
Marilyn Marks Rubin
25 Vale Road, Wayne, New Jersey, 07470
Phone: 973.839.1764 (H); 973.353.3579 (O); 201.665.7635 (C)
E-mail: Marilyn.rubin@rutgers.edu; mmr2@optonline.net

Summary of Qualifications

Distinguished Research Fellow, Rutgers School of Public Affairs and Administration (SPAA); 30 years as Professor of Public Administration and Economics, and Director of the MPA Program, at John Jay College of the City University of New York (CUNY); More than 35 years of experience working as a consultant and advisor to high-level government officials in the U.S. and abroad on projects related to economic development, fiscal policy, gender budgeting, and strategic planning; member of economic advisory boards to elected officials at the U.S. federal, state and local levels of government; former Chairperson of The Association for Budgeting and Financial Management of the American Society for Public Administration; member of editorial boards of *Public Administration Review* and *Public Budgeting and Finance*. Editor and author of books, book chapters and articles in professional journals including the *Public Administration Review* and *Public Budgeting and Finance*. Visiting professor at several universities outside the U.S. including Xiamen University, Xiamen, China and Jiangxi University, Nanchang, China; Fulbright Specialist Advisor in Ecuador and Brazil; elected fellow in the National Academy of Public Administration (NAPA).

Education

- Ph.D. Public Administration, Wagner School of Public Service, New York University, New York, NY
- M.A. Economics, New York University, New York, NY
- B.A. Economics, Douglass College, Rutgers University, New Brunswick, NJ

Academic Experience

- 2018-Present Distinguished Research Fellow, Rutgers University School of Public Affairs and Administration Newark, New Jersey (SPAA); Affiliated Faculty, Rutgers Law School Center for Law, Inequality and Metropolitan Equity (CLiME).
- 1994-2018 Doctoral Faculty, City University of New York (CUNY). Taught courses in Political Science PhD Program on public finance.
- 1987-2018 MPA Program Director and Professor of Public Administration and Economics John Jay College, City University of New York (CUNY)
Taught courses in budgeting, economics, and research methods.
- Summer 2014 Visiting Professor, Getulio Vargas Foundation, Centre for Social Policies, Rio de Janeiro, Brazil. Lectured on government budgeting.
- Summer 2010 Visiting Professor, Xiamen University, Xiamen, China.
Lectured on American government, performance management and public finance.

- Spring 2010 Visiting Professor, Getulio Vargas Foundation, Centre for Social Policies, Rio de Janeiro, Brazil.
Lectured on educating for public service. Provided technical assistance for MPA Program revision.
- Summer 2009 Visiting Professor, Externado University, Bogota, Columbia.
Lectured on taxation and performance measurement.
- Fall 2008 Visiting Professor, Jiangxi University, Nanchang, China.
Lectured on government budgeting and taxation.
- 1980-1986 Associate Professor Public Administration and Economics
Milano School for Management and Public Policy
New York City, New York
- 1976-1980 Assistant Professor Public Administration
Wagner School of Public Service, New York University
New York City, New York
- 1973-1976 Instructor Economics
William Paterson College
Wayne, New Jersey

Professional Experience

- 1984- 2017 Partner, *Urbanomics*, Wayne, NJ.

A women-owned firm that provided consulting services to public and private sector clients in economic development, fiscal policy, economic impact analysis, performance measurement, and strategic planning. Clients included: US 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; New York City Office of Management and Budget (OMB); Moody's Investors Service; Interpol; United Nations Office on Drugs and Crime.
- 1980-1984 Consultant to the Deputy Director, NYC Office of Management and Budget.
Prepared budget policy papers for Budget Director. Directed study of the NYC Corporate Income Tax.
- 1976-1980 Consultant to the Deputy Mayor for Economic Development, New York City, NY.
Directed Tax Policy Task Force. Directed economic development planning grant from the US Economic Development Administration (EDA). Provided technical assistance to NYC boroughs in their preparation of Economic Development Plans.

1971-1973 Deputy Director Research and Evaluation, Model Cities Program, Paterson, NJ.

Publications

Rubin, Marilyn and John Bartle. 2021. "Gender Responsive Budgeting: A Global Perspective." In *Handbook of Gender and Public Administration*. Patricia M. Shields, ed. Northampton (MA): Edward Elgar Publishing Ltd.

Bartle, John and Marilyn Rubin. 2021. "Infusing Equity into Public Budgets: The Gender Perspective." *ASPA Times*, March 15, 2021.

Miller-Jones Dalton and Marilyn Rubin. 2021. "Equity in Education: A Restorative Justice Approach." *Journal of Public Management & Social Policy*, 27:1, 22-43.

Rubin, Marilyn, Fatima Oliveira & Wendy Nicholson. 2020. "Racial Equity in Brazil." In *Global Equity in Administration: Nervous Areas of Governments*, Susan Gooden, ed. New York: Routledge.

Rubin, Marilyn 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 and Carol Ebdon. 2020. "Participatory Budgeting: Direct Democracy in Action." *Chinese Public Administration Review*, 11:1, 1-5.

D'Agostino, Maria and Marilyn M. Rubin, eds. 2017. *Governing in a Global World: Women in Public Service*. New York: Routledge.

Rubin, Marilyn. 2017. "Women in Public Service: A Long Slow Path to Gender Equality." In *Governing in a Global World: Women in Public Service*. D'Agostino, Maria J. and Marilyn Rubin, eds. New York: Routledge.

Guy, Mary E. & Marilyn M. Rubin, eds. 2015. *Public Administration Evolving: From Foundations to the Future*. New York: Routledge.

Guy, Mary E. & Marilyn M. Rubin. 2015. "Looking Back, Moving Forward." In *Public Administration Evolving: Foundations to the Future*, Guy, Mary E. & Marilyn M. Rubin, eds. New York: Routledge.

Rubin, Marilyn M. & Nancy Mantell. 2015. "Revenue Forecasting and Revenue Estimation." In *Encyclopedia of Public Administration and Public Policy*, Second Edition. New York: CRC Press.

Rubin, Marilyn M. & Katherine Willoughby. 2014. "Measuring Government Performance: The Intersection of Strategic Planning and Performance Budgeting." In *Developments in Strategic Planning and Public Management*, Joyce, Paul, John Bryson & Marc Holzer, eds. New York: Palgrave Macmillan.

Rubin, Marilyn M. & Katherine G. Willoughby eds. 2014. *Sustaining the States: The Fiscal Viability of American State Governments*. New York: CRC Press, Taylor & Francis Group.

Ebel, Robert & Marilyn M. Rubin. 2014. "A Vision of the Future: Sustainability of the States." In *Sustaining the States: The Fiscal Viability of American State Governments*. Rubin, Marilyn M. & Katherine Willoughby, eds. CRC Press, Taylor & Francis Group.

Oliveira, Fátima Bayma & Marilyn M. Rubin. 2013. "Public Administration Education in Brazil: Evolution, Challenges, and Opportunities." *Journal of Public Affairs Education*, 19(4), 635–655.

Rubin, Marilyn M. 2011. *A Guide to New York State Taxes*. New York City: Peter J. Solomon Foundation.

Rubin, Marilyn M. 2010. *A Guide to New York City Taxes*. New York City: Peter J. Solomon Foundation.

Rubin, Marilyn M. and Wenxuan Yu. 2011. "An Executive MPA Program for China: Lessons from the Field." *Journal of Public Affairs Education*, 18(3),545–564.

Rubin, Marilyn M. & John Bartle. 2010. "Women in Government Budgeting and Financial Management." In *Women in Public Administration*. D'Agostino, Maria & Helisse Levine, eds. Sudbury Mass: Jones & Bartlett.

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. & Katherine Willoughby. 2009. "Financial Management Grades for the States: A Prospective Use." *Public Budgeting and Finance*, 29 (1), 49-67.

Rubin, Marilyn M., Richard Culp, & 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.

Col, Jeanne Marie, Marilyn Rubin & Paul Posner. 2006. *Results-Based Management in Thailand: A Formative Evaluation*. Thailand Office of the Public Sector Development Corporation.

Rubin, Marilyn M. & John 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., Nancy Mantell & J.L. Peters. 1999. "Revenue Forecasting and Estimation Practices." *Handbook on Taxation*. Bart Hildreth and Jim Richardson, eds. New York: Marcel Dekker.

Johnson, Craig & Marilyn M. Rubin. 1998. "The Municipal Bond Market: Structure and Changes." *Handbook of Public Finance*, Thompson, Fred & 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. 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 in New Jersey: Have They Made a Difference?" *Enterprise Zones: New Directions in Economic Development*. Green, Roy E. ed. London: Sage Publications.

Rubin, Marilyn M. 1991. "Urban Enterprise Zones: Do They Work?" *Public Budgeting and 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.

Selected Professional Projects and Reports

Business Tax Incentives: What About Equitable Economic Development? 2021. Primary author of report prepared for the Rutgers Law School Center for Law, Inequality and Metropolitan Equity.

New York State Business Tax Credits: Analysis and Evaluation. 2013. Primary author of study commissioned by the New York State Tax Reform and Fairness Commission.

A Comprehensive Economic Development Strategy for Jersey City, New Jersey. 2010. Principal investigator and primary author.

The New Jersey Meadowlands Commission: A Comprehensive Action Plan. 2007. Principal investigator and primary author.

Comprehensive Economic Development Strategy for Newark, New Jersey. 2006, 2001 and 1996. Principal investigator and primary author.

Comprehensive Economic Development Strategy for Staten Island, NY. 2009 and 2005. Principal investigator and primary author.

Comprehensive Economic Development Strategy for Queens, NY. 2004. Principal investigator and primary author .

Paterson New Jersey Urban Enterprise Zone Strategic Economic Plan. 2000. Principal investigator and primary author.

Evaluation of the New Jersey Urban Enterprise Zone Program. 1988 and 1999. Principal investigator and primary author.

Evaluation of the Fiscal and Economic Impact of the Jacob Javits Convention Center on NYC. Co-author.

Evaluation of the Fiscal and Economic Impact of Madison Square Garden on New York City. Co-author.

Analysis of Economic Trends for Small Businesses in New York City. Co-author.

Analysis of the New Jersey Sales Tax and the New Jersey Business Income tax for the New Jersey State and Local Expenditure and Revenue Policy Commission. Co-author.

Selected Presentations

Advancing Gender Equity: The Role of Gender-Responsive-Budgeting . Presented at *Public Administration Review Symposium on Representative Bureaucracy*, George Washington University, February 2021 (virtual).

Gender Budgeting: A Global Perspective. Presented at annual meeting of ASPA, March, 2021 (Virtual).

From Diversity to Inclusion to power: Assessing the Progress of Women and People of Color in NASPAA. Presented at annual meeting of NASPAA, Los Angeles, California, October 2019.

A Global View of Gender Budgeting. Presented at Association for Budgeting and Financial Management Annual Conference, Washington, D.C., October 2019.

Women in the National Academy of Public Administration (NAPA) and the American Society for Public Administration (ASPA): Historical Perspective. Presented at annual meeting of NAPA, Washington, D.C. November, 2018.

Mission, Innovation and Results: Do Modern State Revenue Departments Meet the Mark? Presented at American Society for Public Administration Annual Conference, Denver, Colorado, March, 2018.

Gender Budgeting In The United States: Lessons from San Francisco. Presented at IASIA-LAGPA Joint Conference, Lima, Peru, July, 2018.

Federal Tax Reform: Implications for State Governments. Presented at Association for Budgeting and Financial Management Annual Conference, Washington, D.C., October 2017.

Participatory Budgeting: Direct Democracy in Action. Presented at Association for Budgeting and Financial Management Annual Conference, Seattle Washington, Seattle, Washington, October, 2017.

Measuring Government Performance: The Intersection of Strategic Planning and Performance Budgeting. Presented at the annual meeting of the American Society for Public Administration (ASPA), New Orleans, March 2013.

State Budget Balancing Strategies: Riding into the Future on Lessons Learned in the Past. Presented at Association for Budgeting and Financial Management Annual Conference, Washington, D.C., October 2010.

Bringing in the Money: Measuring Performance of State Departments of Revenue. Presented at Sixth 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-US International Conference on Public Administration, Rutgers University, 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 American Society of Criminology Annual Meeting, Los Angeles, CA., October 2006
Gender-Responsive Budgeting: Moving Women In China Further Along The Road To Full Equality. Presented at the 3rd Sino-US International Conference for Public Administration, Beijing, China, June 2006.

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.

Gender Budgeting: A Concept Whose Time Has Come. Presented at annual meeting of the National Association of Schools of Public Affairs and Administration (NASPAA), Phoenix, Arizona, October 2001.

Women in Government: An Assessment of Progress. Presented at New York University Seminar on Gender and Race Issues, New York City, July 2000.

Professional Activities

Chairperson, 2019 Social Equity Leadership Conference sponsored by the National Academy of Public Administration and the Rutgers School of Public Affairs and Administration (SPAA), June, 2019.

Co-chairperson, Standing Committee on Intergovernmental Systems, National Academy of Public Administration. 2017-2019

Member, Economic Advisory Board, New York State Assembly Ways and Means Committee, 1988-2018.

Member, Editorial Board, *Public Budgeting and Finance*, 1994-2018.

Member, Executive Council, National Association of Schools of Public Affairs and Administration (NASPAA), 2001-2003.

Chairperson, Association for Budgeting and Financial Management of the American Society for Public Administration (ASPA), 1994-1995.

Member, Editorial Board, *Public Administration Review*, 1994-1998.

Executive Council, Pi Alpha Alpha, the national honor society in Public Affairs and Administration, 1993-1999.

Member, Economic Advisory Board, NYC Office of Management and Budget, 1998-2001.

Member, Economic Advisory Board, Finance Committee of the City Council, New York City, 1995-1999.

Member, Economic Consultants Panel, U.S. Department of the Treasury, Internal Revenue Service, 1988-1993.

Honors And Awards

Elected as a Fellow of the National Academy of Public Administration (NAPA), 2005.

Listed in Who's Who in America, 2013- Present.

Fulbright Service Scholar, 2009-

Distinguished Research Award, Section for Women in Public Administration of the American Society for Public Administration, 2008.