Dean’s report on SPAA faculty and staff initiatives, projects, and activities that address the 8 Strategic Priorities outlined in the 2014 Rutgers University-Newark Strategic Plan

SPAA engages the greater Newark community through its student internship and capstone projects, working with local organizations, departments, and agencies, such as Jersey Cares.

The City of Newark App, called “My Newark,” assists the public with accessing and utilizing government services.

Newark City Hall hosted a SPAA class to expose students to leadership at the local level.

RIACS conducts research on private and public corruption and devises ways to reduce it, and has established a global network of associates.

The Certified Public Manager Program, administered with the State of New Jersey Civil Service Commission, is designed to develop leadership skills of public sector managers and administrators.

Civic Engagement is a magazine that seeks to deepen the discourse about, and underscore our shared commitment to, public service with a focus on Rutgers University-Newark and the greater Newark area.
Strategic Priority #1: Invest in collaboration in academic and research programs within RU

Marc Holzer, Dean
- Initiated collaborative degrees and projects with RBHS, Business School, School of Law, and School of Criminal Justice.
- Created three dual graduate degrees - with the Rutgers Law School, Business School, and the School of Public Health.
- Collaborated in the development of five seed grants from the Office of the Chancellor.
- Serves as dissertation advisor for the Division of Global Affairs.
- Serves on faculty promotion committee for Rutgers Business School.

Jeffrey Backstrand, Associate Professor of Practice
- With Dean Marc Holzer, sought approval for a BS in Public Health – with School of Public Health Faculty of Arts and Sciences, and the School of Public Affairs & Administration.
- Serves as faculty member for the Joint RU-N/RBHS/NJIT Urban Systems PhD.
- Administers the MPH concentration in Urban Health Systems, a collaborative offering of the Rutgers School of Public Health and the School of Public Affairs & Administration.

Quintus Jett, Assistant Professor
- Serves as research collaborator for Rutgers Business School and Tuskegee University Business School.

Melissa Rivera, Associate Dean of Finance & Administration
- Serves on committees such as:
  - Business Advisory Group for the Cloud Financials
  - Business Advisory Group for GL Implementation
  - ICI Committee
  - Latin@ Working Studies Group

Kelly Robinson, Director of Public Data and Institutional Research
- Serves on dissertation committees for Joint RU-N/RBHS/NJIT PhD Program in Urban Systems.
- Co-Principal Investigator, with Dean Marc Holzer, on Chancellor’s Seed Grant for "Proposal to Establish a Center for Evidence-Based Economic Development” – $100,000 (awarded 2015). Other partners on the project
include the city of Newark, RBS, and the Newark Regional Business Partnership.

**Alan Sadovnik, Professor**

- Serves as faculty member and Director of the joint Urban Systems doctoral programs with NJIT and RBHS, an interdisciplinary program that examines urban problems and policies in education, environment and health.
Strategic Priority #2: Invest in our students

Marc Holzer, Dean

• Developed recruitment-enrollment plan resulting in:
  o Increased MPA Applications from 337 to 463, Admits from 291 to 399, and Attendees from 176 to 233, while increasing the GPAs of admitted students.
  o Increased Total Enrollment across all degree programs from 515 to 651.
  o Increased total degree and non-degree enrollment from 774 to 914.
• Increased teaching power (within budget constraints) by leading the hiring of:
  o 1 Associate Prof.
  o 2 Assistant Profs.
  o 1 Visiting Scholar
  o 2 Post-Docs
• Worked with undergraduate students to establish the Rutgers Council on International and Public Affairs, which then sent a student delegation to the Model UN and brought prominent speakers to campus:
  o Former Surgeon General of the US, Rear Admiral Kenneth Moritsugu
  o Congressman Herbert Klein
  o Polish parliamentary leader and former Minister of Internal Affairs Antoni Macierewicz
  o Former US Senator from Texas, Robert Krueger
• Designated funding for an initial Honors College student.
• Launched a career services website and a student writing center.
• Established the Washington, D.C. internship program for students. Locations of internships include:
  o The U.S. Department of Agriculture
  o United Way
  o American Society for Public Administration
  o The International City & County Management Association (ICMA)
  o Chairs 3-5 dissertation committees on an ongoing basis.

Jeffrey Backstrand, Associate Professor of Practice

• Serves as the principal faculty member in developing the proposed undergraduate degree in public health.
• Currently serves on more than 10 dissertation committees (5 as chair) for students in the both the Public Health and Urban Education specializations.
Chris Kozak, Director of the RU-N Debate Team
• Serves as Director of the RU-N Undergraduate Debate team. Works with team members to develop their skills and provide them opportunities to compete at the highest level.

Ingrid Castillo-Renderos, Director of Certified Public Management Program
• In conjunction with Marc Holzer, developed and administered the New Jersey Certified Public Manager Program (CPM), which is designed to develop leadership skills of public sector managers and administrators. The program is administered with the State of New Jersey Civil Service Commission. Responsibilities included directing and monitoring diverse student capstone projects with a broad group of public sector clients. Examples of capstones include:
  o Creation of a Rental Assistance Guidebook for the City of Newark Office of Partnerships and Grants Management’s Housing Opportunities for Person with Aids (HOPWA) Program
  o Working with the City of Newark’s Mayor Office on implementing Brick CitiSTAT with the goal of making municipal departments more efficient and accountable for their services while saving costs.

Cleopatra Charles, Assistant Professor
• Served on MPA executive committee.
• Advise MPA and doctoral students on career paths.

Jeremy Hall, Associate Professor
• Chaired MPA executive committee.
• Serves as Faculty Advisor for Pi Alpha Alpha, National Honor Society for Public Administration.

Terry Hall, Writing Center and Career Development
• Works with graduate and undergraduate students to improve their writing and communication skills.
• Works with students to identify career opportunities and prepare for the job market.

Madinah F. Hamidullah, Assistant Professor
• Works with undergraduate students from all schools and departments to increase enrollment of our BA/MPA programs.
• As BA Director, oversees required undergraduate program Service Learning Internships for more than 150 students. Internships are in extensive and diverse group of (state and local) public sector and nonprofit organizations:
  o All Stars Project
- Rutgers Student Life & Leadership
- Greater Newark Conservatory
- Youth Build, Newark
- Jersey Cares
- Rutgers Focus Wellness Center
- The Safe House
- Newark Debate Academy
- Essex County Board of Chosen Freeholders
- NJ Office of the Attorney General, Division of Consumer Affairs
- New Jersey State Parole Board
- The Future Project Newark
- Newark City Hall
- NJPAC

- Supports events and initiatives that give students the opportunity to network with public servants. For example:
  - Newark City Hall hosted a SPAA class so as to expose students to the complexities of leadership at the local level. The Mayor and the City Council were in attendance.

**Quintus Jett, Assistant Professor**

- Created and implemented a curriculum to teach analytical and empirical STEM skills to public and nonpublic administration majors through their service learning internships.
- Co-produced Rutgers Day exhibits with students, in order to guide them in learning the techniques of community engagement and the associated concepts from their academic fields.

**Yahong Zhang, Associate Professor**

- Serves on the MPA and EMPA Executive Committees.
- Serves on the PHD Executive Committee.
- Participated in SPAA workshops to help international students succeed in MPA program.
Strategic Priority #3: Invest in our faculty and graduate and professional students

Marc Holzer, Dean
• Increased funding for professional development for faculty.
• Identified and distributed funds and scholarships for PhD and MPA students to attend local and national conferences.
• Expanded financial aid to doctoral students, primarily with internal resources.
• Graduates 3+ PhD students each year as dissertation chair/advisor.
• Co-authors articles with PhD students.
• Developed a proposal to add a Global Executive Online MPA program to SPAA’s academic offerings.

Jeffrey Backstrand, Associate Professor of Practice
• Continues his 14-year association with the Joint Ph.D. in Urban Systems.

Cleopatra Charles, Assistant Professor
• Served on faculty search committee.
• Serves on dissertation committees.
• Advises a number of independent study students (graduate and undergraduate) on relevant topics of interest that extend our curricular reach.
• Co-authored three peer-reviewed research articles in the last five years with Rutgers doctoral students.
• Co-authored three articles currently under review or in progress.

Ariane Chebel d’Appollonia, Professor
• Serves on dissertation committees.
• Co-authors articles with PhD students.

Jeremy Hall, Associate Professor
• Chaired faculty search committee.
• As MPA Committee Chair, oversees development of system for tracking learning outcomes.
• Serves on dissertation committees.
• Advises a number of independent study students on relevant topics of interest that extend our curricular reach.

Madinah F. Hamidullah, Assistant Professor
• Teaches a workshop for doctoral students and part-time lecturers teaching
SPAA undergraduate public and nonprofit administration courses. These teacher-training workshops help doctoral students and part-time lecturers improve their skills and facilitate greater student engagement.

**Quintus Jett, Assistant Professor**
- Created apprenticeship opportunities for international students in the MPA program, including OPT training after graduation.

**Lindsey McDougle, Assistant Professor**
- Strategic Seed Grant Award Committee Member:
  - This small committee manages the RFP, proposal review, and awards process for a $2 million annual program to fund seed grants across Rutgers University-Newark.
- Serves as Faculty Advisor for PAGA – the Public Administration Graduate Association.

**Suzanne Piotrowski, Deputy Dean & Associate Professor**
- Actively engaged with the open government community and incorporates these connections into her research, teaching and work with doctoral students.

**Kelly Robinson, Director of Public Data and Institutional Research**
- Led development effort for new MPA concentration in Technology and Information Management. Approved by Faculty for implementation in Fall 2016.

**Alan Shark, Associate Professor of Practice**
- Developed the Certified Government Chief Information Officer (CGCIO™) program which serving technology professionals in New Jersey as well as the U.S.

**Gregg G. Van Ryzin, Professor**
- Co-authored over a dozen peer-reviewed research articles in the last five years with Rutgers doctoral students, helping many of them launch successful careers as scholars of public affairs and administration.
- Advises and works with PhD students on projects that directly benefit Newark, including:
  - A study of business improvement districts (BIDs) in Newark
  - How to strengthen trust between the Newark police and the public
  - Therapeutic communities: A strategy to reduce drug abuse among incarcerated adults
Qiushi Wang, Assistant Professor

- Serves on the MPA executive committee.
- Serves on dissertation committees.
- Co-authored academic papers with doctoral students.
- Advised a number of independent study students on relevant topics.

Yahong Zhang, Associate Professor

- Participated in faculty search committee (Fall 2014).
- Serves on PhD students dissertation committees.
- Provided workshops on quantitative research to PhD students.
- Co-authored articles with PhD students for scholarly publications.
- With Seed Grant to the RIACS project ($75,000), financially supports graduate students and guides them in research.
- Invited outside scholars to deliver research presentations to SPAA faculty and PhD students.
- Participates in development effort for on-line Global MPA.
Strategic Priority #4: Value our professional and support staff as key to our success

Marc Holzer, Dean

- Encourages staff to enroll in degree programs such as the MPA, MBA, PhD (in Global Affairs); At least 6 staff members have attained such degrees.
- Encourages staff to improve their professional credentials by earning certificates and accreditations and attending training sessions and workshops.
- Values staff participation as integral to SPAA’s strategic planning, enrollment planning, and interviewing and hiring of positions at all levels.
- Encourages staff to represent SPAA at campus-wide events and committees.
- Encourages staff participation in SPAA-sponsored conferences such as the American Society for Public Administration (ASPA), the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), and the Public Performance Measurement Conference.
- Ensures staff members are credited on publications and projects for their contributions.

Kelly Robinson, Director of Public Data and Institutional Research

- Currently leading development of new SPAA Diversity Plan to promote recruiting, retention, and respect for all staff, students, and faculty.
- Developed and supervises on-line student management system to help staff advisors track and support student progress.
Strategic Priority #5: Invest in the spaces and places where we live, learn, create, and engage the world

Marc Holzer, Dean
• Upgraded SPAA learning spaces technology improvements and built new seminar room with Melissa Rivera.

Jeffrey Backstrand, Associate Professor of Practice
• Supervises collaborative action research with the Elizabeth Public Schools.
• Serves as a member of the United Way ALICE Advisory Research Council.
• Serves as a member of the Nestlé First 1000 Days advisory board.

Lindsey McDougle, Assistant Professor
• Serves as a Newark LandCare – Greening Vacant Lots For a Safer, Healthier City Advisory Group Member:
  o This project seeks to implement a vacant land stabilization program in the city using an evidence-based strategy.
  o Project is currently under review for a Seed Grant Award.
• Serves as Rutgers-University Honors Living Learning Community Social Justice Learning Community Committee Member:
  o Teaching Intro to Social Justice Course (the first course in the initiative).
  o Proposed to implement an experiential philanthropy component.
  o Currently under review for a Seed Grant Award.

Alan Shark, Associate Professor of Practice
• Created the Center for Information Management, Integration and Connectivity (CIMIC). The center:
  o Collaborates with researchers and industry experts from various disciplines to provide a platform for multidisciplinary, integrated research and development activities,
  o Explores, develops and conducts applied scientific research on issues related to Digital Libraries and Electronic Commerce
  o Identifies, develops, and demonstrates new applications and be instrumental in the transfer of technology to sponsor organizations,
  o Fosters a multi-disciplinary research program that brings together researchers from a diverse set of and utilize results and resources of the other centers located within as well as outside Rutgers;
  o Sponsors technical workshops and seminars that address timely research challenges; and
  o Serves the community through outreach activities by providing education and mentor programs for inner city youth
Strategic Priority #6: Invest in anchor institution collaboration

Marc Holzer, Dean

- Coordinated the SPAA Strategic Plan with the Rutgers University-Newark Strategic Plan in terms of priorities and projects.
- Coordinated the West Side High School RU-N Mentorship program.
- Co-chaired search for Dean of the Rutgers Business School.
- Coordinated with the Law School on enhanced financial support for their Development Director.
- Generated six faculty and staff applications for the Chancellor’s Seed Grant Program.
- Fostered SPAA participation on Seed Grant proposals with RBS, SCJ, RBHS and FAS.
- Advised the School of Criminal Justice on the development of an Executive Masters Program.
- Initiated a Performance Measurement Capacity Building Project for the City of Newark.
- Initiated a Performance Measurement Capacity Building Project for Bergen County.
- Received a Seed Grant from Rutgers University for “Proposal to Establish a Center for Evidence-Based Economic Development” – $100,000 (awarded 2015).
- Working with Seoul Metropolitan Government for “Diffusion of Innovations” – $100,000 for 2015 (pending).
- Coordinated the re-launch and reorganization the NJ American Society for Public Administration Chapter.
- Works with the United Way’s ALICE (Asset Limited, Income Constrained, and Employed) project.
- Continues to direct the National Center for Public Performance (NCPP), which provides free software and assistance to the state of NJ and municipalities in NJ.
- With doctoral student Andrew Ballard through the NCPP, works with various departments and agencies throughout NJ. Projects include:
  - Working with Bergen County on capstone projects such as a gap analysis for their health department and measuring their progress toward a national public health accreditation, and a research project on road salt delivery including a guide for improving the effectiveness of their salt program
Leading a group within the New Jersey Department of Health to design and implement a department-wide performance management system

Working with the Rutgers School of Public Health by providing performance management software and training and technical support for various local and county health departments in their efforts to create performance management systems as part of attaining accreditation from the Public Health Accreditation Board

Jeffrey Backstrand, Associate Professor of Practice
- Completed the 150-page Newark Fairmount Promise Neighborhood segmentation/needs assessment. He continues to actively work with Promise Neighborhood staff and community members to create a Promise Neighborhood in Newark.
- Participates in several ongoing collaborative research projects, including:
  - H.E.A.L. Project (PI: Jennifer Valverde)
  - Urban League ALICE project (PI: Stephanie Hoopes Halpin)
  - Nestlé First 1000 Days project (PI: Diane Hill)
  - RBS telemedicine initiative (PI: Benjamin Melamed)

Cleopatra Charles, Assistant Professor
- Engaged in multiple research projects with collaborators from a number of universities including James Madison University, Old Dominion University, and University of Missouri.

Ariane Chebel d’Appollonia, Professor
- Co-directed a transatlantic research program on the “securitization of migrant integration” (SOMI) in the UK and the U.S.:
  - Funded by Idex (research initiative for excellence, Universite Paris Sorbonne Cite) for 2013-2016 ($180,000)
  - It involves experts from La Sorbonne-Paris III, Sciences Po Paris, Rutgers University, Harvard University, Long Island University, and Toulouse-Mitrail.
  - On the U.S. side, conducted interviews of Hispanics (NYC, Arizona) and Muslims (NY area, NY, Boston) in order to identify their perception of security measures since 9/11 and their responses to securitization in terms of political and non-political mobilization.
  - Preliminary findings have been presented at international conferences (CES in 2013 and 2014, ISA in 2014 and 2015).
  - The theoretical framework, as well as the research hypotheses, are presented in her last book: Migrant Mobilization and Securitization
in the US and Europe: How Does it Feel to Be a Threat? (Palgrave Macmillan, NYU European Studies Series, April 2015).

**James Davy, Distinguished Practitioner in Residence**

- Serves as Director of the Center for Applied Appreciative Inquiry. As such, with Dean Marc Holzer, partnered with:
  - Middlesex County College for “Middlesex County College Appreciative Inquiry Training” – $22,700 (awarded 2015)
  - YMCA of Montclair for “Montclair YMCA Appreciative Inquiry Training” – $18,500 for 2014-2015
  - The Jersey City Employment and Job Training Commission on “Jersey City Employment and Job Training Commission Appreciative Inquiry Training” – $8,000 for 2014
  - The College of Saint Elizabeth for “College of Saint Elizabeth Appreciative Inquiry Training” – $25,000 for 2014
  - The Jersey City Economic Development Corporation for “Strengthening the Ladder to Independence Program for Jersey City: Appreciative Inquiry Training” – $15,000 for 2014

**Jeremy Hall, Associate Professor**

- Serves as Capstone course instructor; students work on projects directly related to Newark, and the state of NJ and its public and nonprofit institutions. Some examples include:
  - A Critical Evaluation of Strategic Planning Efforts at Essex Community College
  - Employee Retention in Nonprofit Organizations (Paterson & Rochelle Park)
  - Building a Leadership Training Organization in Newark: Best Practices
  - A GIS-Based Road Safety Analysis of the City of Newark
  - Feasibility for Implementing a GIS Based Inventory Map and Wiki Based Knowledge Management Tool at Rutgers-Newark
  - Minority Special Education Out of District Placements in New Jersey
  - Charter School Performance in New Jersey

- Developed the National Evidence-Based Practice Survey (University of Kentucky Collaboration; Cross-disciplinary topic).
- Coauthored Performance Management Book with authors from Georgia State and University of Delaware.
- Authored forthcoming book addressing the management aspects of state and local economic development.
Lindsey McDougle, Assistant Professor
• Developed the SPAA Social Justice Challenge:
  o Encourages students to get involved in addressing significant social problems within their communities.
  o Connects students to the communities where they live and learn.

Suzanne Piotrowski, Deputy Dean & Associate Professor
• Chosen as the United States researcher assessing the Second U.S. National Action Plan on Open Government. In this capacity she works with the Office of Science and Technology Policy at the White House, government officials throughout the federal government, and civil society members.

Melissa Rivera, Associate Dean of Finance & Administration
• With Dean Marc Holzer, worked with New Jersey State Council on the Arts on the “CSP Co-Sponsored Project: Arts Management Internship Program” – $40,000 for 2015-2016 (pending).
• Serves as Treasurer of the ACE Women’s Network.
• Coordinates SPAA’s Adoption of a Family for the Holidays through Rutgers Against Hunger.

Kelly Robinson, Director of Public Data and Institutional Research
• Participates with City of Newark regarding open data policies.

Alan Sadovnik, Professor
• Serves as co-director of the Rutgers University Newark Education Research Collaborative
• Co-authored the research report for the Newark Fairmount Promise Neighborhood project:
  o The research collaborative also has an ongoing research partnership with the Elizabeth Public School system.

Alan Shark, Associate Professor of Practice
• Formed collaborative partnership with Public Technology Institute (PTI):
  o PTI is a national, not-for-profit member-supported organization based in Washington, D.C.
  o Its members identify opportunities for technology research, to share solutions and recognize member achievements, and develop best practices that address the technology management, governance and policy issues that impact local government.
• Led the development and launch of The Open Data Portal:
  o Also developed in partnership with Mayor Baraka and the city of Newark, the Open Data portal is an official citizen-facing mobile
application - an official Open Data repository of non-sensitive city data.

**Gregg G. Van Ryzin, Professor**

- Engaged in a program of research with collaborators from Exeter University (UK) and Erasmus University (Netherlands) that makes use of survey experiments to test how government information influences citizens’ attitudes and behaviors. In addition to publishing peer-reviewed journal articles, the team is co-editing a book on the use of experimental methods in public administration research.
- Directs online research panels which encourage participation in web-based surveys on government, public affairs, and civic engagement:
  - CivicPanel is a voluntary sample of citizens
  - Public Service Research Panel (PSRPanel) is a voluntary sample of public and nonprofit managers

**Yahong Zhang, Associate Professor**

- Conducts the Rutgers Institute on Anti-Corruption Studies (RIACS) projects, which focus on collaborative research and dialogues among scholars, practitioners, and citizens.
- Co-authored book on government anti-corruption strategies in various countries. Scholars from nine different countries contributed.
- Co-authored articles with colleagues from other universities and countries.
Strategic Priority #7: Leverage our diversity and building civic dialogue

Marc Holzer, Dean
• Led the development and launch of the “My Newark” mobile app:
  o This groundbreaking application, now available on iTunes and Google Play for Android and iOS, provides users with alerts on non-emergency issues, news, events and links.
  o The project was part of a partnership between SPAA and Mayor Ras J. Baraka
• Publishes Civic Engagement, a magazine that seeks to deepen the discourse about, and underscore our shared commitment to, public service, especially in the Newark and Greater Newark area, with Ginger Swiston.

Yahong Zhang, Associate Professor
• Conducts surveys to practitioners and citizens on corruption perceptions and anti-corruption practices.
Strategic Priority #8: Tell the Rutgers University–Newark story more effectively

Marc Holzer, Dean

- Continues to achieve national rankings for the school:
  - SPAA is ranked 7th in the nation in Public Management/Administration by U.S. News & World Report
  - SPAA is ranked as the 5th Most Innovative Public Service School by Best Value Schools, and is the top-ranked such School at a Public University.
  - SPAA is Ranked 6th for MPA programs by GraduatePrograms.com
- Co-organized Public Performance Measurement and Reporting Conferences (on campus).

Jeremy Hall, Associate Professor

- Serves as 2016 ASPA Program Chair.
- Served as a 2015 Senior Scholar for the 4th International Young Scholars Workshop in Public Policy and Administration Research, Mexico City.
- Serves on the Journal of Public Administration Research and Theory editorial board.
- Serves on the Public Performance and Management Review editorial board.

Quintus Jett, Assistant Professor

- Co-produced with student volunteers small collections of 15-second video clips on the following subjects: undergraduates answering the question “Where do you volunteer and why?”; undergraduates answering “What does completing a college degree mean for you and your family?”; undergraduates and graduates providing short introductions to curricular assignments reflecting their interest in a societal problem.

Kelly Robinson, Director of Public Data and Institutional Research

- With Marc Holzer, sought and received accreditation from the Commission on International Accreditation of Public Administration Education and Training Programs:
  - SPAA is the first school of public affairs and administration in the United States to receive international accreditation.

Yahong Zhang, Associate Professor

- Presented papers and chair panels in conferences including ASPA and PMRC.
- Serves on several executive councils of professional associations.
- Visits universities in summer and promotes Rutgers University-Newark.