

# NECoPA

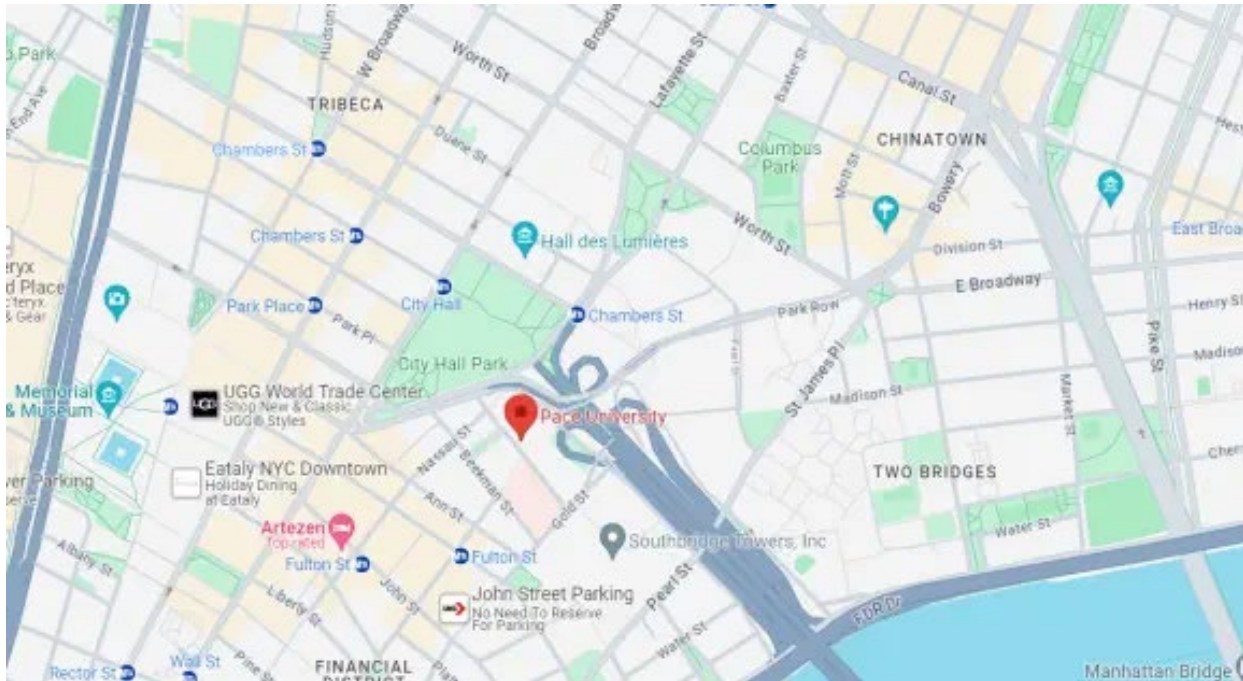
Northeast Conference on Public Administration



**Hosted By:**  
**Pace University**  
**In Collaboration With:**  
**NY Metropolitan Chapter of ASPA**

**November 1-2, New York, NY**

# Pace University Campus



# Welcome from NECoPA

Welcome to the **15<sup>th</sup> edition** of the Northeast Conference on Public Administration – NECoPA! On behalf of NECoPA’s board of trustees, I am delighted to welcome you to Pace University’s New York campus. The theme of this year’s conference – “Building a Flexible Public Service through Innovation and Collaboration” – recognizes the advancements in digital technology as well as the intersectoral and interdisciplinary collaborations in addressing wicked public service problems. Public and nonprofit administration has been tasked with adapting and navigating public programs in this world to ensure they continue to be delivered in an effective, efficient, transparent, and equitable manner. The response to the call for proposals has resulted in an exciting two-day schedule of panels representing the diverse interests and expertise of our NECoPA community that includes both scholars and practitioners. See the conference program for more details.



I would like to highlight our luncheon speakers. The Friday lunch plenary will be given by Dr. Rajade Berry-James, NASPAA President and Senior Associate Dean & Professor at Virginia Commonwealth University. Our Saturday luncheon speaker is Ophelia Rivas, the General Manager of Government and Community Relations at the Port Authority of New York and New Jersey.

I am extremely thankful to the following individuals for making this year’s NECoPA possible:

- The **NECoPA, Inc. Board of Trustees** – see the following page for the full list – who were part of the conference Planning Committee
- The **Pace University team** who facilitated and coordinated the onsite conference planning – Dr. Rebecca Tekula, Dr. Tiffany Henley and Adrian Rivero
- The **NECoPA 2024 Best Paper Committee** who volunteered their time to review proposals and select the best paper awardees – Adam Kuczynski, Brenda Morrissey, Rahul Pathak, and Triparana Vasavada
- Special thanks go to **Rudy de Leon Dinglas** for going above and beyond this year by filling multiple roles – secretary, treasurer and communication officer
- Our student volunteers and
- Our generous sponsors – **Pace University, the New York Metropolitan ASPA Chapter, the Bloomberg Center for Government Excellence, Marist College, Steven Rolandi, Suffolk University, University of Baltimore, and the University of Georgia.**

I would like to congratulate all award winners (see next pages for more details) and encourage all conference participants to submit your paper for publication consideration in an edited volume post conference. Keep an eye out for post-conference communications. I am looking forward to a successful conference and I am personally extremely happy that we are able to host this year’s conference in-person at Pace University.

Warm regards,  
Gina Scutelnicu Todoran  
NECoPA, Inc. Board Chair  
Professor, Department of Public Administration  
Pace University

# Welcome from Pace University



Dear NECOPA Attendees,

Welcome to the 2024 Northeast Conference on Public Administration (NECOPA), hosted here at Pace University's Lower Manhattan campus. It is my honor, both as Chair of the Department of Public Administration and as Executive Director of the Wilson Center for Social Entrepreneurship, to extend this greeting to you all as we gather to explore this year's theme: "Building a Flexible Public Service through Innovation and Collaboration."

Pace University's Master of Public Administration (MPA) program has long been committed to fostering value-driven public service leaders who excel across the sectors of government, healthcare, and nonprofit organizations. While you are here, I hope you have a chance to meet and hear from some of our remarkable students and faculty. Our NASPAA accredited STEM-designated curriculum equips students with both the analytical and managerial skills needed to meet today's challenges, collaborating across sectors to solve complex public service issues. Our department is dedicated to impactful, community-engaged research, exemplified by current projects including Westchester County's Opioid Response Initiative, addressing critical challenges in our community in true partnership with our local agencies and organizations.

I would also like to take a moment to recognize the contributions of our colleague and former department chair, Dr. Gina Scutelnicu Todoran, the current Chair of NECOPA. Dr. Scutelnicu Todoran's leadership and continued service to the field of public administration are greatly appreciated, and we are grateful for her dedication to both Pace University and NECOPA.

Thank you all for your participation in this year's conference. As we embark on this collaborative journey at NECOPA 2024, I encourage each of you to seize the opportunity to lead the charge in reimagining public service. Together, through innovation, equity, and partnerships, we can set new standards for ethical, effective, and inclusive governance, ensuring our field continues to meet the evolving needs of the communities we serve across all sectors.

In gratitude,

Rebecca Tekula, PhD  
Chair, Department of Public Administration  
Executive Director, Wilson Center for Social Entrepreneurship  
Pace University

# NECoPA Officers & Board of Trustees

## OFFICERS

Chair	<b>Gina Scutelnicu Todoran, PhD (2023-2025)</b> Professor, Pace University
Chair-Elect	<b>Rahul Pathak, PhD (2023-2025)</b> Assistant Professor, Baruch College, CUNY
Secretary/Treasurer	<b>Rudy De Leon Dinglas, PhD, MPA (2023-2025)</b> Chief of Staff, the Bloomberg Center for Government Excellence at Johns Hopkins University
Immediate Past Chair	<b>Joseph Hafer, PhD (2023-2025)</b> Assistant Professor, the University of Memphis

## BOARD OF TRUSTEES

**Adam Kuczynski, Ph.D., J.D.**

Assistant Professor, Seton Hall University

**Bok Gyo Jeong, PhD**

Associate Professor, Department Chair, Kean University

**Brenda Morrissey, MS | CCEMTP | AEMD | DNCCM**

Communications Specialist- Centralized Transfer Center, Northwell Health

**Dennis T. Martino, Ed.D**

CPM Instructor, NH Bureau of Education and Training; Adjunct Faculty, Springfield College & Granite State College

**Francesca Lo Galbo, MPA**

Associate Project Manager at the David Zwirner Gallery in New York City

**Stephen Rolandi, MPA**

Adjunct Lecturer, John Jay College of Criminal Justice, CUNY & Adjunct Professor, Pace University

**Tiffany Henley, PhD**

Associate Professor, Pace University

**Triparna Vasavada, PhD**

Associate Professor, Penn State University Harrisburg

**Aiman Alshaikh, Doctoral Student** (Student Representative)

Penn State University Harrisburg

# NECoPA Founding Institutions

NECoPA was founded in October 2010 at the School of Public Affairs and Administration (SPAA) at Rutgers—The State University of New Jersey as an annual, regional conference of the American Society for Public Administration.

As an organization, NECoPA provides support for universities in the northeast region as they work to plan and host the annual conference. This event is intended to provide educational opportunities for scholars, practitioners, and students interested in the scholarly exchange of public administration research, best practices, and networking. Participants come from around the country and the world.

To date, NECoPA conferences have been held at Rutgers—The State University of New Jersey (2010), John Jay College-CUNY (2011), the University of Massachusetts – Boston (2012), the University of Delaware (2013), the University of New Hampshire in Portsmouth (2014), George Mason University's Arlington Campus (2015), Penn State Harrisburg (2016), the University of Vermont (2017), the University of Baltimore (2018), and the LIU Brooklyn (2019). A virtual version of the conference was hosted by Suffolk University (2020) and University of Albany, SUNY (2021). NECoPA Inc. hosted a virtual version of NECoPA in 2022 and 2023.

Rutgers SPAA serves as the official secretariat for NECoPA, playing an integral part in the development of this important organization, which is dedicated to furthering the education of public administration.

The Officers and Trustees of NECoPA wish to thank the following founding institutional sponsors for their generous financial support.



# NECoPA 2024 Sponsors

NECoPA 2024 extends appreciation and gratitude to our generous sponsors!

## **Gold Sponsor**

**Pace University**

## **Silver Sponsor**

**New York Metropolitan ASPA Chapter**

## **Bronze Sponsors**

**Bloomberg Center for Government Excellence, John Hopkins  
University**

**Marist College**

**Suffolk University**

**University of Baltimore**

**University of Georgia**

## **Individual Sponsor**

**Steve Rolandi, John Jay College of Criminal Justice, CUNY & Pace  
University**

# NECoPA 2024 Awards

## Best Student Paper Award – *Jyoti Aggarwal, University of Texas at Dallas*



*"Breaking The Leadership Mold: How Federal Employees' Job Satisfaction and Turnover Intentions Shifted in a Pandemic."*

**Jyoti Aggarwal** is a PhD student in Public Administration at the University of Texas at Dallas, with a Doctor of Education (EdD) in Educational Leadership from the University of Lynchburg. Her research focuses on leadership, employee satisfaction, and public service delivery, with recent work examining leadership behaviors in the federal government during the COVID-19 pandemic. She has published book reviews in *Public Administration Review* and co-authored a book chapter on social equity. Jyoti is an active member of ASPA and has presented at major conferences such as ASPA and SECoPA.

---

## Best Academic Paper Award – *Intae Choi, University of Missouri*

*"What Prevents the Reduction of Misconduct Among Public Officials? The Influence of the Appeals System Through a Bayesian Lens."*

**Intae Choi** is a Postdoctoral Fellow at the University of Missouri. His research interests primarily focus on organizational behavior in public organizations and public personnel management, with particular emphasis on organizational ethics, employee separations, and labor relations.



## Outstanding Practitioner Award – *Ophelia Rivas, Port Authority of New Jersey and New York*



- **Keynote Speaker:** Saturday 12:00 pm

*This award recognizes a practitioner in the Northeast region for their exemplary contributions to public service.*

**Ophelia Rivas** serves as the General Manager of Government and Community Relations at the Port Authority of New York and New Jersey, where she develops and maintains strategic relationships with elected officials, community groups, business improvement districts and industry stakeholders. In her role, Ms. Rivas advised leadership on political matters, manages community and political outreach, and oversees public engagement related to major capital projects and strategic initiatives. She also coordinates cross-agency collaboration and manages high-profile events.

---

## Marc Holzer Award – *Steven Rolandi, John Jay College of Criminal Justice, CUNY & Pace University*

*This award recognizes a NECoPA member for sustained and exemplary service and outstanding contributions to the organization.*

Currently an Adjunct Professor in the Department of Public Management, John Jay College of Criminal Justice (CUNY) and Pace University, Dyson College of Arts and Science, Stephen Rolandi’s career spans government, higher education and the not-for-profit sector. He teaches courses in public policy, human resource management; organization theory; public finance and budgeting.



A native of Brooklyn, NYC, Steve served (2008-13) as Deputy Commissioner for the New York State Division of Human Rights, the oldest civil rights agency in the USA. Steve also has 20 years of experience with the City of New York, having served under four New York City Mayoral administrations.

Steve holds BA and MPA degrees from New York University and studied law at the Brooklyn Law School. He has held numerous leadership positions with the American Society of Public Administration: National Council Representative (four terms), President of the New York Metropolitan ASPA Chapter (three terms) and current Trustee, NECoPA.

**45 Years of Success in the  
New York Metropolitan Area**

**Pace University's  
Master of Public  
Administration  
Program**

**We prepare new leaders, policymakers, and innovators with the tools needed to succeed in the most dynamic sectors of today's economy.**

Our 42-credit Master of Public Administration (MPA) program can help you advance or launch your career in:

- Government Management
- Healthcare Administration
- Nonprofit Management



**Fast and Flexible**

Complete your master's degree full-time in two years or part-time in four years or less. Classes are held at the New York City campus across from City Hall, in White Plains at Pace's Elisabeth A. Haub School of Law, and online.

Additional options include:

- A combined JD/MPA degree
- A dual MPA/MSED (Masters in Public Administration and Educational Leadership-School District Business Leader) degree
- Graduate certificate programs in Healthcare Policy and Management, and Nonprofit Management



**Pace University is a proud  
founding member of NECoPA**



**Gina Scutelnicu-Todoran, PhD**  
Chair, NECoPA  
Professor of Public Administration, Pace University



**Tiffany Henley, PhD**  
Board Member, NECoPA  
Associate Professor of Public Administration, Pace University



**Stephen R. Rolandi, MPA**  
Board Member, NECoPA  
Adjunct Professor of Public Administration, Pace University

**PACE**  
UNIVERSITY

Dyson College of Arts and Sciences

**For more information, contact:**

The Office of Graduate Admission  
graduateadmission@pace.edu | (212) 346-1531  
Learn more at [www.pace.edu/mpa](http://www.pace.edu/mpa)

# Schedule At-A-Glance

1 PACE PLAZA (STUDENT CENTER EAST & WEST, ZANNINO ROOMS) AND 41 PARK ROW (202 ROOM)

## Friday, November 1, 2024

<b>Concurrent Sessions 1</b> 9:00-10:15	<b>Full Panel:</b> <i>Civic Engagement Initiatives in Higher Education</i>	<b>Panel Presentations:</b> <i>Collaboration in Public Service</i>	<b>Panel Presentations:</b> <i>Performance Management and Program Evaluation</i>
10:15-10:30	<b>Break</b>		
<b>Concurrent Sessions 2</b> 10:30-11:45	<b>Full Panel:</b> <i>The Power of Internal Research Funding: Funded Faculty Fellowships in Social Innovation &amp; Entrepreneurship</i>	<b>Panel Presentations:</b> <i>Perspectives on Diversity, Equity, Inclusion, and Justice</i>	
11:45-1:00	<b>Plenary Luncheon Speaker: Dr. Rajade Berry-James</b>		
<b>Concurrent Sessions 3</b> 1:15-2:30	<b>Full Panel:</b> <i>Ethical, Responsible &amp; Value-Oriented Artificial Intelligence in Public Service</i>	<b>Panel Presentations:</b> <i>The State of Diversity, Equity, Inclusion, &amp; Justice in Public Service</i>	<b>Full Panel:</b> <i>The Editors' Panel: How to Get Published in Refereed Journals</i>
2:30-2:45	<b>Break</b>		
<b>Concurrent Sessions 4</b> 2:45-4:00	<b>Full Panel:</b> <i>How to Navigate the Tenure and/or Promotion Processes? A Roundtable on Gender in the Academic Workplace</i>	<b>Panel Presentations:</b> <i>Pressing Issues in Public Service</i>	<b>Panel Presentations:</b> <i>Artificial intelligence in Public Service</i>
4:00-4:15	<b>Break</b>		
<b>Concurrent Sessions 5</b> 4:15-5:15	<b>Full Panel:</b> <i>Prepare to Perform: Performance Management for Better Resident Outcomes</i>	<b>Panel Presentations:</b> <i>Perspectives on Public Service Education</i>	<b>Panel Presentations:</b> <i>Innovation and Technology in Public Service</i>
6:00-8:00	<b>Reception Off-Campus</b>		

Saturday, November 2, 2024			
<b>Concurrent Sessions 6</b> 9:00-10:15	<b>Full Panel:</b> <i>Innovations in Public Service and Public Humanities Education</i>	<b>Full Panel:</b> <i>Project 2025: Implications for Governance, Democracy and the Public Service</i>	<b>Panel Presentations:</b> <i>Perspectives on Public Service Effectiveness</i>
10:15-10:30	<b>Break</b>		
<b>Concurrent Sessions 7</b> 10:30-11:45	<b>Full Panel:</b> <i>Advancing Undergraduate Education in Public Service and Nonprofit Studies: Our Role in Civic Education, Public Humanities, Experiential Learning, and the Future of Liberal Arts Education</i>	<b>Roundtable Discussion:</b> <i>The Academic-Practitioner Dialogue</i>	
11:45-1:00	<b>Awards Luncheon Speaker: Ophelia Rivas</b>		
<b>Concurrent Sessions 8</b> 1:15-2:30	<b>Panel Presentations:</b> <i>Perspectives on Collaboration in Public Service</i>	<b>Full Panel:</b> <i>Wicked Problems that Need Equitable Solutions</i>	<b>Panel Presentations:</b> <i>Perspectives on Financial Management and Budgeting</i>
2:30-2:45	<b>Break</b>		
<b>Concurrent Sessions 9</b> 2:45-4:00	<b>Panel Presentations:</b> <i>Managing Complex Issues in Public Service</i>	<b>Panel Presentations:</b> <i>Perspectives on Technology</i>	<b>Panel Presentations:</b> <i>Pressing Issues in Public Service</i>
4:00-4:10	<b>Concluding Remarks</b>		



**NEW YORK**  
Metropolitan  
Chapter

**Advancing Public Service in the New York Metropolitan Region**

**American Society for Public Administration's**

**New York Metro Chapter welcomes new leadership for 2024-2025**



**Joel Desouve**  
President



**Christopher Bisonette**  
President Elect



**Ric Kolenda**  
Treasurer



**Rinchen Lama**  
Secretary



**Manuel Gonzalez**  
Council Member



**Valerie Gudino**  
Council Member



**Jennifer Joseph**  
Council Member



**Petal Sampson**  
Council Member

For more information, please visit <https://aspany.org/>  
For any queries, please email [info@aspany.org](mailto:info@aspany.org)

# NECoPA 2024 Conference Schedule

## FRIDAY, NOVEMBER 1

### Concurrent Sessions 1 (9:00am-10:15am EST)

<b><i>Civic Engagement Initiatives in Higher Education</i></b> (Student Center East Room, 1 Pace Plaza)	
Full Panel Presenters	Shane Gagnon, Student, Kean University Jung Ah (Claire) Yun, Associate Professor, Kean University Bok Gyo Jeong, Associate Professor, Kean University Ngoc Dao, Assistant Professor, Kean University Carey Brown, EIA Fellow, Kean University Roseanne Mirabella, Associate Professor, Kean University

<b><i>Collaboration in Public Service</i></b> (Room 202, 41 Park Row)	
Presentation 1	<b>Innovative Programming Within the Correctional Setting: Non-Invasive Interventions with Impactful Outcomes</b> Kimberly Collica-Cox, Professor, Pace University
Presentation 2	<b>Is It Possible to Apply Inter-municipal Cooperation in Every Area? A Case Study of the Czech Republic</b> Filip Hruza, Assistant Professor, Masaryk University, Czech Republic Eduard Bakos, Assistant Professor, Masaryk University, Czech Republic
Presentation 3	<b>Organizational Hybridity: Different Development and Impact Patterns of Welfare Associations on Markets and Society</b> Thomas Lange, Professor, Internationale Hochschule, Germany
Presentation 4	<b>The U.S. Embargo Against Cuba and Cuban Education: Technology's Role in Global Development</b> Jesse Fowler, Independent scholar
Moderator	Kimberly Collica-Cox, Professor, Pace University

<b><i>Performance Management and Program Evaluation</i></b> (Student Center West Room, 1 Pace Plaza)	
Presentation 1	<b>Political Alignment and Use of Local Development Plans in Government Planning</b> Tomas Soto, Doctoral Student, Rutgers University, Newark
Presentation 2	<b>Examining the Performance of Military Veterans in Law Enforcement</b> Adam Cucchiara, Instructor, United States Military Academy, West Point
Presentation 3	<b>The Growth of an Organization Through Efficient Internal and External Performance</b> Daniel Cruz, Pace University
Presentation 4	<b>Performance Management Means People Management, Too</b> Rachel Bloom, Senior Advisor, Bloomberg Center for Government Excellence Laurie Moise Sears, Senior Advisor, Bloomberg Center for Government Excellence
Moderator	Rachel Bloom, Bloomberg Center for Government Excellence

**Concurrent Sessions 2 (10:30am-11:45pm EST)**

<b><i>The Power of Internal Research Funding: Funded Faculty Fellowships in Social Innovation and Entrepreneurship</i></b> (Room 202, 41 Park Row)	
Full Panel Presenters	Rebecca Tekula, Professor, Pace University Jessica Magaldi, Professor, Pace University Kimberly Collica-Cox, Professor, Pace University
Moderator	Rebecca Tekula, Professor, Pace University

<b>Perspectives on Diversity, Equity, Inclusion, and Justice</b> (Student Center Room, 1 Pace Plaza)	
Presentation 1	<b>Compassionate Figures: Women’s Representation and Policy Making in New York</b> Ying Liu, Rutgers University, Newark Pengju Zhang, Associate Professor, Rutgers University, Newark
Presentation 2	<b>Privileged Omissions: Addressing the Institutional Practice</b> Tony Carrizales, Professor, Marist College
Presentation 3	<b>Beyond a Binary: Queering of Gender Responsive Budgeting</b> Shilpa Viswanath, Assistant Professor, John Jay college of Criminal Justice, CUNY Seth Meyer, Assistant Professor, Bridgewater State University
Moderator	Tony Carrizales, Professor, Marist College

**Plenary Luncheon (11:45am-1:00pm EST)**

(Student Center East Room, 1 Pace Plaza)

**Keynote Speaker: Dr. Rajade Berry-James**, current NASPAA President, Senior Associate Dean & Professor, Virginia Commonwealth University, and Chair of the Standing Panel on Social Equity in Governance, National Academy of Public Administration



**Dr. Rajade M. Berry-James, Ph.D.**, is the Senior Associate Dean of Faculty and Academic Affairs at VCU L. Douglas Wilder School of Government and Public Affairs and tenured Professor of Public Administration. She is also a consultant, specializing in diversity, equity, and inclusion as well as assessment and accreditation in higher education.

**Dr. Berry-James** is a renowned scholar and researcher with expertise in public administration. She has spent over 35 years in higher education, serving as Chair of the Faculty, MPA Program Coordinator, Ph. D. Program Coordinator, and Director of Graduate Programs for small, large, and research-intensive graduate programs, in addition to her faculty roles. Prior to joining the faculty, Berry-James was an adjunct professor while holding administrative positions as Assistant to the Dean in the School of Liberal Arts (1993-1999) and Assistant Director promoted to Associate Director of Institutional Research (1987-1993) at Kean University. With a career spanning decades, she has established a

strong reputation for innovative research, securing significant contracts and grants and fostering collaborative partnerships. Dr. Berry-James' evaluation research focuses on federally funded programs and community-based initiatives. Her scholarly research and evaluation grants were sponsored by the W. K. Kellogg Foundation, U. S. Department of Health and Human Services, SAMHSA, Center for Substance Abuse Treatment (CSAT) & Center for Substance Abuse Prevention (CSAP), U. S. Office of Juvenile Justice and Delinquency Prevention, Office of National Drug Control Policy (ONDCP), Ohio Department of Alcohol and Drug Addiction Services (ODADAS), Summit County (OH) Dept. of Jobs & Family Services, and Akron Center for Policy Studies as well as University of Akron, NC State University and Virginia Commonwealth University.

**Dr. Berry-James'** research, teaching, and community engagement focus on the theory of change and the applied practice of public administration. Co-authored with Gooden (2018), her book, *Why Research Methods Matter: Essential Skills in Decision Making (2018)*, examines real-world policymaking and evidence to support decision-making. Berry-James designed two NASPAA award-winning courses, *MPA Capstone* and *Cultural Competence in the Public Sector*, and has taught master- and doctoral-level courses such as Basic Quantitative Research, Advanced Research and Statistical Methods, Research Methods and Analysis, Public Policymaking, Implementation and Evaluation, Survey Research, Program Evaluation, Public Bureaucracy, Personnel Management, Conflict Resolution, and Social Equity. Her scholarly research has appeared in the *Public Administration Review (PAR)*, *Journal of Public Affairs Education (JPAE)*, *Review of Public Personnel Administration (ROPAA)*, *Public Performance and Management Review (PPMR)*, *International Journal of Public Administration*, *International Association for the Study of Global Achievement of Gap*, *International Journal of the Humanities*, *Journal of Public Budgeting, Accounting and Financial Management*, *Journal of Black Political Research*, *Journal of the American Society of Professional Emergency Planners*, *Journal of Public Management & Social Policy (JPMSP)* and the *Journal of Social Equity in Public Administration (JSEPA)*. In addition to receiving research grants to evaluate community-based projects, Since 2019, Dr. Berry-James has been recognized with various awards for her applied scholarship, including the ASPA (NJ) Distinguished Service in the Field of Public Administration President's Award, ASPA Chester A. Newland Presidential Citation of Merit Award, *Guest of Honor* at the International Conference on Restructuring, Revamping, and Rebuilding The Independent India: Reforms for Agriculture, Administrative, Economic and Entrepreneurial Sectors (Gujarat, India), Public Service Recognition Week, Best Paper Award: *Stepping Up to the Plate: Making Social Equity a Priority in Public Administration's Troubled Times*, VCU National/International Recognition Award, Rutgers University - Newark Outstanding Alumni Award, AKA Carolyn L. Lattimore Education Excellence Award, and NC State Outstanding Engagement Award.

**Dr. Berry-James** serves on the Network of Schools of Public Policy, Affairs and Administration (NASPAA) executive committee. As NASPAA President, she convened the annual NASPAA conference on October 23 - 25, 2024 in Washington, DC (USA). The #NASPAA2024 conference theme, "[Leading by Convening: Shaping the Future of Public Policy, Public Affairs, and Public Administration.](#)" brought together more than 550 scholars, practitioners and students from around the world to share innovative ideas, best practices, and cutting-edge research that inspires collaborative solutions to pressing global challenges. She brings an extensive record of service to the NASPAA Network, having been elected on NASPAA's Executive Council, and appointed to serve as a two-time chair of the NASPAA Commission on Peer Review and Accreditation (COPRA). She led the reauthorization of

NASPAA as a global accreditor and under her leadership as chair of COPRA, accredited the first two international graduate programs and adopted NASPAA's diversity policy for accreditation.

**Dr. Berry-James** is an [elected fellow](#) of the congressionally chartered National Academy of Public Administration (NAPA) and in 2023, she was appointed by the NAPA Board to Chair of the [Standing Panel on Social Equity in Governance](#). She developed the Philip J. Rutledge Social Equity in Leadership Award to recognize scholars and practitioners whose efforts foster social equity and align with the NAPA charter of the Standing Panel on Social Equity in Governance charter. She has co-hosted the [12th Annual Social Equity Leadership Conference](#) (SELC) in Raleigh, NC and the virtual [20th Annual Conference](#) at NAPA in Washington, DC (USA).

**Dr. Berry-James** is a lifelong member of the American Society for Public Administration (ASPA). She served on the ASPA National Council, representing District II, for nearly a decade. Having served in leadership roles for the Conference for Minority Public Administration (COMPA) and the ASPA Section on Democracy and Social Justice (SDSJ), she is a role model for professional service to the field. Currently, Dr. Berry-James serves as President of the Research Triangle Chapter in North Carolina.

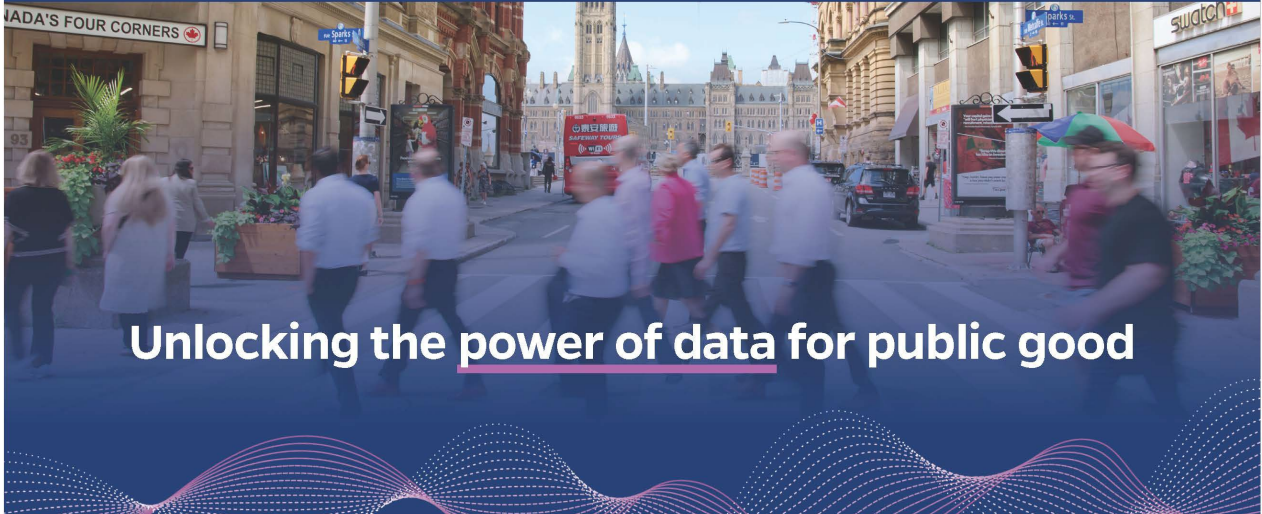
**Dr. Berry-James** earned a bachelor's degree in Business Administration from Rider University (1987). She also earned an MPA from Kean University (1993), writing a master's thesis, *The Doctrine of Comparable Worth: Beyond Equal Pay for Equal Work*, to examine pay differences between female- and male-dominated positions in higher education. She was the first African American to earn a Ph.D. in Public Administration where she specialized in productive public management (1999), in the School of Public Affairs and Administration at Rutgers University (Newark), Her dissertation, *Implementing Affirmative Action: The Critical Role of Affirmative Action Officers in Higher Education* examined factors influencing program efficacy in higher education.

### **Concurrent Sessions 3 (1:15pm-2:30pm EST)**

<b><i>Ethical, Responsible and Value-Oriented Artificial Intelligence in Public Service</i></b> (Student Center East Room, 1 Pace Plaza)	
Full Panel Presenters	Kayla Schwoerer, Assistant Professor, University at Albany, SUNY Kun Huang, Doctoral Student, University at Albany, SUNY Kathryn Taleporos, Student, University at Albany, SUNY Juan A. Rios, Assistant Professor, Seton Hall University Amml Hussein, Seton Hall University Zong-Xian Huang, Doctoral Student, University at Albany, SUNY J. Ramon Gil-Garcia, Professor, University at Albany, SUNY Brad Johnson, Assistant Professor, University of Nevada, Reno

<b><i>The State of Diversity, Equity, Inclusion, and Justice in Public Service</i></b> (Room 202, 41 Park Row)	
Presentation 1	<b>Diversity, Equity, Inclusion, and Justice is Public Service: Narratives from Correctional Staff at Rikers Island Jail</b> Simone Martin-Howard, Associate Professor, John Jay College of Criminal Justice, CUNY
Presentation 2	<b>Role of Government and NGO in Addressing the Marginalization of the Third Gender Community</b> Ridwan Islam Sifat, Doctoral Student, University of Maryland, Baltimore County
Presentation 3	<b>Women's Representation and Gender Auditing: A Cross-Country Analysis</b> Nicolas Lagos, Doctoral Student, Rutgers University, Newark Ying Liu, Rutgers University, Newark
Presentation 4	<b>Understanding the Impact of Voter Suppression on the 2020 General Election</b> Tiffany Henley, Associate Professor, Pace University Samuel Brown, Professor, Old Dominion University Norou Diawara, Professor, Old Dominion University MD Iqbal Hossain, Student, Old Dominion University
Moderator	Tiffany Henley, Associate Professor, Pace University

<b><i>The Editors' Panel: How to Get Published in Refereed Journals</i></b> (Student Center West Room, 1 Pace Plaza)	
Roundtable Discussion	Stephanie Newbold, Professor, Wichita State University Roseanne Mirabella, Associate Professor, Kean University Gina Scutelnicu Todoran, Professor, Pace University
Moderator	Gina Scutelnicu Todoran, Professor, Pace University



## Unlocking the power of data for public good

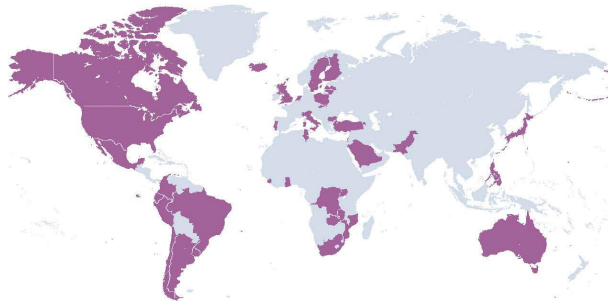
**GovEx helps governments, primarily cities, unlock the power of data for public good.** We empower mayors and their senior teams to use data effectively to improve the lives of residents across the United States and around the globe.

Since 2015, GovEx has worked with:

**37**  
countries

**568**  
cities, counties,  
and states

**10,000+**  
public sector leaders





Learn more  
about **GovEx**  
[govex.jhu.edu](http://govex.jhu.edu)



Learn more about  
**City AI Connect**  
[cityaiconnect.jhu.edu](http://cityaiconnect.jhu.edu)



Join our global  
community for  
cities to learn  
about generative  
AI together, faster.

**Follow Us**  
 [govex\\_jhu](#)  
 [govex\\_jhu](#)  
 [govexjhu](#)  
 [govex](#)

## **Concurrent Sessions 4 (2:45pm-4:00pm EST)**

<b><i>How to Navigate the Tenure and/or Promotion Processes? A Roundtable on Gender in the Academic Workplace</i></b> (Room 202, 41 Park Row)	
Full Panel Presenters	Lauren Bock Mullins, Associate Professor, College of Staten Island, CUNY Jung Ah (Claire) Yun, Associate Professor, Kean University Shilpa Viswanah, Assistant Professor, John Jay College of Criminal Justice, CUNY Gina Scutelnicu Todoran, Professor, Pace University
Moderator	Shilpa Viswanah, Assistant Professor, John Jay College of Criminal Justice, CUNY

<b><i>Pressing Issues in Public Service</i></b> (Student Center East Room, 1 Pace Plaza)	
Presentation 1	<b>Collecting and Analyzing Resident Voices to Inform Municipal Strategic Planning: A Case Study of the 2023 Bartlett, Tennessee Community Survey</b> Joseph Hafer, Assistant Professor, University of Memphis
Presentation 2	<b>Empowering Leadership: Unleashing a Resilient Culture of Ownership and Accountability</b> David Suson, Proliance Group LLC
Presentation 3	<b>What Prevents the Reduction of Misconduct among Public Officials?</b> Intae Choi, Post-Doc, University of Missouri
Presentation 4	<b>Adaptive Leadership in HBCUs: Navigating Hybrid Work Dynamics in a Post-Pandemic Era</b> Brittney Brooks, Doctoral Student, West Chester University
Presentation 5	<b>The Role of Social Media in Facilitating Intergovernmental Relations</b> Areeba Hasmi, MPA Student, Pace University
Moderator	Joseph Hafer, Assistant Professor, University of Memphis

<b>Artificial Intelligence in Public Service</b> (Student Center West Room, 1 Pace Plaza)	
Presentation 1	<b>The Fundamental Role of Performance Management Practices in the Era of Artificial Intelligence</b> Rudy de Leon Dinglas, Chief of Staff, Bloomberg Center for Government Excellence, John Hopkins University
Presentation 2	<b>Integrating Artificial Intelligence into Public Finance Auditing: Enhancing Fraud Detection and Efficiency</b> Irakli Petriashvili, Professor, University of Georgia. Tbilisi, Georgia
Presentation 3	<b>Building an AI-Ready Public Sector Workforce: A Strategic Approach to Training and Development</b> Dylan Hayden, DPA, University of Baltimore
Presentation 4	<b>Humans in the Audit Loop: Effects of AI Trust on Corruption Control</b> Nicolas Lagos, Doctoral Student, Rutgers University, Newark
Moderator	Rudy de Leon Dinglas, Chief of Staff, Bloomberg Center for Government Excellence, John Hopkins University

**Concurrent Sessions 5 (4:15pm-5:15pm EST)**

<b>Prepare to Perform: Performance Management for Better Resident Outcomes</b> (Student Center East Room, 1 Pace Plaza)	
Full Panel Presenters	Laurie Moise Sears, Senior Advisor, Bloomberg Center for Government Excellence, John Hopkins University Rachel Bloom, Senior Advisor, Bloomberg Center for Government Excellence, John Hopkins University Vidushani Jayalal, Program Manager, Bloomberg Center for Government Excellence, John Hopkins University
Endorsed by the Bloomberg Center for Government Excellence, John Hopkins University	

<b>Perspectives on Public Service Education</b> (Room 202, 41 Park Row)	
Presentation 1	<b>Serving Communities and Engaging Stakeholders through Service Learning: Pedagogical Development for Nonprofit Education</b> Huiting Qi, Assistant Professor, Valdosta State University Ximeng Chen, Sacred Heart University
Presentation 2	<b>What Do We Know about Teaching and Studying Public Administration in Developing Countries? A Systematic Literature Review</b> Md Shahidulla Kaiser, Rutgers University-Newark
Presentation 3	<b>International and Interdisciplinary Perspectives on Public Administration Education and Research</b> Sheying Chen, Professor, Pace University
Moderator	Huiting Qi, Assistant Professor, Valdosta State University

<b>Innovation and Technology in Public Service</b> (Student Center West Room, 1 Pace Plaza)	
Presentation 1	<b>Cyber Fortification: Investigating Capital Improvements Ability to Improve Cybersecurity</b> James S. Norcross, Doctoral Candidate, University of Texas at Dallas
Presentation 2	<b>Geospatial intelligence applied to public administration</b> Rafael Lara Mazoni Andrade, FJP   PUC Minas
Presentation 3	<b>A New Disease Surveillance? How Public Institutions and NGOs Use Big Data for Threat Surveillance in Global Health</b> Thomas Lange, Professor, Internationale Hochschule, Germany
Moderator	Thomas Lange, Professor, Internationale Hochschule, Germany



**MARIST**

**Excellence | Community | Service**  
**Master of Public Administration Program**

**5 ANNUAL START DATES**

August, October, January,  
March, or June

**SPECIALIZED CONCENTRATIONS**

Analytics, Ethical Leadership, Healthcare  
Administration, or Public and Nonprofit  
Management

**100% ONLINE**

Flexible online course offering

**NASPAA ACCREDITED**

Backed by the global standard for  
public service education

**ACCELERATED DEGREE**

Complete your MPA degree in as little as  
14 months, full-time or part-time

**93% EMPLOYMENT RATE  
BY GRADUATION**



**FOR MORE INFORMATION:**  
**MARIST.EDU/MPA | (845) 575-3226**

**Off-Campus Reception (6:00pm-8:00 pm)**



Stout NYC - Financial District  
90 John Street  
New York, NY 10038

**Saturday, November 2**

**Concurrent Sessions 6 (9:00am-10:15am EST)**

<b><i>Innovations in Public Service and Public Humanities Education</i></b> (Student Center East Room, 1 Pace Plaza)	
Full Panel Presenters	Kelley Kreitz, Associate Professor, Pace University Sid Ray, Professor, Pace University Erica Johnson, Professor, Pace University Rebecca Tekula, Professor, Pace University
Moderator	Rebecca Tekula, Professor, Pace University
Endorsed by Pace University	

<b><i>Project 2025: Implications for Governance, Democracy and the Public Service</i></b> (Zannino Room, 1 Pace Plaza)	
Full Panel Presenters	Stephen Rolandi, Adjunct Professor, John Jay College of Criminal Justice & Pace University Dennis Martino, Adjunct Instructor, University of New Hampshire Clifford Kirsch, Adjunct Associate Professor, John Jay College of Criminal Justice, CUNY
Moderator	Pilar Gorordo, Retired Healthcare Professional

<b><i>Perspectives on Public Service Effectiveness</i></b> (Student Center West Room, 1 Pace Plaza)	
Presentation 1	<b>Exploring the Perception of Fairness in Performance Evaluation among Telecommuting Federal Employees</b> Jyoti Aggarwal, Doctoral Student, University of Texas, Dallas Thanh (Minnie) Hoang, Assistant Professor, Southern Connecticut State University
Presentation 2	<b>Norwood Senior Medical Transport Program - An Evaluation</b> Tony Mazzucco, Valdosta State University Mel Bemis, Valdosta State University/Town of Norwood
Presentation 3	<b>Analyzing Professional Standards in Public Administration to Address the Public Housing to Prison Pipeline: Policy Interventions and Governance Frameworks</b> Mariah Meachem-Williams, Purdue Global University
Presentation 4	<b>Motivation for Emergency Management Professionals: A Systematic Literature Review</b> Bikash Adhikari, Doctoral Student, University of Central Florida
Presentation 5	<b>Does Social Enterprise Governance Matter? The Role of Board Diversity, Activity, and Ownership Concentration on Social and Economic Performance</b> Odkhuu Khaltar, Yonsei University Hyewon Kim, Yonsei University Hyeyeon Kang, Hansung University
Moderator	Tony Mazzucco, Valdosta State University

**Concurrent Sessions 7 (10:30am-11:45am EST)**

<b><i>Advancing Undergraduate Education in Public Service and Nonprofit Studies: Our Role in Civic Education, Public Humanities, Experiential Learning, and the Future of Liberal Arts Education</i></b> (Student Center West Room, 1 Pace Plaza)	
Full Panel Presenters	Rebecca Tekula, Professor, Pace University Roseanne Mirabella, Associate Professor, Kean University Ric Kolenda, Clinical Associate Professor, Pace University Gina Scutelnicu Todoran, Professor, Pace University

Endorsed by Pace University

***The Academic-Practitioner Dialogue*** (Zannino Room, 1 Pace Plaza)

Roundtable  
Discussion

**The Academic-Government Communications Gap**

Katherine Barrett, Principal, Barrett and Greene, Inc., Executive Advisor to the American Society for Public Administration; Chair of ASPA's new George Frederickson Center for Social Equity, and co-author of *The Little Guide to Writing for Impact*.

**Subversion as Public Value: Reframing Change in Public Administration**

Seth Wright, Assistant Teaching Professor, Penn State University, Harrisburg

**Awards Luncheon (11:45pm-1:00pm EST)**

(Student Center East Room, 1 Pace Plaza)

**Keynote Speaker: Ophelia Rivas**, the General Manager of Government and Community Relations, the Port Authority of New York and New Jersey



**Ophelia Rivas** serves as the General Manager of Government and Community Relations at the Port Authority of New York and New Jersey, where she develops and maintains strategic relationships with elected officials, community groups, business improvement districts and industry stakeholders. In her role, Ms. Rivas advised leadership on political matters, manages community and political outreach, and oversees public engagement related to major capital projects and strategic initiatives. She also coordinates cross-agency collaboration and manages high-profile events.

Before joining the Port Authority, Ms. Rivas was the Director of External Affairs for the NYC School Construction Authority, where she led the community relations division. In this capacity, she developed and executed strategies to strengthen relationships with elected

officials, community groups, and other key stakeholders to enhance support for school construction projects. Earlier in her career, she served as Assistant Director of Intergovernmental and Community Affairs at the NYC Department of Design and Construction, where she managed community engagement for coastal resiliency and infrastructure projects. During her time there, she launched the agency's construction fence art program and collaborated with partners to establish a community advisory group.

With over 14 years of experience in public service, Ms. Rivas has also held roles at the Department of Sanitation, the NYC Council, the U.S. House Oversight and Government Reform Committee, and in the office of a U.S. Congressman. Throughout her career, she has been deeply committed to serving the public and fostering positive community relations.

Ms. Rivas holds a Bachelor of Arts in Sociology from York College (CUNY) and an Executive Master of Public Administration from Baruch College (CUNY). She resides in Brooklyn and enjoys outdoor activities, exercising, and volunteering in her free time.

## ***Congratulations & Best Wishes to NECoPA in 2024 and 2025!***

### **Stephen R. Rolandi, M.P.A.**

Adjunct Professor

John Jay College of Criminal Justice

City University of New York (CUNY)

& Pace University, Dyson College of arts and Science

Trustee Member, N.E.C.O.P.A.

Past President, New York Metro ASPA

Past Senior National Council Representative for District 1, American Society for Public Administration



## Concurrent Sessions 8 (1:15pm-2:30pm EST)

<b><i>Perspectives on Collaboration in Public Service</i></b> (Student Center East Room, 1 Pace Plaza)	
Presentation 1	<p><b>Network Prioritization among Fire and Emergency Services Leaders: Examining the Impact of Engagement, Motivation, and Fit</b></p> <p>Alexander Henderson, Associate Professor, Marist College</p>
Presentation 2	<p><b>Democratic Co-Production and Co-Creation in Action: The Interconnection of Town Meeting Direct Democracy and Co-Production in Kensington</b></p> <p>Sawyer Rogers, Doctoral Student, University of Massachusetts, Amherst</p>
Presentation 3	<p><b>Exploration of Collaborative Governance Performance: Unveiling Trends and Challenges through Thematic Analysis</b></p> <p>Yeobin Yoon, Penn State University, Harrisburg Bing Ran, Penn State University, Harrisburg</p>
Presentation 4	<p><b>A Conceptual Framework on the Influencing Factors of Collaborative Crisis Learning</b></p> <p>Chun-yuan Wang, Professor, Central Police University, Taiwan</p>
Presentation 5	<p><b>Where Do We Start? Intra-Village Segregation and Local Public Good Provision</b></p> <p>Gopinath Annadurai, Indian Institute of Management Bangalore</p>
Moderator	Alexander Henderson, Associate Professor, Marist College



# GUIDED BY PURPOSE SHAPED BY EXPERIENCE

## Master of Public Administration (MPA)

For nearly 50 years, the MPA program at Suffolk University’s Sawyer Business School has equipped early- to mid-career professionals to support the common good through responsive, efficient, and effective public service. Whether they work for nonprofit organizations or communities large or small, our learners benefit from our:

- Emphasis on leadership, collaborative management, and network governance, with diversity and equity embedded in all aspects of the program
- Blended offerings, including in-person, hybrid, and online options for both full- and part-time schedules
- Access to and collaborative opportunities with Suffolk’s National Center for Public Performance and the Moakley Center for Public Management



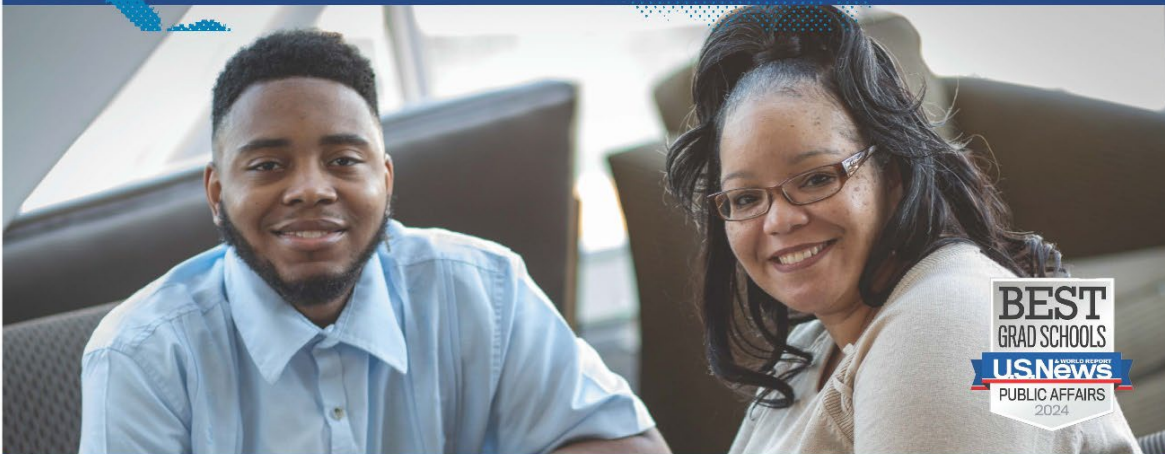
[suffolk.edu/business](https://suffolk.edu/business)

SUFFOLK UNIVERSITY SAWYER BUSINESS SCHOOL | BOSTON

<b><i>Wicked Problems that Need Equitable Solutions</i></b> (Zannino Room, 1 Pace Plaza)	
Full Panel Presenters	Rajni Jaiswal, MPA Student, Pace University Shalini Sankar, MPA Student, Pace University Shuaib Murtaza, MPA Student, Pace University Siddhiben Patel, MPA Student, Pace University Reeya Ramdeen, MPA Student, Pace University
Moderator	Gina Scutelnicu Todoran, Professor, Pace University

<b><i>Perspectives on Financial Management and Budgeting</i></b> (Student Center West Rm., 1 Pace Plaza)	
Presentation 1	<b>The True Cost of the Unfilled Positions: Policy Analysis and Policy Advice for State and Local Retirement Systems</b> Ivan Ozherelev, Assistant Professor, Jackson State University
Presentation 2	<b>Proposing a Value-Sharing Mechanism for Wind Power: Impact of Benefit-sharing and Community Engagement on Acceptance and Environmental Awareness</b> Kyungmin Lee, Doctoral Student, University of Delaware
Presentation 3	<b>Fiscal Response to the New Wave of Migrants: How Cities are Responding?</b> Rahul Pathak, Assistant Professor, Baruch College, CUNY
Presentation 4	<b>From Adoption to Impact: Exploring Business IT Software Integration Using Technology Acceptance Model</b> Stanley, University of South Wales
Moderator	Rahul Pathak, Assistant Professor, Baruch College, CUNY

# EDUCATING LEADERS. SERVING THE COMMUNITY. SHAPING THE FUTURE.



The School of Public and International Affairs offers flexible, affordable programs, delivered online, in person, in the evenings and on weekends.

## OUR PROGRAMS

- DOCTOR OF PUBLIC ADMINISTRATION
- MASTER OF PUBLIC ADMINISTRATION\*
- M.A. IN GLOBAL AFFAIRS AND HUMAN SECURITY\*
- M.S. IN NEGOTIATIONS AND CONFLICT MANAGEMENT\*
- M.S. IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP  
*offered jointly with The University of Baltimore's Merrick School of Business*
- B.A. IN POLICY, POLITICS AND INTERNATIONAL AFFAIRS

*\*can be completed fully online*

## OUR CERTIFICATES

- DIVERSITY, EQUITY AND INCLUSION (DEI)\*
- ESSENTIAL CONFLICT RESOLUTION\*
- GLOBAL ENGAGEMENT\*
- NONPROFIT LEADERSHIP\*



[UBALT.EDU/SPIA](https://ubalt.edu/spia)

## **Concurrent Sessions 9 (2:45pm-4:00pm EST)**

<b><i>Managing Complex Issues in Public Service</i></b> (Student Center East Room, 1 Pace Plaza)	
Presentation 1	<b>Managing Ethics in Federal Government: Practices and Effectiveness of Ethics Programs</b> Odkhuu Khaltar, Yonsei University
Presentation 2	<b>Leadership For Well-Being: Strategies to Alleviate Stress and Foster a Healthy Workplace</b> David Suson, Proliance Group LLC
Presentation 3	<b>Building Inclusive Education Systems: Policy Dialogues on Right to Education and Gender-Responsive Governance in Nepal</b> Pramod KC, Kathmandu University
Presentation 4	<b>Content Moderation is a Triangle. Tensions and Challenges for State Agencies and Social Media Platforms Regulating Users' Online Speech</b> Jose Acevedo, Rutgers University, Newark
Moderator	Gina Scutelnicu Todoran, Professor, Pace University

<b><i>Perspectives on Technology</i></b> (Student Center West Room, 1 Pace Plaza)	
Presentation 1	<b>Digital Siege: Unmasking the Vulnerabilities of Small Government Networks in the Face of Repeated Cyber Assaults</b> James S. Norcross, University of Texas at Dallas
Presentation 2	<b>Effect of Technological Innovation on Service Delivery in Ahmadu Bello University Zaria</b> Shehu Jafaru Salisu, Ahmadu Bello University Zaria Nigeria
Presentation 3	<b>Decoding Enigma of Government Trust: Unveiling the Influencing Factors of Government Trust Using XAI</b> Gyuchoel, Jo, Yonsei University

Presentation 4	<b>A Study of Public Attitudes Towards AI Regulation: Exploring the Influence of Positive and Negative Factors</b> Yejong Park, Yonsei University Jae Moon, Yonsei University
Moderator	James S. Norcross, University of Texas at Dallas

<b><i>Pressing Issues in Public Service</i></b> (Zannino Room, 1 Pace Plaza)	
Presentation 1	<b>Influence of SDG 7: Transition of Energy Policies in India from Affordability to Clean Energy</b> Ashlesha Rajesh Yawalkar, Pandit Deendayal Energy University
Presentation 2	<b>Deciphering Blockchain's Role in Anti-Corruption: A Systematic Review and Theoretical Framework for Financial and Transactional Integrity</b> Shpresa Kaciku Baljija, ASTERA ML
Presentation 3	<b>How Did Jordan Survive the COVID-19 Pandemic?</b> Diana Al-Fayez, The University of Jordan
Moderator	Rahul Pathak, Assistant Professor, Baruch College, CUNY

**Concluding Remarks (4:00pm-4:10pm EST)**

***Join us for a brief "Goodbye!" before you leave the conference to hear from NECoPA, Inc. Officers***

## NECoPA Hosts and Locations

Pace University (2024) - New York, NY  
NECoPA Inc. (2023) – Virtual Conference  
NECoPA Inc. (2022) – Virtual Conference  
SUNY Albany (2021) – Virtual Conference  
Suffolk University (2020) – Virtual Conference  
Long Island University Brooklyn (2019) – Brooklyn, NY  
University of Baltimore (2018) – Baltimore, MD  
University of Vermont (2017) – Burlington, VT  
Penn State Harrisburg (2016) – Harrisburg, PA  
George Mason University (2015) – Fairfax, VA  
University of New Hampshire (2014) – Durham, NH  
University of Delaware (2013) – Newark, DE  
University of Massachusetts-Boston (2012) – Boston, MA  
John Jay College of Criminal Justice, CUNY (2011) – New York, NY  
Rutgers University-Newark (2010) – Newark, NJ



School of Public & International Affairs  
UNIVERSITY OF GEORGIA

COMMITTED TO EXCELLENCE

#2

Public Management & Leadership

#3

Public Finance & Budgeting

#4

Public Affairs Graduate Program

#5

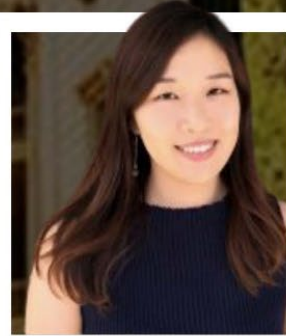
Local Government Management

WELCOME



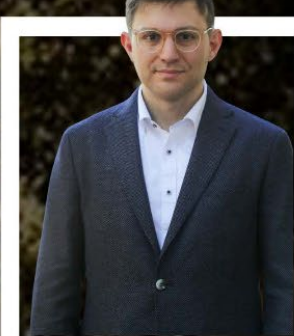
J. EDWARD KELLOUGH

DEPARTMENT HEAD



HEEWON LEE

ASSISTANT PROFESSOR



GREGORY PORUMBESCU

ASSOCIATE PROFESSOR



CONGRATULATIONS

W. DAVID BRADFORD

Named Editor-in-Chief of  
*Health Economics*

