NECoPA
Northeast Conference on Public Administration
Rutgers University-Newark ■ 2010
PUBLIC SERVICE UNDER PRESSURE
Friday, October 22 and Saturday, October 23

imagina
cion
conversations
a project of Lincoln Center Institute

American Society for Public Administration
New York Metropolitan Chapter

RUTGERS
School of Public Affairs and Administration | Newark
Dear Conference Participants,

Welcome to the first Northeast Conference on Public Administration (NECoPA) hosted by the School of Public Affairs and Administration at Rutgers University-Newark Campus. This year’s conference theme is “Public Service Under Pressure.” In this program you will find descriptions of nearly 70 individual presentations organized into twenty-two different panel sessions. The breadth of topics includes many of the important public service issues of our time, including education reform, cutback management, performance measurement, and revenue diversification. The depth of analysis, especially in e-government and personnel management, is very impressive – so much so that we had to create adjoining panel sessions to accommodate all of the presentations on these topics. It was our intention to engage, inform, and inspire you over the next two days, and we believe that the program is arranged to do just that. Thank you for attending the first Northeast Conference on Public Administration. Enjoy the conference and your visit to our campus.

Larry Miller, PhD
Conference Chair;
Assistant Professor
School of Public Affairs and Administration
Rutgers University–Newark

Marc Holzer, PhD
Dean
School of Public Affairs and Administration
Rutgers University–Newark

American Society for Public Administration
New York Metropolitan Chapter

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Celebrating our Past and Meeting the Challenges of the Future in Public Service

Visit our web site at www.nymetroaspa.net and check us out on Facebook (NYMetro ASPA Chapter)
FRIDAY, OCTOBER 22

9 AM – 5 PM
CONFERENCE REGISTRATION
Morning: Outside Multipurpose Room; 2nd Floor – Robeson Center
Afternoon: Atrium; 1st Floor – Center for Urban and Public Service

10 AM – 12 PM
OPENING PLENARY SESSION
Multipurpose Room; 2nd Floor – Robeson Center

12 – 1:30 PM
SECOND GENERAL SESSION AND LUNCHEON
Multipurpose Room; 2nd Floor – Robeson Center

2 – 3:30 PM
CONCURRENT PANELS – SESSION I
Center for Urban and Public Service

3:30 – 3:45 PM
COFFEE BREAK
Atrium; 2nd and 3rd Floors – Center for Urban and Public Service

3:45 – 5:15 PM
CONCURRENT PANELS – SESSION II
Center for Urban and Public Service

5:15 – 7 PM
WELCOME RECEPTION
Atrium; 2nd and 3rd Floors – Center for Urban and Public Service

SATURDAY, OCTOBER 23

8:30 – 9:30 AM
BREAKFAST
Atrium; 2nd and 3rd Floors – Center for Urban and Public Service

8:30 – 11 AM
CONFERENCE REGISTRATION
Atrium; 1st Floor – Center for Urban and Public Service

9 – 10:30 AM
CONCURRENT PANELS – SESSION III
Center for Urban and Public Service

10:30 – 10:45 AM
COFFEE BREAK
Atrium; 2nd and 3rd Floors – Center for Urban and Public Service

10:45 AM – 12:15 PM
CONCURRENT PANELS – SESSION IV
Center for Urban and Public Service

12:15 – 1 PM
BOXED LUNCHES
Atrium; 2nd and 3rd Floors – Center for Urban and Public Service

NECoPA PLANNING COMMITTEE
Room 309 – Center for Urban and Public Service

1 – 2:30 PM
CONCURRENT PANELS – SESSION V
Center for Urban and Public Service
14 – Center for Urban and Public Service        21 – Robeson Campus Center

WALKING DIRECTIONS
From Robeson Campus Center to Center for Urban and Public Service
From the Multipurpose Room on the second floor, descend the stairs and exit Robeson from the first floor into Norman Samuels plaza. Go around Dana Library (the building in front of you) to the right toward the Rutgers-Newark arch. Descend the staircase, cross University Avenue. The Center for Urban and Public Service is the second building on the left.

Robeson Campus Center (2nd Floor)
Center for Urban And Public Service

1st Floor

ROOM 105
ATRIUM
ROOM 104

2nd Floor

ROOM 203
ROOM 215

3rd Floor

ROOM 309
FRIDAY, OCTOBER 22

10 AM – 12 PM  ■  FRIDAY, OCTOBER 22
OPENING PLENARY SESSION
Multipurpose Room – Robeson Center

Conference Opening Address
Marc Holzer – Dean, School of Public Affairs and Administration, Rutgers University-Newark

Opening Plenary
Reimagining Education Governance in the 21st Century
Lincoln Center Institute – Sponsor

Introduction
Larry Miller – Conference Chair and Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark

Moderator
Scott Noppe-Brandon – Executive Director, Lincoln Center Institute

Panelists
Daniel Cruce – Deputy Secretary of Education, Delaware, Coauthor of Delaware’s federal grant-winning ‘Race to the Top’ application
Lauren Wells – Program Director, The Broader, Bolder Approach to Education, New York University
Alan Sadovnik – Professor of Education, Sociology and Public Affairs and Co-Director of the Newark Schools Research Collaborative, Rutgers University-Newark

12 – 1:30 PM  ■  FRIDAY, OCTOBER 22
SECOND GENERAL SESSION AND LUNCHEON
Multipurpose Room – Robeson Center

Welcoming Remarks
Marcia Brown – Vice Chancellor for Student and Community Affairs, Rutgers University-Newark

Keynote Speaker
Dramatic Fiscal Changes Within a Changing Government Environment
Richard F. Keevey – Distinguished Practitioner in Residence, School of Public Affairs and Administration, Rutgers University-Newark; Former OMB Director for the State of New Jersey

2 – 3:30 PM  ■  FRIDAY, OCTOBER 22
CONCURRENT PANELS – SESSION I

■ The New Jersey Governors’ Performance Center: Theoretical and Agency Perspectives
Room 309 – Center for Urban and Public Service

Chair and Discussant
Marc Holzer – Dean, School of Public Affairs and Administration, Rutgers University-Newark

Implementing the New Jersey Governor’s Performance Center
Andrew Sidamon-Eristoff – Treasurer, State of New Jersey

New Jersey Governor’s Management Project: Findings and Implications
Yuguo Liao – Doctoral Student, School of Public Affairs and Administration, Rutgers University-Newark
Coauthor: Mena Amin – MPA Student, School of Public Affairs and Administration, Rutgers University-Newark
■ An Exploration of the Causes and Consequences of Corruption
Room 215 – Center for Urban and Public Service

Chair and Discussant

What Determines Citizens’ Levels of Tolerance for Corruption in Latin America?
Cecilia Lavena – Doctoral Student, School of Public Affairs and Administration, Rutgers University-Newark

The Social Consequences of Public Sector Corruption: An Empirical Investigation
Gregg Van Ryzin – Associate Professor, School of Public Affairs and Administration, Rutgers University-Newark

Does Fiscal Decentralization Matter for Reducing Corruption?: The Case of South Korea
Soojin Kim – Doctoral Student, School of Public Affairs and Administration, Rutgers University-Newark
Coauthor: Tae Hee Kim – Doctoral Student, School of Public Affairs and Administration, Rutgers University-Newark

■ Hot Topics in Public Financial Management: Revenue Diversification, Pension Reform, and Transparency
Room 203 – Center for Urban and Public Service

Chair
Stephen Rolandi – Deputy Commissioner for Finance and Administration, New York State Division of Human Rights

Discussant
Jane Beckett-Camarata – Adjunct Professor, School of Public Affairs and Administration, Rutgers University-Newark

County Financial Transparency through Internet Reporting
David Baker – Associate Professor, Department of Public Administration, California State University, San Bernardino

Tax Base Diversification, Revenue Volatility, and State Borrowing Costs: The Case of New Jersey
Cleopatra Grizzle – Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark

The Elderly Services Sector: How Do Revenue Resources Influence the Provision of Elder Services in Massachusetts?
Ching-Mei Lin – Doctoral Student, University of Massachusetts – Boston

■ Implications of the Financial Crisis on Institutions, Programs, and Services
Room 105 – Center for Urban and Public Service

Chair and Discussant
Helisse Levine – Assistant Professor, Long Island University

An Examination of the Factors that Threaten the Stability of the New York City Employee Retirement System (NYCERS)
Miles Mims – Emergency Response Specialist, Metropolitan Transit Authority
Coauthors: Judy Hu, Felice Robertson, Tyree Jones

Financial Crisis: Theories of Decision Making and Social Construction
Brian Carter – MPA Student, Long Island University; President, Borough of Brooklyn Ecumenical Advisory Group (BBEAG) and Community Liaison, Cornell University Cooperative Extension (CUCE)

Budgetary Constraints and FEMA’s Effectiveness
Marsha Barker – John Jay College of Criminal Justice, CUNY
Program – NECoPA

Performance Management Under Pressure in The Federal Government: Insiders’ Accounts Of Challenges And Opportunities Of Changing Demands
Room 104 – Center for Urban and Public Service

Chair and Discussant
Patria de Lancer Julnes – Associate Professor, University of Baltimore

Innovators or Insulators: Federal Managers’ Perceptions of their Role in Implementing Performance Management
Ed Gibson – Assistant Professor, University of Baltimore

They Don’t Make Widgets: Challenges and Solutions to Measuring the Performance of Federal Policy Programs
Donald Smith – Department of Labor

The Office of Rural Health Policy’s Efforts Toward Improving Program Performance
Julia Bryan – Grants Program Coordinator and Acting Research Coordinator, DHHS - U.S. Public Health Service

Responding to Demands for Evidence-Based Decisions: Dimensions of Quality for Evidence to be Actionable
George Julnes – Associate Professor, University of Baltimore

3:45 – 5:15 PM ■ FRIDAY, OCTOBER 22
CONCURRENT PANELS – SESSION II

Cutback Management
Room 203 – Center for Urban and Public Service

Chair and Discussant
Madinah Hamidullah – Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark

Cutback Management and the Paradox of Publicness
Sanjay Pandey – Associate Professor, School of Public Affairs and Administration, Rutgers University-Newark

Public Service Under Pressure: “Survival Kit” for Strategic Planning Officers at the Montreal Health and Social Services Agency
Kim Ngan Le Nguyen – School of Public Administration (ENAP), University of Quebec
Coauthor: Jocelyn Lavallée

Consolidation of Municipal and School Business Functions in Massachusetts
Robert Markel – Town Manager, Town of Ipswich, Massachusetts

Can Risk Assessment Help Us Avoid Disaster?
Room 104 – Center for Urban and Public Service

Chair
Mary Timney – Professor, Pace University

Discussant
Quintus Jett – Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark

Risk Assessment Among Local Homeland Security Decision Makers
Patrick Bell – Graduate/Teaching Assistant, Florida International University

Public Participation for Public Policy Involving Risk
John Weingart – Associate Director, Eagleton Institute of Politics, Rutgers University

Ethics and the Public Administrator: Contracting Out, Decision-Making, and Cooperatives
Room 215 – Center for Urban and Public Service

Chair
Stephen Rolandi – Deputy Commissioner for Finance and Administration, New York State Division of Human Rights
NECoPA – PROGRAM

Discussant
John Edward Rouse – Professor, Ball State University

Ambiguities: Latent and Patent – The Duty to Clarify and the Duty to Inquire
Hal Moeller – Contract Administrator, University of Medicine & Dentistry of New Jersey

Reviving the Protestant Ethic: Innovative Rhetorical Approaches to Warding off Fiscal Crisis
Amanda Cleveland – Assistant Professor, James Madison University

■ An Examination of Motivation, Management, and Advocacy in the Non-Profit Sector
Room 105 – Center for Urban and Public Service

Chair and Discussant
Peter Hoontis – Doctoral Student, School of Public Affairs and Administration, Rutgers University-Newark

Organizational Development: Harlem Community Board and Columbia University’s Expansion Plans in Manhattanville, New York
Robert Sorensen – Assistant Professor, Fairleigh-Dickinson University

Managing the Quagotization of Public Universities and Colleges
Kathryn Webb Farley – Doctoral Candidate, Center for Public Administration and Policy, Virginia Tech

Rethinking Arts Advocacy
Kate Preston – Doctoral Student, Virginia Tech

■ Where Are We Now? Health Care Reform 2011
Room 309 – Center for Urban and Public Service

Chair
Judith Kirchhoff – Associate Dean of Academic and Student Affairs, School of Public Affairs and Administration, Rutgers University-Newark

Discussant
Pilar Gorordo – Administrator, Department of Pain Medicine and Palliative Care, Beth Israel Medical Center, Continuum Health Partners, Inc., New York

State-level Implementation of Health Policy Reform
Frank J. Thompson – Professor, School of Public Affairs and Administration, Rutgers University-Newark

Health Care Coverage, Financing, and Delivery at the State and Local Levels
Joel Cantor – Professor and Director, Rutgers University Center for State Health Policy (CSHP)

Development and Implementation of NJ Protect
Ellen DeRosa – Executive Director, Individual and Small Employer Health Coverage Programs, New Jersey Department of Banking and Insurance

Children’s Health Insurance Program Reauthorization Act of 2009
Linda Murray – Project Assistant, The Walter Rand Institute for Public Affairs – Opportunity Reconnect Program

5:15 – 7 PM ■ FRIDAY, OCTOBER 22

WELCOME RECEPTION
Atrium; 2nd and 3rd Floors – Center for Urban and Public Service

Guest Speaker
Public Service Under Pressure
Andrew Sidamon-Eristoff – Treasurer, State of New Jersey
SATURDAY, OCTOBER 23

9 – 10:30 AM  SATURDAY, OCTOBER 23

CONCURRENT PANELS – SESSION III

■ Hot Topics in E-Government: Social Networking and the Digital Divide
(first of two adjoining sessions)
Room 203 – Center for Urban and Public Service

Chair
Marc Fudge – Doctoral Candidate, School of Public Affairs and Administration, Rutgers University-Newark

Discussant
Donald Calista – Professor, Marist College

M-Government: An Opportunity for Addressing the Digital Divide
Tony Carrizales – Assistant Professor, Marist College
Coauthors: Lamar Bennett, Aroon Manoharan

Putting the Brakes on Municipal Fiber: Greenlight and the Great Recession
Tim O’Boyle – Research Assistant, University of Delaware

Social Networking and Constituent Relationships at the State Level: Connecting Government to Citizens in a Time of Crisis
John McNutt – Professor, School of Urban Affairs and Public Policy, University of Delaware
Coauthor: Rachael Rogers

Modernization in Welfare Offices: Client Opinions and Online Applications
Andrea Hetling – Assistant Professor, Rutgers University
Coauthor: Stevie Watson

■ Evaluating Faith Based and Community Partnerships
Room 104 – Center for Urban and Public Service

Chair and Discussant
RaJade Berry-James – Associate Professor/Director of Graduate Programs, Department of Public Administration, North Carolina State University

Evaluating Faith-Based and Community Partnerships: Implementation Strategies, Community Examples and Best Practices
RaJade Berry-James – Associate Professor/Director of Graduate Programs, Department of Public Administration, North Carolina State University

Poor Dad? An Exploration of the Obstacles Faced by Fathers Living in Poverty
Kevin Brown – Doctoral Student, Department of Public Administration and Urban Studies, University of Akron

Individual Development Accounts as an Anti-Poverty Strategy in North Carolina
Tina Morris-Anderson – Director of Research and Policy, North Carolina Department of Labor; Doctoral Student, Department of Public Administration, North Carolina State University

The Black Male Experience
Federia Nicholson – Director, Office of Multicultural Development, University of Akron; Doctoral Student, Department of Public Administration and Urban Studies, University of Akron

■ Public Personnel Management
(first of two adjoining sessions)
Room 309 – Center for Urban and Public Service

Chair and Discussant
Sanjay Pandey – Associate Professor, School of Public Affairs and Administration, Rutgers University-Newark
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Seeking Justice or Raising Wages? How Union Culture Influences Public Service Motivation
Randall Davis – Doctoral Student, University of Kansas

Workforce Planning: Problem or Solution?
Madinah Hamidullah – Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark

Performance Management in Times of Economic Crisis
Tassew Gizaw – Assistant Professor, Norfolk State University

Shared Services and Strategic Partnerships
Room 105 – Center for Urban and Public Service

Chair and Discussant
John Fry – School of Public Affairs and Administration, Rutgers University-Newark

Shared Services: Tapping Expertise
Hal Moeller – Contract Administrator, University of Medicine & Dentistry of New Jersey

Cooperative Governance in Difficult Fiscal Times: An Analysis of New York State’s Programmatic Approach to Municipal Cooperation
Angela Lauria-Gunnink – MPA Student, Rockefeller College, SUNY-Albany; Program Research Specialist, NYS Office for People with Developmental Disabilities

Strategic Partnerships for a Shoestring Budget
Sean-Michael Green – Dean of Graduate Enrollment and Adjunct Professor of Public Administration, Marist College

Examining County Government Impact on Health Care Safety-Nets
Hillary Knepper – Assistant Professor, Department of Public Administration, Pace University

10:45 AM – 12:15 PM SATURDAY, OCTOBER 23
CONCURRENT PANELS – SESSION IV

Hot Topics in E-Government: GIS, Governance and Performance Measurement
(second of two adjoining sessions)
Room 203 – Center for Urban and Public Service

Chair
Donald Calista – Professor, Marist College

Discussant
John McNutt – Professor, School of Urban Affairs and Public Policy, University of Delaware

Use and Perceptions of Web 2.0 Technology for Local Government:
A Study of Local Governments in Westchester County, NY
David Strulovitz – Veterans Service Representative, US Department of Veterans Affairs

Online Performance Reporting by U.S. Municipalities
Marc Fudge – Doctoral Candidate, School of Public Affairs and Administration, Rutgers University-Newark

GIS: Making Sense of Priorities in Municipal Government
Robert Morin – Director of Human Services, City of Virginia Beach
Coauthor: Ben Gerrol

Networked Governance Structures
Room 104 – Center for Urban and Public Service

Chair and Discussant
Jeanne-Marie Col – Associate Professor, CUNY-John Jay
New Governance Models for Organizational and Administrative Reform
Susan Chandler – Director, Social Sciences Public Policy Center, University of Hawaii

"New Public Service" Model In the Quest for a New Public Administration of K-12 Public Educational Processes
Allison Alyston – Doctoral Student, Department of Public Administration Program, School of Public Affairs, North Carolina State University
Coauthor: Johnnie Larrie – Doctoral Student, School of Public and International Affairs, Department of Public Administration, North Carolina State University

Measuring Industry Affiliations among Members of Airport Authority Boards
Geoffrey Edwards – Research Assistant, Institute for Public Administration, University of Delaware

Public Personnel Management
(soon of two adjoining sessions)
Room 309 – Center for Urban and Public Service

Chair and Discussant
Stephen Rolandi – Deputy Commissioner for Finance and Administration, New York State Division of Human Rights

The Value of Knowledge Transfer in Succession Planning
Rita Campbell – Public Administrator, Cleveland State University, Levin College of Urban Affairs

The Influence of Principal’s Leadership on Public School Performance
Rusi Sun – School of Public Affairs and Administration, Rutgers University-Newark

Searching for Efficiency Gains in the Public Transportation Sector
Room 105 – Center for Urban and Public Service

Chair and Discussant
John Edward Rouse – Professor, Ball State University

Myths of the Urban Mass Transit Act, Section 13 (c) and Their Stifling Affect on a Transit Administrator’s Ability to be Cost Efficient
Denise Gregory Wyatt – Director of Labor and Employee Relations at the Maryland Transit Administration; College of Public Affairs, University of Baltimore

Performance Management in Public Transit: Decreasing Costs and Improving Service through Data-Driven Accountability
Michael Walk – Special Assistant to the Administrator, Maryland Transit Administration
Coauthor: Phillip Sullivan

Transportation Performance and Accountability – Results from an International Scan
J. Woody Stanley – Strategic Management Team Leader, Federal Highway Administration, U.S. Department of Transportation

12:15 – 1 PM SATURDAY, OCTOBER 23
NECoPA PLANNING COMMITTEE
Room 309 – Center for Urban and Public Service

1 – 2:30 PM SATURDAY, OCTOBER 23
CONCURRENT PANELS – SESSION V

Where the Rubber Meets the Road: Assessing the Dirty Work of Implementation and Compliance Monitoring
Room 309 – Center for Urban and Public Service

Chair and Discussant
Jeanne-Marie Col – Associate Professor, CUNY-John Jay
NECoPA – PROGRAM

The Challenges of Federal Stimulus Program Oversight: A State and Local Perspective

The Relationship Between Pluralist Structures and Involvement in Decision-Making
Simon Okoth – Virginia Commonwealth University

Beast of Burden – Pressure to comply with the New Jersey Open Public Records Act
Helene Schlegel – Township Manager, Howell Township
Coauthor: Kathryn Kloby

Organizational Performance and Collaboration Under Pressure
Room 203 – Center for Urban and Public Service

Chair
Michael Walk – Special Assistant to the Administrator, Maryland Transit Administration

Discussant
Mary Timney – Professor, Pace University

Evaluating the Impact of Federal, State, and Local HIV Prevention Spending on HIV Testing in the United States
Ashley Grosso – Doctoral Candidate, School of Public Affairs and Administration, Rutgers University-Newark

Results During Time of Fiscal Stress: University Students Join Practitioners to Create County’s First Web-based Performance Management System
Jennifer Behrens – Manager of the Office of Program Accountability, County Department of Social Services, Albemarle County, VA
Coauthor: Lori Allshouse

Meaningful Collaboration: Forging Internships that Perform Under Pressure
Kristen Jack – Assistant Professor, Grand Valley State University
Coauthor: Diane Kimoto

Contracting-out Improve the Performance of Public Welfare Services?: An Empirical Study on the Seoul Metropolitan Government Case
Jaehee Jong – MPA Student, University at Albany, SUNY

Qualitative Approaches to Pressing Social Problems
Room 105 – Center for Urban and Public Service

Chair and Discussant
John McNutt – Professor, School of Urban Affairs and Public Policy, University of Delaware

Defining the Problem of Poverty: A Critical Discourse Analysis of TANF Reauthorization
Nicole Rishel – Doctoral Student, Center for Public Administration and Policy, Virginia Tech

Bricks and Mortar: Do Community Development Corporations Build Social Capital?
Nathaniel Wright – Doctoral Student, University of Kansas

Tongass under pressure: A Discourse Analysis of the Tongass Futures Roundtable and Managing Public Values
Emily Howard – Doctoral Student / Graduate Teaching Assistant, Virginia Tech

An Investigation of Organizational Change at the Science Laboratories of the NASA-Goddard Space Flight Center
Emily Michaud – Senior Research Associate, Rutgers University-Newark; Executive Officer, NASA-GISS
ACKNOWLEDGEMENTS

CONFERENCE CHAIR
Larry Miller, PhD
Assistant Professor, School of Public Affairs and Administration – Rutgers-Newark

CONFERENCE COORDINATOR
Alexander Henderson
Doctoral Candidate, School of Public Affairs and Administration – Rutgers-Newark

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“Our Historical Challenge:
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The purpose of the conference is to promote excellence in teaching though shared experience and research. The conference serves as a source of expertise for professors, administrators, students and practitioners concerned with the preparation of the next generation of professionals in public service and developing professional competency and leadership in individuals currently associated with the administration of public and non-profit organizations.

For information go to:
www.teachingpa.org

Contact Dr. Pamela Dunning,
Conference Chair
757-274-0502
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Hosted by Troy University
When a gracious, generous, caring, and inspirational leader passes, a deep loss and emptiness is felt across many boundaries. On July 8, 2010, Warren M. Barclay died but his contributions to public service will live on in the agencies he served and in the memories of his colleagues and friends.

Arthur Finkle, a respected mediator and professor of public administration, hired Warren shortly after he graduated from Syracuse University Maxwell Graduate School. Finkle noted that “Not only did Warren accomplish what was expected, but he thought outside the box. He gave insights that were extraordinary. And would not covet credit – an attestation to his humility... Warren personified a ‘mensch’ – a person who gives of himself. In Warren’s case, he gave beyond the call of duty.”

As word of Warren’s serious illness spread, his colleagues talked among themselves of Warren’s consistent and steadfast support of public administration. Warren was knowledgeable, thoughtful and consistently generous with his time to support public administration activities. He was a model professional for those who knew him. His support of public administration – day in and day out – was an inspiration to those who worked throughout State government.

A past Public Administrator of the Year, Warren personified the ideal of a professional administrator. He was a person who gave reason to the public that they should have confidence in government because the public work was being done with integrity and professionalism by good and decent folks – like Warren.

Warren was a past President, Treasurer, Secretary and Council Member of the New Jersey Chapter of the American Society for Public Administration. He chaired the PA Times Board. He truly was the heart and soul of NJASPA.

He was dedicated to bringing new professionals into his beloved field and that is why he co-authored an article in the Public Administration Review about Intern Programs in government. Being published in the Public Administration Review (PAR) was a distinct honor because PAR has been the premier journal in the field of public administration research, theory, and practice.

Warren also was a board member of the New Jersey Chapter of the International Public Management for Human Resources and a notary public. He was a very active member of the Association of Government Accountants’ New Jersey Chapter and he helped all those organizations to work together to improve the efficiency and effectiveness of government.

In recent weeks, his friends marveled that when they visited him – he never lost his sense of humor and he never failed to ask how they and their family were doing – even to the end – Warren was asking and caring about others.

Warren will be missed. On the other hand, his friends and colleagues feel privileged to have shared part of his life. No, we were not privileged – we were blessed!
RECENT BOOKS & FACULTY PUBLICATIONS

- Red Tape from Red Square: Bureaucratic Commentary in Soviet Graphic Satirical Art, Marc Holzer, Iryna Illiash, Vatche Gabrielian, and Lyudmila Kuznetsova
- Research Methods in Practice: Strategies for Description and Causation, Dahlia K. Remler and Gregg G. Van Ryzin
- Public Administration: Traditions of Inquiry and Philosophies of Knowledge (Public Management and Change), Norma M. Riccucci

REPORTS & FIELD RESOURCES

- Teaching Resources Guide for Public Affairs and Administration
- Digital Governance in Municipalities Worldwide
- Prague E-Governance: A Study of Best Practices

JOURNALS

- Public Performance & Management Review (PPMR)
- Chinese Public Administration Review (CPAR)
- Public Voices (PV)
- Journal of Public Management & Social Policy (JPMSP)
- International Review of Public Administration (IRPA)

NEWSLETTERS & MAGAZINES

- Municipal Efficiencies
- Civic Engagement – Public Service, Personal Responsibility

WEBSITES

- Rutgers SPAA | http://spaa.newark.rutgers.edu
- Alliance 4 Public Service | http://publicservice.newark.rutgers.edu
- Public Performance Measuring & Reporting Network | www.ppmrn.net
- National Center for Public Performance | www.ncpp.us

CONFERENCES

- NECoPA – Northeast Conference on Public Administration
- 1st Global Conference on Transparency Research
  May 19-20, 2011 – Rutgers-Newark | http://spaa.newark.rutgers.edu/home/conferences/1stgctr
- 7TAD – Seventh Transatlantic Dialogue: Strategic Management
  June 23-25, 2011 – Rutgers-Newark | www.7tad.org
- 6th Sino-U.S. Conference on Public Administration
  June 2012 – China | www.cpar.net

http://spaa.newark.rutgers.edu