
Visiting Professor, 2008. Jiangxi University, Nanchang, China
Visiting Professor, 2009. Externado University, Bogota, Columbia
Visiting Professor, 2010 and 2014. Getulio Vargas Foundation, Centre for Social Policies, Rio de
Janeiro, Brazil
Visiting Professor, 2010. Xiamen University, Xiamen, China

Professional Experience

Partner, 1984-present. Urbanomics, Wayne, New Jersey

Provide consulting services to public/private sector clients in economic development, fiscal policy, economic impact analysis, performance measurement, and strategic planning. Clients have included: New York City Deputy Mayor for Economic Development; New York City Office of Management and Budget (OMB); Moody's Investors Service; U.S. Economic Development Administration (EDA); Newark Economic Development Corporation; Jersey City Economic Development Corporation; Camden Office of Economic Development; Passaic County Office of Economic Development; Port Authority of New York and New Jersey; New Jersey Department of Commerce; New Jersey Department of the Treasury; New Jersey Meadowlands Commission; New York State Tax Reform and Fairness Commission; Queens County Economic Development Corporation; Staten Island Economic Development Corporation; U.S. Government Accountability Office (GAO); South Bronx Economic Development Corporation; Interpol; United Nations Office on Drugs and Crime

Consultant, 1980-1984. NYC Office of Management and Budget. Advisor to Deputy Director; Prepared budget policy papers; Directed study of the New York City Corporate Income Tax.

Consultant, 1976-1980. NYC Office of the Deputy Mayor for Economic Development. Advisor to Deputy Mayor on Tax Policy; Directed Tax Policy Task Force; Directed planning grant from the U.S. Economic Development Administration (EDA); Provided technical assistance to NYC counties in their preparation of Economic Development Plans.

Deputy Director of Research and Evaluation, 1971-1973. Model Cities Program, Paterson, New Jersey.

Scholarship and Professional Development

Publications: Refereed Academic Journal Articles

Rubin, Marilyn M., John Bartle and Katherine Willoughby. 2025. "Equity in Budgeting: U.S. State and Local Government Initiatives" *Journal of Policy Studies*, 2024, 39(4):103-122. <https://doi.org/10.52372/jps.e673>

Bartle, J., & Rubin, M. 2024. "Social Equity in Budgeting: A Roadmap for Practitioners." *Public Finance Journal*, 1(2), 93–103. <https://doi.org/10.59469/pfj.2024.33>.

Rubin, Marilyn M. and John R. Bartle (2023). "Equity in Public Budgeting: Lessons for the U.S." *Journal of Social Equity and Public Administration*, 1(2), 11–25.

Rubin, Marilyn M. and John R. Bartle (2023). "Gender-Responsive Budgeting: A Budget Reform to Address Gender Inequity." *Public Administration*, 101(2), 391-405.

Rubin, Marilyn M. and John R. Bartle (2021). "Debate: Gender Responsive Budgeting—Moving Toward Equity for Women and Men." *Public Money & Management*, 41(7), 502-503.

- Rubin, Marilyn M. and Katherine G. Willoughby (2021). "The Impact of COVID-19 on State Budgets: Comparisons with the Great Recession." *Public Budgeting & Finance*, 41(3), 22-41.
- Miller-Jones, Dalton and Marilyn M. Rubin (2021). "Equity in Education: A Restorative Justice Approach." *Journal of Public Management & Social Policy*, 27(1), 22-43.
- Rubin, Marilyn M. and Wendy Nicholson (2020). "The People's Voice, The People's Choice: An Overview of Participatory Budgeting in the United States." *Chinese Public Administration Review*, 11(1), 25-45.
- Rubin, Marilyn M. and Carol Ebdon (2020). "Participatory Budgeting: Direct Democracy in Action." *Chinese Public Administration Review*, 11(1), 1-5.
- Rubin, Marilyn M., Mary E. Guy and Sharon Mastracci (2020). "Gender Equity." *Public Integrity*, 22(1), 108-110.
- Oliveira, Fatima and Marilyn M. Rubin (2013). "Public Administration Education in Brazil: Evolution Challenges, and Opportunities." *Journal of Public Affairs Education*, 19(4), 635-655.
- Yu, Wenxuan and Marilyn M. Rubin (2011). "An Executive MPA Program for China: Lessons from the Field." *Journal of Public Affairs Education*, 18(3), 545-564.
- Rubin, Marilyn M (2009). "Gender-Responsive Budgeting: Moving Women in China Further Along the Road to Equality." *Chinese Public Administration Review*, 6(1/2), 27-40.
- Rubin, Marilyn M. and Katherine G. Willoughby (2009). "Financial Management Grades for the States: A Prospective Use." *Public Budgeting & Finance*, 29(1), 49-67.
- Rubin, Marilyn M., Richard Culp and Peter Mameli (2008). "Using Cross-National studies to Illuminate the Crime Problem: One Less Data Source Left Standing." *Journal of Contemporary Criminal Justice*, 24(1), 50-68.
- Barclay, Gordon, Michael Rose and Marilyn M. Rubin (2006). "Improving Knowledge on Crime: Towards Better Data." *Forum on Crime and Society*, 5(1), 131-135.
- Rubin, Marilyn M. and John R. Bartle (2005). "Integrating Gender into Government Budgets: A New Perspective." *Public Administration Review*, 65(3), 259-272.
- Rubin, Marilyn M (2002). "Women in ASPA in the 1990s: A Decade of Progress but Still a Way to Go." *Public Administration Review*, 60(1), 61-71.
- Rubin, Marilyn M (1994). "Can a Re-Orchestration of Historic Themes Reinvent Government? A Case Study of the Empowerment Zones and Enterprise Communities Act of 1993." *Public Administration Review*, 54(2), 161-169.
- Rubin, Marilyn M. (1991). "Urban Enterprise Zones: Do They Work?" *Public Budgeting & Finance*, 10(4), 3-17.
- Rubin, Marilyn M. (1990). "Women in ASPA: The Fifty-Year Climb Toward Equality." *Public Administration Review*, 50(2), 277-287.
- Rubin, Marilyn M. and Edward J. Trawinski (1991). "New Jersey's Urban Enterprise Zones: A Program That Works." *The Urban Lawyer*, 23(3), 461-471.
- Rubin, Marilyn M. and Fran Joseph (1988). "The New York City Property Tax: A Case Study in Structural Change and Administrative Response." *Property Tax Journal*, 7(1), 85-100.
- Kweit, Catharine and Marilyn M. Rubin (1983). "Local Business Taxes and Fees." *Proceedings of the Annual Conference on Taxation* (National Tax Association-Tax Institute of America), 76, 190-199.
- Rubin, Marilyn M. (1977). "The Suburbanization of Industry and Its Effects Upon Labor Force Participation Rates of Suburban Women." *Real Estate Economics*, 5(1), 111-127.

Publications: Books and Invited Book Chapters

- Rubin, Marilyn M. and John R. Bartle (2022). "Gender Responsive Budgeting: A Global Perspective." In *Handbook of Gender and Public Administration*. Patricia M. Shields and Nichole Elias, eds. Northampton, MA: Edward Elgar Publishing Ltd.
- Rubin, Marilyn M., Fatima Oliveira and Wendy Nicholson (2020). "Racial Equity in Brazil." In *Global Equity in Public Administration: Nervous Areas of Governments*. Susan Gooden, ed. New York: Routledge.
- D'Agostino, Maria J. and Marilyn M. Rubin, eds. (2017). *Governing in a Global World: Women in Public Service*. New York: Routledge.
- Rubin, Marilyn M. and Wenxuan Yu (2017). "Women Governing in China: Not Yet Holding Up Half the Sky." In *Governing in a Global World: Women in Public Service*. Maria J. D'Agostino and Marilyn M. Rubin, eds. New York: Routledge.
- Rubin, Marilyn M. (2017). "Women in Public Service: A Long Slow Path to Gender Equality." In *Governing in a Global World: Women in Public Service*. Maria J. D'Agostino and Marilyn M. Rubin, eds. New York: Routledge.
- Guy, Mary E. and Marilyn M. Rubin, eds. (2015). *Public Administration Evolving: Foundations to the Future*. New York: Routledge.
- Guy, Mary E. and Marilyn M. Rubin (2015). "Looking Back, Moving Forward." In *Public Administration Evolving: Foundations to the Future*. Mary E. Guy and Marilyn M. Rubin, eds. New York: Routledge.
- Rubin Marilyn M. and Nancy Mantell (2015). "Revenue Forecasting and Revenue Estimation." In *Encyclopedia of Public Administration and Public Policy*, 2nd Edition. New York: CRC Press.
- Rubin, Marilyn M. and Katherine G. Willoughby (2014). "Measuring Government Performance: The Intersection of Strategic Planning and Performance Budgeting." *Developments in Strategic Planning and Public Management*. Paul Joyce, John Bryson and Marc Holzer, eds. New York: Palgrave Macmillan Publishers.
- Rubin, Marilyn M. and Katherine G. Willoughby, eds. (2014). *Sustaining the States: The Fiscal Viability of American State Governments*. New York: CRC Press, Taylor & Francis.
- Ebel, Robert and Marilyn M. Rubin (2014). "A Vision of the Future: Sustainability of the States." In *Sustaining the States: The Fiscal Viability of American State Governments*. Marilyn M. Rubin and Katherine G. Willoughby, eds. New York: CRC Press, Taylor & Francis.
- Rubin, Marilyn M. and Michael Walker (2014). "Interpol." *Encyclopedia of Criminology and Criminal Justice*. 1-6.
- Rubin, Marilyn M. and John R. Bartle (2010). "Women in Government Budgeting and Financial Management." In *Women in Public Administration*. Maria D'Agostino and Helisse Levine, eds. Sudbury, MA: Jones & Bartlett.
- Rubin, Marilyn M., Nancy Mantell and J.L. Peters (1999). "Revenue Forecasting and Estimation Practices." In *Handbook on Taxation*. Bart Hildreth and Jim Richardson, eds. New York: Marcel Dekker.
- Johnson, Craig and Marilyn M. Rubin (1998). "The Municipal Bond Market: Structure and Changes." In *Handbook of Public Finance*. Fred Thompson and Mark Green, eds. New York: Marcel Dekker.

- Rubin, Marilyn M. (1995). "Business Tax Incentives and Economic Development." In *Taxation of Business Property*. John Bowman, ed. Westport, CT: Praeger Publishers.
- Rubin, Marilyn M. (1991). "Urban Enterprise Zones in New Jersey: Have They Made a Difference?" In *Enterprise Zones: New Directions in Economic Development*. Roy E. Green, ed. London: Sage Publications

Publications: Non-Refereed Practitioner Outlets and Commissioned Reports

- Rubin, Marilyn M., John R. Bartle and Katherine G. Willoughby (2022). *Equity in Budgeting: An Overview of U.S. State and Local Government Initiatives*. New Jersey State Policy Lab, Rutgers University, New Brunswick, NJ.
- Troutt, David, Marilyn M. Rubin and Wendy Nicholson (2022). *Investing in the Equitable State: How New Jersey's Tax Incentive Programs Fail to Bring Equitable Growth*. Rutgers Law School Center for Law, Inequality and Metropolitan Equity (CLiME), Rutgers University, Newark, NJ.
- Bartle, John R. and Marilyn M. Rubin (2021). "Infusing Equity into Public Budgets: The Gender Perspective." *ASPA Times*, March 15.
- Rubin, Marilyn M. and Don Boyd (2013). *New York State Business Tax Credits: Analysis and Evaluation*. Study commissioned by the New York State Tax Reform and Fairness Commission.
- Rubin, Marilyn M. (2011). *A Guide to New York City Taxes*. Prepared for The Peter J. Solomon Foundation.
- Rubin, Marilyn M. (2010). *A Guide to New York City Taxes*. Prepared for The Peter J. Solomon Foundation.
- Rubin, Marilyn M. (2010). *Comprehensive Economic Development Plan for Jersey City, New Jersey*. Principal investigator and primary author. Prepared for the Jersey City Office of Economic Development.
- Rubin, Marilyn M. (2009). *Comprehensive Economic Development Plan for Staten Island, New York*. Principal investigator and primary author. Prepared for the Staten Island Economic Development Corporation.
- Rubin, Marilyn M. (2007). *The New Jersey Meadowlands Commission: A Comprehensive Action Plan*. Principal investigator and primary author. Prepared for the New Jersey Meadowlands Commission.
- Col, Jeanne Marie, Marilyn M. Rubin and Paul Posner (2006). *Results-Based Management in Thailand: A Formative Evaluation*. Prepared for the Thailand Office of the Public Sector Development Corporation.
- Rubin, Marilyn M. (2006). *Comprehensive Economic Development Plan for Newark, New Jersey*. Principal investigator and primary author. Prepared for Newark Economic Development Corporation.
- Rubin, Marilyn M. (2005). *Comprehensive Economic Development Plan for Staten Island, New York*. Principal investigator and primary author. Prepared for Staten Island Economic Development Corporation.
- Rubin, Marilyn M. (2001). *Comprehensive Economic Development Plan for Newark, New Jersey*. Principal investigator and primary author. Prepared for Newark Economic Development Corporation.

- Rubin, Marilyn M. (2000). *Paterson, New Jersey Urban Enterprise Zone Strategic Economic Plan*. Principal investigator and primary author. Prepared for Paterson Office of Economic Development.
- Rubin, Marilyn M. (1999). *Evaluation of the New Jersey Urban Enterprise Zone Program*. Principal investigator and primary author. Prepared for the New Jersey Department of Commerce.
- Rubin, Marilyn M. (1996). *Comprehensive Economic Development Plan for Newark, New Jersey*. Principal investigator and primary author. Prepared for Newark Economic Development Corporation.
- Rubin, Marilyn M. (1993). *Comprehensive Economic Development Plan for Camden New Jersey*. Principal investigator and primary author. Prepared for the City of Camden, New Jersey.
- Rubin, Marilyn M. (1988). *Evaluation of the New Jersey Urban Enterprise Zone Program*. Principal investigator and primary author. Prepared for the Office of Urban Programs, New Jersey Department of Commerce.
- Rubin, Marilyn M. and Regina Armstrong. (1988). *Analysis of the New Jersey Sales Tax and the New Jersey Business Income Tax*. Principal investigator and co-author. Prepared for the New Jersey State and Local Expenditure and Revenue Policy Commission.
- Rubin, Marilyn M. (1984). *Comprehensive Economic Development Plan for Queens, New York*. Principal investigator and primary author. Prepared for the Queens Economic Development Corporation.
- Rubin, Marilyn M. (1984). *Comprehensive Economic Development Plan for the South Bronx Economic Development Corporation*. Principal investigator and primary author. Prepared for the South Bronx Office of Economic Development.
- Rubin, Marilyn M. (1980). *Taxes and Tax Policy in New York City*. Principal investigator and primary author. Prepared for the Director of the New York City Office of Management and Budget and the NYC Deputy Mayor for Economic Development.

Invited Papers and Selected Presentations at Professional Meetings and Conferences

- “Equity in Congressional Budget Justifications.” Presented at the 2024 Public Finance and Budgeting Northeastern Workshop, Rutgers University, Newark, May 2024.
- “Equity in Agency Performance Assessment.” Presented at the annual meeting of the American Society for Public Administration, April 2024, Minneapolis MN
- “Following the Money: Equity in Government Budgets.” Presented at the annual meeting of The American Society for Public Administration, March 2023 (Virtual).
- “Equity in Budgeting: An Overview of U.S. State Initiatives.” Presented at the annual meeting of the American Society for Public Administration, March 2022 (Virtual).
- “Achieving Gender Equity: The Role of Gender-Responsive Budgeting.” Invited paper presented at the 1921 Budget and Accounting Act Centennial Conference, June 2021 (Virtual).
- “Gender-Responsive Budgeting: A Way for Governments to Advance Equity for Women and Girls.” Invited Keynote address presented at the 100th anniversary of Xiamen University, Xiamen, China, April 2021 (Virtual).
- “Advancing Gender Equity: The Role of Gender-Responsive Budgeting.” Presented at the *Public Administration Review* Symposium on Representative Bureaucracy, George Washington University, February 2021 (Virtual).

- “Gender Budgeting: A Global Perspective.” Presented at the annual meeting of the American Society for Public Administration, March 2021 (Virtual).
- “From Diversity to Inclusion to Power: Assessing the Progress of Women and People of Color in NASPAA.” Presented at the annual meeting of NASPAA, Los Angeles, California, October 2019.
- “A Global View of Gender Budgeting.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2019.
- “Gender Budgeting in North America.” Presented at the International Conference on Gender Budgeting and Participatory Budgeting, Fort Hare University, Alice, South Africa, November 2018.
- Women in the National Academy of Public Administration and the American Society for Public Administration: An Historical Perspective.” Presented at the annual meeting of the National Academy of Public Administration, Washington, D.C., November 2018.
- “Mission, Innovation and Results: Do Modern State Revenue Departments Meet the Mark?” Presented at the annual meeting of the American Society for Public Administration, Denver, Colorado, March 2018.
- “Gender Budgeting in the United States: Lessons from San Francisco.” Presented at the IASIA-LAGPA Joint Conference, Lima, Peru, July 2018.
- “Federal Tax Reform: Implications for State Governments.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2017.
- “Participatory Budgeting: Direct Democracy in Action.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Seattle, Washington, October 2016.
- “Debt Ratings of the U.S. States: Is There a Rating Agency Difference?” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2015.
- “Fiscal Sustainability.” Presented at the conference on Sustainability: Challenges and Opportunities, Getulio Vargas Foundation, Rio de Janeiro, Brazil, August 2015.
- “Fiscal Sustainability of the States: Learning from the Past, Understanding the Future.” Presented at the annual meeting of the Association for Budgeting and Financial Management, New York, New York, October 2013.
- “Measuring Government Performance: The Intersection of Strategic Planning and Performance Budgeting.” Presented at the annual meeting of the American Society for Public Administration, New Orleans, Louisiana, March 2013.
- “The U.S. Budget Process: The Route for Foreign Aid.” Presented at symposium at Ilia University, Tbilisi, Georgia, May 2012.
- “State Budget Balancing Strategies: Riding into the Future on Lessons Learned in the Past.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2010.
- “Bringing in the Money: Measuring Performance of State Departments of Revenue.” Presented at the 6th Transatlantic Dialogue Conference, Siena, Italy, June 2010.
- “Teaching Management: The MPA Approach.” Presented at the Latin American Council of Management Schools (CLADEA), Guayaquil, Ecuador, November 2009.

- “Good Management, Less Stress? The Relationship between Financial Management Grades and Fiscal Performance in State Government.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2009.
- “The New Jersey Meadowlands Commission: Measuring and Tracking Performance.” Presented at the 4th Sino-U.S. International Conference on Public Administration, Newark, New Jersey, June 2008.
- “Gender Budgeting in the United States: The San Francisco Experience.” Presented at the Korean Women’s Development Institute’s International Symposium on Gender Budgeting, Seoul, South Korea, October 2007.
- “Integrating Performance Measures into Budget Decisions: A Local Government Perspective.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2007 .
- “Are Bad Cross-National crime Data Better than No Data?” Presented at the annual meeting of the American Society of Criminology, Los Angeles, CA, October 2006.
- “Gender-Responsive Budgeting: Moving Women in China Further Along the Road to Full Equality.” Presented at the 3rd Sino-U.S. International Conference for Public Administration, Beijing, China, June 2006.
- “Cross-National Comparisons of Rape Rates: problems and Issues.” Presented at the ECE-UNODC Meeting on Crime Statistics, Geneva, Switzerland, November 2004.
- “International Crime Statistics: What do They Tell Us?” Presented at the United Nations Expert Meeting on the World Crime and Justice Report, Turin, Italy, June 2003.
- “Fiscal Decentralization: Implications for Tourism.” Presented at the United Nations Colloquium on Regional Governance, Cancun, Mexico, February 2002.
- “Municipal Revenue Forecasting.” Presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, D.C., October 2000.
- “Women in Government: An Assessment of Progress.” Presented at the New York University Seminar on Gender and Race Issues, New York, New York, July 2000.

Professional Activities

- Representative of Governor on the NJ Public Employees’ Retirement System (PERS) Board of Trustees, 2003-present
- Member, Executive Board of National Academy of Public Administration Executive Committee, 2022-present
- Member, Editorial Board, *Journal of Social Equity and Public Administration*, 2022-present
- Fulbright Senior Specialist, 2010-present
- Chair, Social Equity Leadership Conference sponsored by NAPA and the School of Public Affairs and Administration at Rutgers University, Newark, NJ, June 2019
- Co-Chair, Standing Committee on Intergovernmental Systems, NAPA, 2017-2019
- Faculty Advisor, The Volcker Alliance Truth and Integrity in State Budgeting Project, 2017-2018
- Member, Editorial Board, *Public Budgeting & Finance*, 1994-2018
- Member, Editorial Board, *Public Administration Review*, 1994-2018
- Member, Economic Advisory Board, Ways and Means Committee, NYS Assembly, 1988-2019
- Member, Property Tax Advisory Board, NYC Department of Finance, 1982-2018
- Member, NYC Council Task Force on Economic Development Tax Expenditures, 2015-2016
- Treasurer, International Chapter, ASPA, 2010-2013

Member, Standards Committee, NASPAA, 2006-2012
Member, Executive Council, NASPAA, 2001-2003
Chair, ABFM, 1994-1995
Member, Executive Council, Phi Alpha Alpha, 1993-1999
Member, Economic Advisory Board, NYC Office of Management and Budget, 1980-1984
Member, Economic Advisory Board, Finance Committee of the City Council, NYC, 1980-1984
Member, Economic Consultants Panel, Internal Revenue Service, 1981-1984
Member, Property Tax Advisory Board, NYC Department of Finance, 1982-2018

University Courses Taught

Graduate-Doctoral Courses

Public Finance

Graduate-Masters Courses

Public Budgeting and Finance

Research Methods

Social Equity and Public Policy

Intergovernmental Relations

Economics

Strategic Planning

Undergraduate Courses

Statistics

Urban Economics

Micro-Economics

Public Policy

Money and Banking