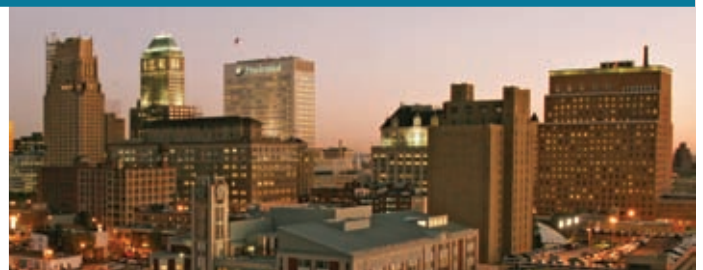


NECoPA

Northeast Conference on Public Administration

Rutgers University-Newark ■ 2010
PUBLIC SERVICE UNDER PRESSURE

Friday, October 22 and Saturday, October 23



imag'nation
conversations
a project of Lincoln Center Institute



American Society
for Public Administration

New York
Metropolitan Chapter

RUTGERS

School of Public Affairs
and Administration | Newark

WELCOME

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**

is proud to be a sponsor of NECoPA!

**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)

NECoPA – SCHEDULE

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 LUNCHESES

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

NECoPA PLANNING COMMITTEE

Room 309 – Center for Urban and Public Service

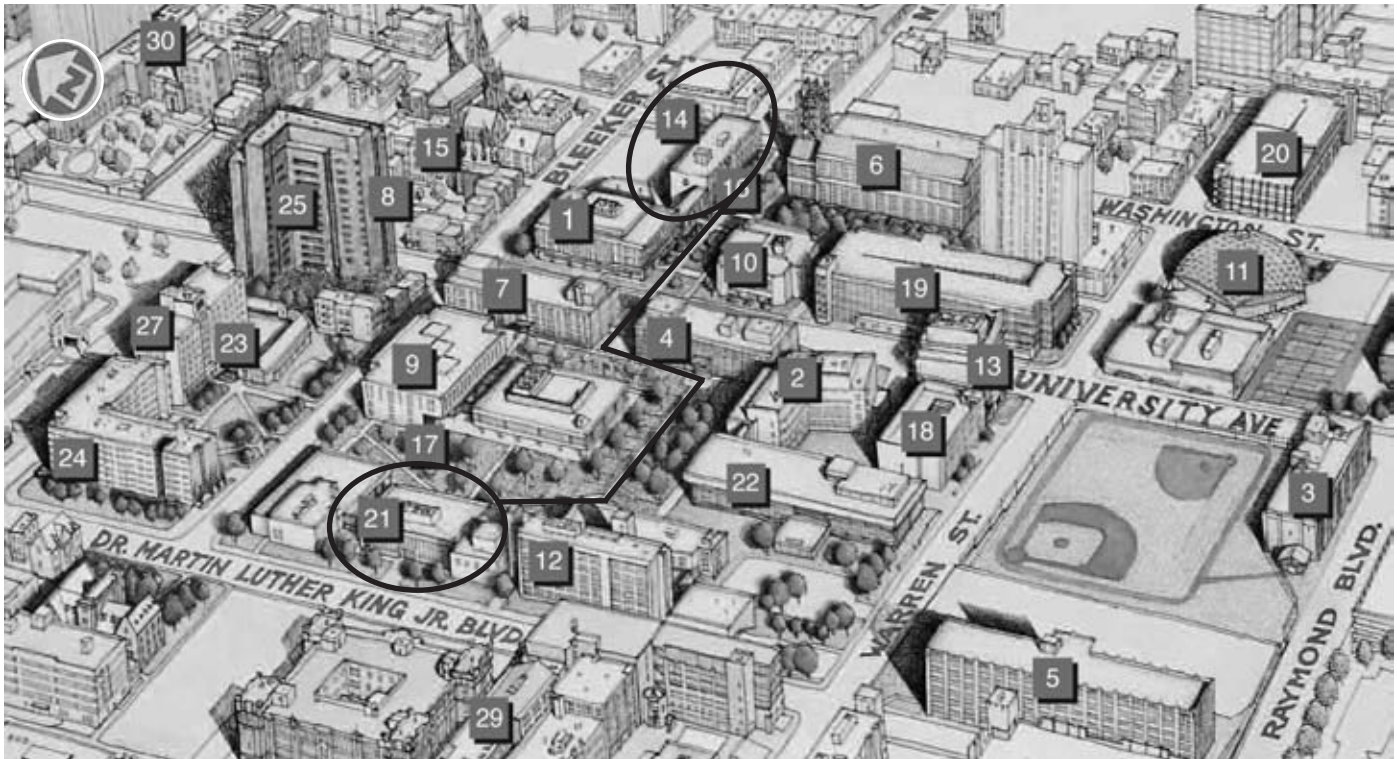
1 – 2:30 PM

CONCURRENT PANELS – SESSION V

Center for Urban and Public Service

MAPS

Rutgers University-Newark Campus



14 – Center for Urban and Public Service

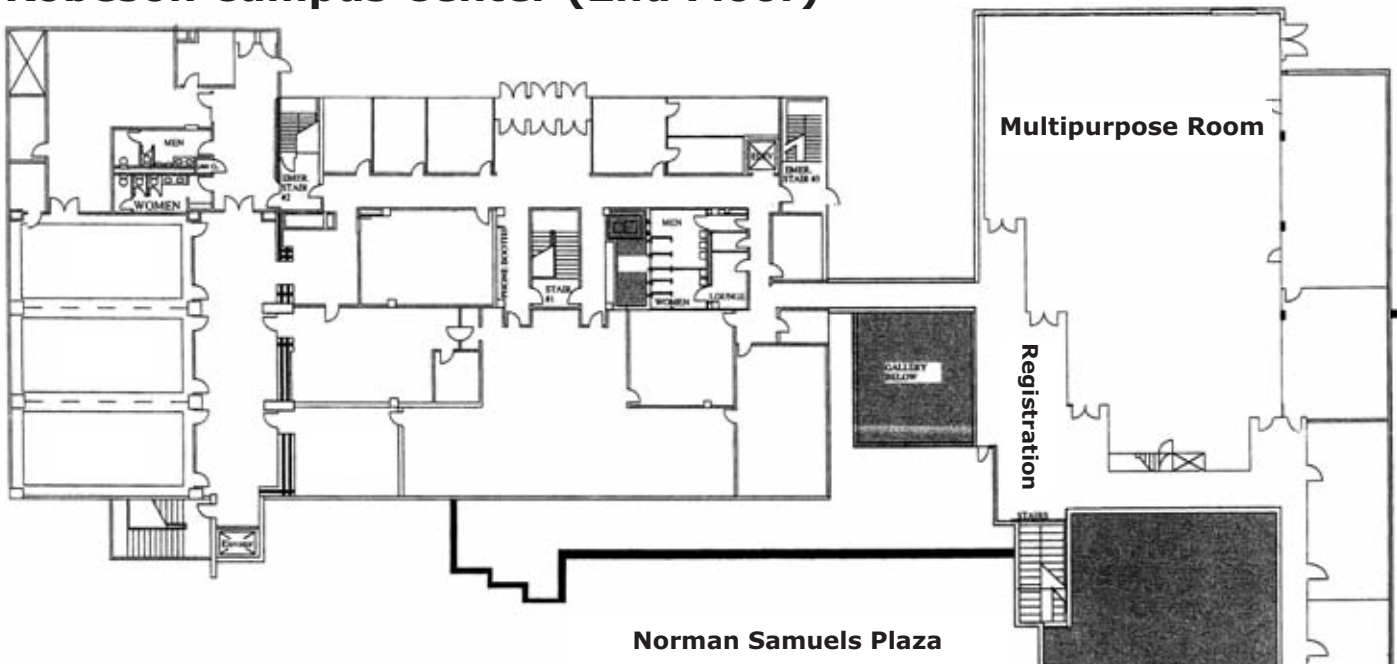
21 – Robeson Campus Center

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.

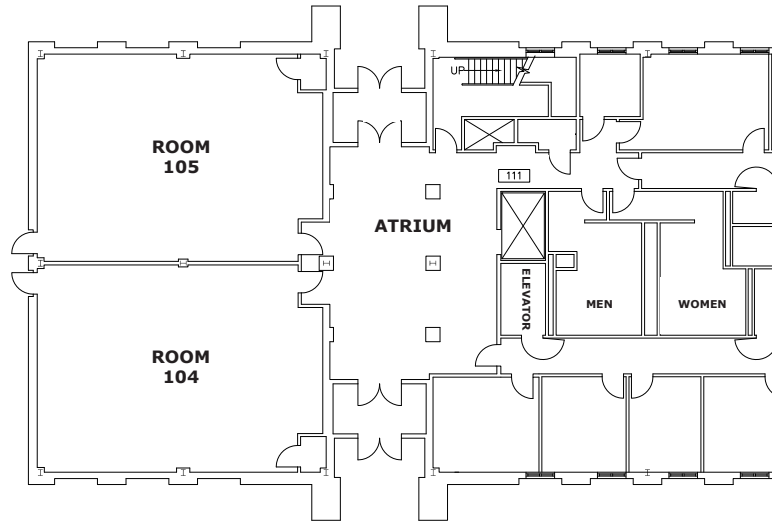
Robeson Campus Center (2nd Floor)



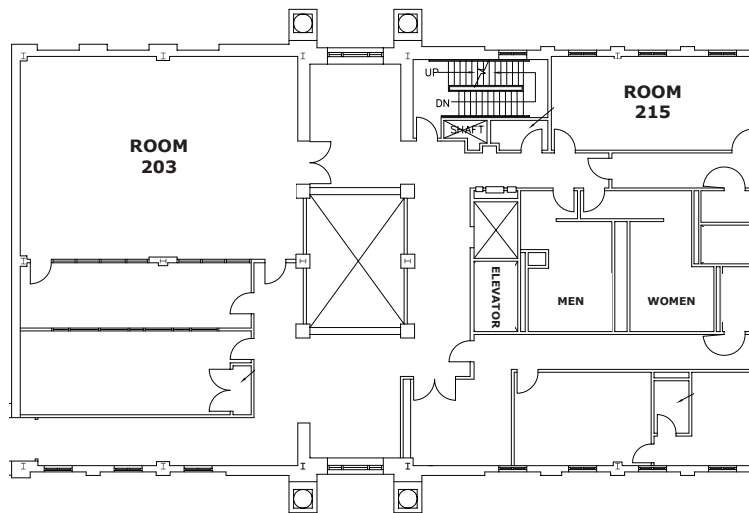
Center for Urban And Public Service

- BLEEKER STREET -

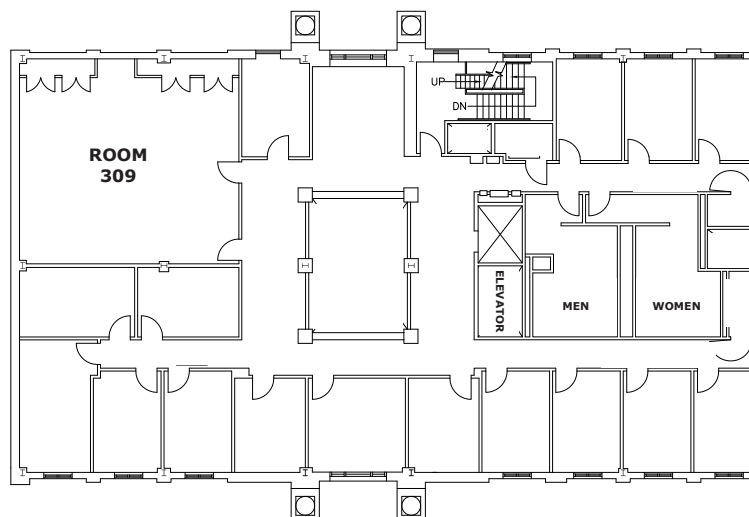
1st Floor



2nd Floor



3rd Floor



- NEW STREET PLAZA -

- UNIVERSITY AVENUE -

- WASHINGTON STREET -

PROGRAM – NECoPA

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

NECoPA – PROGRAM

■ An Exploration of the Causes and Consequences of Corruption

Room 215 – Center for Urban and Public Service

Chair and Discussant

Neil Cohen – Deputy Inspector General, Massachusetts Office of the Inspector General

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

PROGRAM – NECoPA

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

NECoPA – PROGRAM

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

PROGRAM – NECoPA

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

(second 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

Neil Cohen – Deputy Inspector General, Massachusetts Office of the Inspector General

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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Hosted by Troy University



Contact Dr. Pamela Dunning,
Conference Chair
757-274-0502
tpac@troy.edu

WARREN M. BARCLAY – ASPA LEADER

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!

Rutgers University-Newark School of Public Affairs and Administration

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*
- Transparency and Secrecy: A Reader Linking Literature and Contemporary Debate, *Suzanne J. Piotrowski, Ed.*
- 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

- NCoPA – Northeast Conference on Public Administration
Oct. 22-23, 2010 – Rutgers-Newark | <http://spaa.newark.rutgers.edu/home/conferences/necopa>
- 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



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