

# GRADUATE DEPARTMENT OF PUBLIC ADMINISTRATION



**RUTGERS - NEWARK**

COMPETENCE \* DIVERSITY \* KNOWLEDGE \* SERVICE



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# C CONTENTS

3

**A Letter from the  
Department Chair**



4

**Programs and  
Degrees Offered**



6

**Department  
Faculty and Staff**



11

**National Center for  
Public Productivity**



12

**Publications and  
Journals**



13

**Affiliated Programs  
& Organizations**



13

**Student  
Community**



14

**Recent  
Research**



# A

# LETTER FROM THE DEPARTMENT CHAIR

The Graduate Department of Public Administration at Rutgers-Newark is dedicated to four goals:

**Competence:** The efficacy of our curriculum is regularly confirmed by our colleagues: our MPA program is accredited by the National Association of Schools of Public Affairs and Administration; our MPA graduates are placed in positions of high responsibility at the federal, state and local levels; and our doctoral graduates are teaching and gaining tenure at more than a dozen universities.

**Diversity:** We are proud that the Rutgers-Newark campus is, for the seventh year in a row, the most diverse in America (U.S. News and World Reports), and that our MPA and Ph.D. programs contribute substantially to that diversity.

**Knowledge:** Our curriculum is continually revised to reflect the changing nature of the field of public administration. For example, recent additions to the curriculum include courses on E-Government and Digital Democracy, and we are initiating an online certificate program on “Citizen-Driven Government Performance.” Practitioners are heavily involved in the MPA program as part-time faculty and

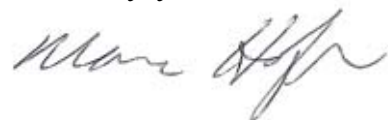
are frequently invited guests in classes and seminars.

**Service:** Our faculty, alumni and students are leaders in the American Society for Public Administration, locally, nationally and internationally. We have taken strong initiatives to help develop the knowledge and practice of public administration through the United Nations, in China and in South Africa. In Newark, our faculty are instrumental in assisting the city.

As overall evidence of the momentum achieved by the Department, the MPA Program continues to be rated very highly (U.S. News and World Reports), as 28<sup>th</sup> in the nation in public administration and 41<sup>st</sup> in the broader category of public affairs.

We welcome your inquiries, your applications, and your collaborations in helping us develop an even stronger Department in terms of the four goals above.

Sincerely yours,



Professor Marc Holzer  
Department Chair

# PROGRAMS AND DEGREES

<http://pubadmin.newark.rutgers.edu>

## The Ph.D. Program

The goal of the doctoral program in public administration at Rutgers, The State University of New Jersey, is to train prospective faculty, researchers, and public sector leaders. The program gives special emphasis to training women and minorities.

The Ph.D. requires 48 credits of course work beyond the attainment of a relevant master's degree. Core classes typically meet on Monday, Tuesday, Wednesday or Thursday afternoons. The curriculum includes 12 credits in theoretical foundations, 12 credits in performance applications, and 12 credits in research methodology. Areas of possible concentration (an additional 12 credits) include productive public management; environmental policy and management; comparative public administration and global governance, public policy analysis, and urban systems. Specialized concentrations and courses are also available in such areas as organization theory and behavior, leadership, ethics, budgeting and public finance, and quantitative methods. All students are expected to gain teaching experience and to attend seminars on teaching objectives and methods.

## The On-Campus MPA Program

The Master in Public Administration degree, accredited by the National Association of Schools of Public Affairs and Administration, prepares a student for government and non-profit service. As public administrators, students will discuss and confront some of the toughest challenges facing society today. Students and faculty associated with the Graduate Department have a commitment to public service as well as a commitment to education.

The MPA is an interdisciplinary and inter-institutional program of professional training for those working in or preparing for careers in the public and nonprofit sectors, or the intersection of the public and private sectors. Courses are offered by the Department of Public Administration within the Graduate School-Newark, and are supplemented by other campuses of Rutgers. Certain courses are also available from the New Jersey Institute of Technology, and the University of Medicine and Dentistry of New Jersey. The objectives of the MPA program are to provide students with basic competencies in the context of a broad understanding of the field - the complexities of urban and suburban problems, operation of the public and nonprofit organizations, responsibilities of the management, and expectations and rights of their clients. Competencies include the ability to define public problems, to analyze quantitative and qualitative data, to develop and communicate creative solutions, and to implement ethical and practical courses of action.

# The Executive MPA Program

The Executive Master in Public Administration Program has been tailored especially to meet the needs of select public and non-profit managers with at least six years of significant managerial experience. The program prepares seasoned managers for executive level leadership by providing a solid knowledge base and the competencies necessary for successful practice in government and nonprofit organizations.

As part of the MPA program, the Executive MPA is also accredited by the National Association of Schools of Public Affairs and Administration. The typical applicant will have six years experience in public and/or nonprofit management. Courses in the program include Analytical Methods, Strategic Planning, Human Resource Administration, Ethics, and Government Budgeting, as well as planning and methodology courses.

With work experience credit, executive students are expected to complete between 30-39 hours of coursework to receive the MPA. Courses are scheduled conveniently on Friday afternoons and Saturday mornings so that the normal work week is minimally disturbed.

## Nonprofit Management Program

The Public Administration Summer Certificate Program in Nonprofit Management is designed for: (1) nonprofit or private sector practitioners who want to take graduate courses in nonprofit management without applying for the MPA degree, (2) graduate students who want to explore a career in nonprofit management, or (3) individuals who possess a graduate degree and need to develop managerial knowledge and skills. Those who could benefit from a certificate in nonprofit management include current or prospective managers in:

- County Government
- Education Systems
- Federal Government
- Government Authorities
- Health Care Providers
- Law Enforcement
- Municipal Government
- Nonprofit Organizations
- State Government

## Recent MPA Placements

- City Manager
- Deputy Commissioner
- Division Director
- Assistant Division Director
- Executive Director (non-profit agency)
- Associate Director (non-profit Agency)
- Unit Manager
- Legislative Director
- Department Director
- Assistant Department Director

# D

## EPARTMENT FACULTY

### Marc Holzer *Department Chair*

Marc Holzer (M.P.A., Ph.D. University of Michigan) is Professor II and Chair of the Graduate Department of Public Administration. Since 1975 he has directed the National Center for Public Productivity, and he is the founder and Editor-in-Chief of the *Public Performance and Management Review*. His recent publications include the *Public Productivity Handbook* (edited, second edition in press, 2004), which has been translated into Russian and Chinese; *Government at Work* (Sage, 1998, with Kathe Callahan); and *Building Good Governance: Reforms in Seoul*, (Seoul Development Institute, 2002, co-edited with Byong-Joon Kim). Dr. Holzer is a Past President of the American Society for Public Administration (2000-2001), and is a recipient of several national awards in the field: the Charles H. Levine Memorial Award for Demonstrated Excellence in Teaching, Research and Service to the Community, 2000; the Donald Stone National ASPA Achievement Award, 1994; the National Association of Schools of Public Affairs and Administration Excellence in Teaching Award, 1998; the William and Frederick Mosher Award for Best Article by an Academician Appearing in the *Public Administration Review*, 2001 and the Joseph Wholey Distinguished Scholarship Award for Best Scholarly Publication in Performance-based Governance in a *Public Administration Journal*, 2001 (Co-Recipient for *PAR* and Wholey awards: Patria deLancer Julnes). At Rutgers he has received the University awards for Research (2001) and for Public Service (2002). His international work has been recognized by the Senator Peter B. Boorsma Award (2002), the Presidential Citation of the American Society for Public Administration (2003), and the Chinese Public Administration Society Award for Excellence (2002). He is a Fellow of the World Academy of Productivity Science.

### Kathe Callahan

Kathe Callahan (M.P.A., Ph.D. Rutgers University) is an Assistant Professor of Public Administration at Rutgers, and an Associate Director of the National Center for Public Productivity. Prof. Callahan has published on the topics of citizen participation, public sector productivity improvement, performance measurement, public sector competition and privatization. Her current research focuses on citizen engagement, social capital and trust. Prior to her appointment to the faculty, Dr. Callahan spent 15 years working in the non-profit sector in Newark. Prof. Callahan has been successful in securing external funds to support projects that foster university-community partnerships in Newark, raising over 1.8 million dollars in external support for Rutgers University.

# Raphael J. Caprio

Raphael J. Caprio (Ph.D. Rutgers University) serves as University Vice President for Continuous Education and Outreach, with university-wide responsibilities for all non-state supported instruction and distance learning at Rutgers University. As a former Associate Provost for Campus Development at Rutgers-Newark, with responsibilities including continuing education, enrollment management, development, computing, and instructional development, Dr. Caprio successfully implemented the Rutgers interactive video network to support synchronous distance learning between campuses. Dr. Caprio is the co-creator of “Caucus,” an award winning public affairs television program for which he served as executive producer for its first decade. He established the Rutgers Executive MPA program. Dr. Caprio continues to be active in research involving economic development, real estate, tax policy, municipal finance and budgeting.

# Melvin J. Dubnick

Melvin J. Dubnick (Ph.D. University of Colorado) is Professor of Political Science and Public Administration at Rutgers University - Newark. Dr. Dubnick’s primary research interests are in the areas of public sector accountability and civic education. He was the co-recipient of the 1987 William E. and Frederick C. Mosher Award for a co-authored article published in *Public Administration Review*, “Accountability in the Public Sector: Lessons From the Challenger Tragedy.” He also received the 2000 Laverne Burchfield Award for the best book review article in *PAR*’s volume 60. He has also been honored with the Thomas R. Dye Award for Outstanding Contribution to the Field of Policy Studies (Policy Studies Organization, 1996), the Aaron Wildavsky Book Award (Policy Studies Organization, 1997), as well as awards for outstanding academic achievements from the New Jersey (1996) and Metropolitan New York (1991) Chapters of the American Society for Public Administration.

# Dennis Gale

Dennis Gale (Ph.D. George Washington University) was the founding Director of the Joseph C. Cornwall Center for Metropolitan Studies on the Newark campus of Rutgers-The State University of New Jersey. He now serves as Professor of Public Administration and Political Science at Rutgers. Previously, he was the Henry D. Epstein Professor of Urban and Regional Planning at Florida Atlantic University and served as Department Chair. He held the rank of Professor at George Washington University and the University of Southern Maine. Dr. Gale was also a research director at The Urban Institute, a nonpartisan, nonprofit think tank in Washington, D. C. In 1978 he was appointed by the Carter Administration to the White House Conference on Balanced National Growth and Economic Development. His research interests include urban policy and domestic policy and politics.

# D EPARTMENT FACULTY

## Gerald J. Miller

Gerald J. Miller (Ph.D. University of Georgia) is Professor of Public Administration at Rutgers University - Newark. He teaches government and nonprofit budgeting and financial management. Dr. Miller has published more than seventy research articles, chapters, and monographs, and they have appeared in the *Arbitration Journal* (now *Dispute Resolution Journal of the American Arbitration Association*), *International Journal of Public Administration*, *Journal of Public Budgeting Accounting and Financial Management*, *Policy Studies Journal*, *Public Administration Quarterly*, *Public Administration Review*, *Public Budgeting and Finance*, *Public Performance and Management Review*, *Public Personnel Management*, and *Review of Public Personnel Administration*. He has published nineteen books. He authored *Government Financial Management Theory* and edited the *Handbook of Debt Management*.

## Dorothy F. Olshfski

Dorothy Olshfski (Ph.D. Temple University) is an Associate Professor of Public Administration at Rutgers University - Newark. Dr. Olshfski was the managing editor for the *Public Productivity and Management Review* for 6 years and now serves as the case editor for that journal. She also serves on the Editorial Board for *Administration and Society*, *Public Voices*, and the *Journal of Public Administration Education*. Dr. Olshfski is frequently invited to address professional groups in U.S., South America and South Africa. Dr. Olshfski developed a short course on managing diversity using cases for MBA students at the University of Cape Town, South Africa, authored or co-authored eight cases for use in this program and has published research examining differences between experienced and inexperienced managers in analyzing cases. She is presently co-editing a book of cases that cover global management issues.

## Evan Stark

Evan Stark (Ph.D. SUNY - Binghamton) is an Associate Professor of Public Administration, Director of the Masters in Public Health program at Rutgers-Newark and Director of the Division of Urban Health Administration at the UMDNJ School of Public Health. With a Ph.D in sociology and an MSW, Dr. Stark's specializes in health and medical care, family and community violence, political theory, the urban environment, social service and nonprofit management, criminal justice, and policy issues dealing with racial and gender justice. Dr. Stark is a leading authority on woman battering and child abuse and has won numerous awards for directing "The Yale Trauma Studies" in the 1980's with Anne Flitcraft M.D that first uncovered the importance of domestic violence for women and children's health. This work is summarized in a 1996 book *Women at Risk: Domestic Violence and Women's Health*. His new book, *Coercive Control*, (to be published by Oxford U. Press this fall) tracks the implications for policy and administration of reframing domestic violence as a "liberty crime." Current research involves evaluating state initiatives in domestic violence (with Mathematica in Princeton) and assessing the potential role of independent oversight panels in improving the effectiveness of state services.

## Norma M. Riccucci

Norma M. Riccucci (M.P.A. University of Southern California, Ph.D. Maxwell School, Syracuse University) is a Professor of Public Administration at Rutgers University - Newark. She has published extensively in the areas of public management, affirmative action, human resources and public sector labor relations. Most recently, she published *Managing Diversity in Public Sector Workforces*. Her current research focuses on the management capacity of state and local governments to implement the welfare-to-work provisions prescribed by federal law. Dr. Riccucci is the recipient of the 2002 ASPA/NASPAA Distinguished Research Award, the *Public Administration Review (PAR)* Award for her work as a coordinating editor of a special issue of *PAR* addressing the aftermath of September 11, 2001, and ASPA's 2000 Award for Scholarship in Public Sector Human Resources. While at the University of Albany, the State University of New York, she was awarded the President's Award for Excellence in Research (2000-2001). She serves on numerous editorial boards for public administration journals and was also elected to serve on NASPAA's Executive Council (2002-2005).

## Suzanne J. Piotrowski *New Faculty in 2003*

Suzanne J. Piotrowski (M.P.A. University of Delaware, Ph.D. American University) is an Assistant Professor of Public Administration at Rutgers University - Newark. Dr. Piotrowski researches nonmission-based values in public administration, including representative bureaucracy and administrative transparency. The title of her dissertation is "Governmental Transparency and the National Performance Review: Implementing the Freedom of Information Act." Dr. Piotrowski's work is published in *Public Administration Review* and the *Journal of Public Works Management and Policy*. She accepted the 2003 University Student Award for Outstanding Scholarship at the Graduate Level from American University in May 2003.

## Byron E. Price *New Faculty in 2003*

Byron E. Price (Ph.D. Mississippi State University) is an Assistant Professor of Public Administration at Rutgers University - Newark. Dr. Price taught program evaluation, public administration, American political systems, and public policy at the University of Dayton for and year and a half. He has co-authored two book chapters on Mississippi politics and contributed three entries to the *Malcolm X Encyclopedia*. His current research agenda includes constitutional implications of public and private arrangements, prison privatization, and education reform. While at Mississippi State, he won an American Society of Engineering Science (ASEE) Summer Faculty Fellowship with the NASA Stennis Space Center.

## Alan Zalkind

Alan Zalkind (M.A., M.P.A. and M.Phil. New York University) is the Director of the M.P.A., Executive M.P.A. Programs and Certificate Programs. Prof. Zalkind has taught at the graduate level for The New School. He has over thirty years experience as a manager, specializing in social services, financial and human resource systems, correctional health systems and criminal justice services. Mr. Zalkind is currently the principal of Cambridge Management Associates, LLC a management consulting firm established to provide technical assistance to public sector and non-profit organizations, including grantswriting. He has provided consulting services to the National League of Cities/U.S. Conference of Mayors and has served as a Member of the National Association of Counties (NACO) Human Services and Steering Committee for six years. He has provided management consulting services to numerous non-profit organizations and counties in New Jersey.



# ASSOCIATED FACULTY AND STAFF

## Associated Faculty

**Elizabeth Hull – Political Science Department, Rutgers - Newark** Elizabeth Hull (Ph.D. New School for Social Research) has taught a variety of law-related courses for the Political Science and Public Administration Departments at Rutgers University. Her research focuses on the constitutional rights of minorities. Dr. Hull has written *Without Justice for All: The Constitutional Rights of Aliens*, and *Taking Liberties: National Barriers to the Free Flow of Ideas*. She is currently writing a book on the disenfranchisement of ex-felons, which will be published in 2004 by Temple University Press. In October, 2002, Dr. Hull received the Henry J. Browne Award for Excellence in Teaching.

**Frank Fischer – Department of Political Science, Rutgers - Newark** Frank Fischer (Ph.D. New York University) is Professor II of Political Science and Public Administration and Faculty Fellow of the Center for Global Change and Governance. His research interests include public policy analysis, comparative public policy, environmental policy and administration, science and technology policy, public administration and bureaucratic politics, U.S. and German politics, theory and methods of the social sciences, and democratic political theory and the state.

**Alan Sadovnik – Department of Sociology and Anthropology, Rutgers - Newark** Alan Sadovnik (Ph.D. New York University) is a Professor of Education and Sociology at Rutgers University – Newark. Professor Sadovnik is the author of *Equity and Excellence in Higher Education* (1995). Professor Sadovnik received the Willard Waller Award in 1993 from the American Sociological Association’s Sociology of Education Section for the outstanding article published in the field.

**Hindy Schachter – New Jersey Institute of Technology** Hindy Schachter (Ph.D. Columbia University) is a faculty member in Management at the New Jersey Institute of Technology and at Rutgers University Graduate School of Management. Professor Schachter’s research interest include citizen participation, organization theory, public administration history and scientific management.

## Part Time Lecturers

**John Petillo, Ph.D.** President and CEO, *Newark Alliance*

**Tom Banker** - Consultant in Management, Finance, Systems and Development

**Msgr. William Linder** – Founder and Executive Director, *New Community Corporation*

**Linda Niedweske** – Partner, *Reimer & Niedweske Law Firm*

**Ciro Scalera** – Director of Public Affairs, *Verizon*

**Josefina Abboud** – Labor Economics and Industrial Organizations

**Ray Schwartz** - Reference Librarian, *NJIT*

## Department Staff

**Gail Daniels** – Program Administrator

**Madelene Perez** – Faculty Secretary

**Melissa Rivera** – Department Administrator

**Tony J. Carrizales** – Publications Editor

# N

# NATIONAL CENTER FOR PUBLIC PRODUCTIVITY

<http://newark.rutgers.edu/~ncpp>



## About the National Center

The Department's National Center for Public Productivity (NCPP) is a research and public service organization devoted to improving productivity in the public sector. Founded in 1975, the National Center is the only productivity center in the United States which is devoted to public sector productivity improvement. Through a series of research and dissemination projects over a period of thirty years, the National Center has been successful in bridging the gap between the theory and practice of productivity improvement. The National Center's mission is to assist federal, state, local and not-for-profit agencies in further improving their capacity to provide quality services. The National Center's work is of increasing importance because, in an era of fiscal stress, productivity has become a high priority in the public sector. A few of the National Center's projects include the Citizen-Driven Government Performance project, the E-Governance Institute, and the Science and Technology project.

## Citizen-Driven Government Performance

For several years the Alfred P. Sloan Foundation's "Performance Assessment of Municipal Governments Program" has been encouraging the creation and widespread adoption of measures of municipal government performance that objectively measure outcomes that matter to people. The Program's approach emphasizes citizen involvement to ensure that what is measured is what matters to citizens and that the data are not corrupted by the natural desire of officeholders to report favorable outcomes. The Graduate Department of Public Administration at Rutgers-Newark, has received a multi-year grant from the Sloan Foundation to encourage the development and widespread adoption of citizen-based performance assessment curricular material.

## E-governance Institute

The National Center is emphasizing the development of the E-governance Institute, the mission of which is to explore how the internet and other information technologies (IT) have and will continue to impact on the productivity and performance of the public sector, and how e-government fosters new and deeper citizen involvement within the governing process. The Institute is committed through its work to supporting the gathering and sharing of knowledge, information and data in order to increase the understanding of how e-governance can strengthen the fundamental partnership between the public sector and the private citizen. The Institute has been concentrating on worldwide surveys and comparisons of e-government, particularly at the city level.

## Science and Technology

Recently, the NCPP completed a comprehensive evaluation of the operational effectiveness of the New Jersey Commission on Science and Technology. Currently, the Center is working closely with the Commission on Jobs, Growth, and Economic Development regarding the future of science and technology in New Jersey.

# P

## PUBLICATIONS AND JOURNALS

<http://newark.rutgers.edu/~ncpp/publications.html>



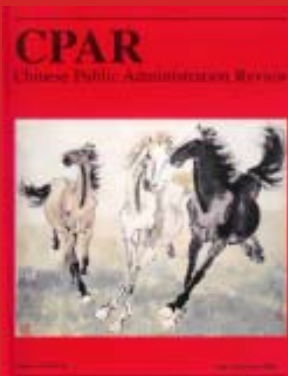
### *Public Performance and Management Review*

Published since 1975, *Public Performance and Management Review (PPMR)* is a highly respected journal. In 1994, in a survey of journal editors published in *Public Administration Review (PAR)*, *PPMR* was second only to *PAR* as one of the most highly rated journals in the field. The journal is indexed or abstracted in Accounting and Data Processing Abstracts, ANBAR Management Publications, Business Periodicals Index, Cumulative Index to Nursing and Allied Health Literature (CINAHL), Local Government Information Network (LOGIN), Personnel Literature, Personnel Management Abstracts, Political Science Abstracts, Public Affairs Information Service (PAIS), Recent Publications on Government Problems, Sage Public Administration Abstracts, Sage Urban Studies Abstracts, Urban Affairs Abstracts, and Wilson Business Abstracts. *PPMR* is now published by M.E. Sharpe, Inc.



### *Public Voices*

*Public Voices* is a unique journal that focuses on historical, artistic and reflective expression concerning public administrators and the public service. Unlike traditional social science journals, *Public Voices* publishes unorthodox, controversial perspectives on bureaucracy in particular and the public sector in general. Published by the National Center for Public Productivity (NCPP), it is now accepting submissions for Volume VIII. *Public Voices* is sponsored by the Graduate Department of Public Administration and is the official journal of the Section on Historical, Artistic and Reflective Expression (SHARE) of the American Society for Public Administration (ASPA).



### *Chinese Public Administration Review*

*Chinese Public Administration Review (CPAR)* is the first international academic journal specifically addressing the issues of Chinese public administration: administrative reform, public policy, administrative law, public productivity improvement, performance measurement, civil service, social security, public finance, e-government, intellectual history of public administration in china, comparative public administration, etc. It functions as a peer-reviewed journal emphasizing scholarly contributions to the burgeoning field of Chinese public administration.

# A

## AFFILIATED PROGRAMS & ORGANIZATIONS

### Joseph C. Cornwall Center

<http://www.cornwall.rutgers.edu>

The Joseph C. Cornwall Center for Metropolitan Studies, located on the Newark Campus of Rutgers-The State University of New Jersey, was established to shed light on the dual nature of cities, including the complex dynamics shaping the quality of life in metropolitan areas. An integral part of the Faculty of Arts and Sciences, the Cornwall Center involves faculty, staff and students from Rutgers-Newark, as well as allied institutions of higher education. The Center also draws on the talents of knowledgeable people in government, business, foundations, and public service organizations in Northern New Jersey.

### Master of Public Health

<http://www.newark.rutgers.edu/gradnwk/mph>

The Newark Master of Public Health Program addresses critical issues surrounding the nation's health, especially the health of high-risk, urban and underserved populations. The program will develop and apply knowledge from multiple disciplines for the promotion and protection of human health, giving special consideration to varied perspectives that abound in our multicultural world. Through a focus that extends from the neighborhoods surrounding the campuses to international settings, the joint MPH will carry out its mission with programs of teaching, research and service.

### Northern New Jersey - ASPA Chapter

<http://www.aspanet.org>

The Northern New Jersey ASPA (American Society for Public Administration) Chapter, strives to connect people, politics and policy decision-makers, employees, researchers, and academics to advance excellence in government. Our network of members includes leaders from public institutions, nonprofit organizations, and private companies that share in the implementation of public policy and administration in Northern New Jersey. The Chapter includes members throughout the northern region, the state, and maintains national connections. An elected council governs the chapter and its correspondence is maintained through Rutgers University-Newark, Graduate Department of Public Administration. The Chapter will host a series of programs and events with guest speakers. The Northern New Jersey ASPA chapter is a membership organization, which serves professionals who engage in discourse on emerging and timely issues.

# S

## TUDENT COMMUNITY

### Public Administration Graduate Association

<http://www.pegasus.rutgers.edu/~gaap>

The Public Administration Graduate student Association (PAGA) is the formal organization of the students enrolled in the Department of Public Administration at Rutgers Newark. All students enrolled in courses in the Department are members of PAGA and are encouraged to participate in the events organized by and for PAGA. Elected officers serve to represent the interests of MPA and doctoral students to the faculty and administration of Rutgers University and to coordinate networking events for students.

## Faculty Research and Publications

**Kathe Callahan** - "Citizen-driven Government Performance," Chapter in *Public Productivity Handbook*, Edited by Marc Holzer and Seok-Hwan Lee, Marcel-Dekker, forthcoming.

"Performance Measurement, Citizen-driven" entry for the *International Encyclopedia of Public Administration and Public Affairs*, Edited by Jack Rabin, Marcel Dekker, March 2003

**Melvin Dubnick** - *American Government*, with Alan R. Gitelson and Robert Dudley (Boston: Houghton Mifflin, 1988; seventh edition, 2004).

"Nurturing Civic Lives: Developmental Perspectives on Civic Education — Introduction," *PS: Political Science and Politics*, 36, no. 2 (April, 2003): 253-255.

**Dennis E. Gale** - "Attracting Suburbanites into Newark: A Behavioral and Attitudinal Survey," (with Wayne Eastman and Robert Guerette) presented at the Urban Affairs Assn Annual Meeting, March 27, 2003, Cleveland, OH.

**Marc Holzer** - *Pubic Performance and Management Review*, Editor-in-Chief, 1975-present.

*Building Good Governance: Reforms in Seoul*. Co-Editor: Byong-Joon Kim. (Seoul, Korea: Seoul Development Institute, 2002)

**Gerald J. Miller** - *Handbook of Public Policy Analysis*. New York: Dekker, in preparation, expected 2005. With Frank Fischer and Mara Sidney.

*Capital Improvement Planning and Budgeting Laboratory*. Athens, GA: Carl Vinson Institute of Government, University of Georgia, in preparation, expected 2004. With Jack Rabin and W. Bartley Hildreth.

**Dorothy Farr Olshfski** - "Knowledge Management and the University" with Lung-Teng Hu. Seeking Knowledge Management in the U.S.. Paper Presented at the 2003 Annual Meeting of the American Political Science Association, Phila., Pa. August, 2003.

"Employee Commitment and Firefighters: Its My JOB" with Seok Hwan Lee. *Public Administration Review* 62, September 2002, pp.108-114.

**Suzanne J. Piotrowski** - "Paul Appleby, Public Administration, Democracy, and Transparency," *India Journal of Public Administration*, Indian Institute of Public Administration, New Dehli, India, Coauthor: David H. Rosenbloom forthcoming 2004

"Access to Government: Customer Service and Governmental Transparency" paper presented at the American Political Science Association Annual Conference, Philadelphia, PA (August 31, 2003)

**Byron E. Price** - "Privatization," Chapter in *Public Productivity Handbook*, Edited by Marc Holzer and H.-S. Kang, New York, Marcel Dekker, Inc.: 83-105. Coauthors: MarcHolzer and H.-S. Kang (forthcoming).

"Merchandizing Prisoners, Enterprising States: Why Do States Privatize Prisons?" Work in progress.

**Norma Riccucci** - "The Politicized Administrative Environment: Public Administration in the United States." In, Krishna K. Tummala (ed.), *Comparative Administrative Systems*, forthcoming, (co-author: David M. Van Slyke).

"Equal Employment Opportunity and Affirmative Action." In, Jack Rabin (ed.), *Encyclopedia of Public Administration and Public Policy*. New York: Marcel Dekker, Inc., forthcoming.

**Evan Stark** - "Race, Gender and Woman Battering," In Darnell Hawkins, ed., *Violence Crime: Assessing Race and Ethnic Differences*, Cambridge U. Press, 2003

"The Battered Mother in the child protective service caseload: developing an appropriate response," *Women's Rights Law Reporter*, 23(2), 2002.

## Recent Ph.D. Dissertations *Since June 2002*

**Isabelle Beveridge** - "A Comparison of the Effect of Non-Profit To For-Profit Nursing Home Behavior on Factors that Can Alter Utilization Group" Advisor - Evan Stark

**Domonic Bearfield** - "Critical Examination of the Use of Patronage in Public Administration During the Progressive Era."\* Advisor - Melvin Dubnick

**Roslyn K. Chavda** "Incentives and Industry: What Matters?\*" Advisor - Dorothy Olshfski

**Ray Gonzales** - "Enhancing the Utility of Human Service Performance Measurement Systems." Advisor - Marc Holzer

**Georgia Harris** - "The Impact of Monetary Strategies on Organizational Commitment in the Military." Advisor - Marc Holzer

**Jonathan B. Justice** - "Business Improvement Districts Reasoning and Results: Collective Action and Downtown Revitalization." Advisor - Dorothy Olshfski

**Hwang-Sun Kang** - "Establishing Sustainable Performance Measurement Systems in the Public Sector." Advisor - Marc Holzer

**Glenda C. Kirkland** - "The Correlates of Homelessness in New Jersey, 1980-2000." Advisor - Evan Stark

**Sarmistha R. Majumdar** - "The Scope of Prospect Theory in Public Administration: Can it Help Explain California's Mandate on Zero Emission Vehicles?" Advisor - Lynn Burbridge

**Navdeep Mathur** - "Globalization of Local Governance: Analyzing Policy Discourses in Newark, New Jersey."\* Advisor - Frank Fischer

**Sharon McCrone** - "A Study of Outsourcing in Pennsylvania Counties: Adoption-Selection-Performance Measurement." Advisor - Lynn Burbridge

**James Melitski** - "E-Government in New Jersey." Advisor - Marc Holzer

**Mwabilu L. Ngoyi** - "Outcome Budgeting: Assessing the Integration of Management Tools into Budgeting Systems." Advisor - Marc Holzer

**Anita Puran** - "Stakeholders' Perception Regarding Hospital Quality." Advisor - Dorothy Olshfski

**Kaifeng Yang** - "Public Administrators' Trust in Citizens: A Missing Link in Citizen-Centered Reforms." Advisor - Marc Holzer

\*Dissertation defense scheduled for November 2003

## Academic Placements for Doctoral Students

Bloomfield College  
Catholic University (S. Korea)  
C.W. Post/Long Island University  
East Carolina University  
Grand Valley State University  
Howard University  
Kean College  
Konkuk University (S. Korea)  
Marist College  
North Texas University  
Seton Hall University

Rutgers University  
University of Akron  
University of Delaware  
University of Illinois-Springfield  
University of New Hampshire  
University of North Carolina-Pembroke  
University of Southern California  
University of the West Indies  
Utah State University  
Yerevan State (Armenia)

THE STATE UNIVERSITY OF NEW JERSEY  
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