

Patrick O'Hara

Education

Ph.D. Public Administration, Syracuse University, Maxwell School of Citizenship and Public Affairs, 1981—Specialization in Organization and Management

M.P.A. Baruch College, City University of New York, 1977

B.B.A. Baruch College, City University of New York, 1971.

Professional Experience

Professor of Public Administration, Department of Public Management, John Jay College of Criminal Justice, City University of New York.

Assistant Professor of Public Administration, Department of Government/Public Administration, John Jay College of Criminal Justice, City University of New York, 1980-1986; Associate Professor of Public Administration, Department of Public Management, 1987-2006

Responsibilities include teaching graduate courses in organization and management, administering the MPA comprehensive examinations (1984-2003), advising students, developing undergraduate and graduate curricula, and participating in the institutional governance of the department, college and university. Responsibilities as an Assistant Professor included teaching graduate and undergraduate courses in organization and management, public finance and computer applications. Tenure granted in 1987.

Academic Director, NYPD Certificate Program, John Jay College of Criminal Justice, City University of New York, 2001-Present

Developed, administered and participated in the classroom delivery of a college-based management and community relations curricula to uniformed members of the New York City Police Department. The program, offering both undergraduate and graduate components, has awarded college credits to over 2500 officers and commanders since its inception. Primary responsibilities included curriculum development, teaching and advisement for management classes as well as general program administration in concert with two co-directors.

Director, Master of Public Administration Program, John Jay College of Criminal Justice, City University of New York, 1986-1990

Responsibilities included faculty recruitment, student advisement, assessment of applicants and the scheduling and staffing of courses; Responsible for directing the accreditation review that achieved the MPA Program's initial accreditation from the National Association of Schools of Public Affairs and Administration (NASPAA); The position entailed ex-officio membership on the Graduate Studies Committee, the Departmental Personnel and Budget Committee and extensive liaison work with ancillary offices, academic committees, college officials and professional organizations.

Principal Representative of John Jay College of Criminal Justice to the National Association of Schools of Public Affairs and Administration, 1986-1990

Responsible for the interface of the college with the national body that exercises review and oversight over undergraduate, graduate and doctoral programs in public administration and public policy throughout the United States; Helped insure that the college played a prominent role in the Association and kept in compliance with evolving accreditation standards related to the Master of Public Administration Program.

Director, Master of Public Administration—Inspector General Program (1984-1986)

Responsible for curriculum development, staffing and policy creation in a start-up degree program combining the management and public policy focus of the MPA degree, John Jay College's investigative/legal curriculum and the accounting and auditing strengths of City University's Baruch College.

Associate Director, National Center for Public Productivity, John Jay College of Criminal Justice, City University of New York, 1984-1986

Sat on the policy-making board of the Center, which promotes public management improvement through publications, conferences, consultancies and management training; Served on the editorial board of *Public Productivity Review*, participated in Center-sponsored conferences, performed needs assessments for public agencies, and delivered management training to city, state and federal organizations..

Instructor, Department of Public Administration, University College, Syracuse University, 1979

Responsibilities included teaching introductory public administration course and student advisement.

Teaching Assistant, Department of Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, 1977-1978

Responsible for curriculum development, select lectures and course management in “Executive Leadership and Policy Politics,” the capstone course for Master of Public Administration students; Served as voting student representative on the departmental personnel committee, proctored and graded exams and assisted with alumni relations, including newsletter preparation.

Researcher, Department of Public Administration, Baruch College, 1976

Edited systems management training manual; analyzed school district demographics; surveyed public administration literature pursuant to planned book proposal.

Graduate Fellow, United Nations, 1976

Interned full-time in the Office of Administration of the United Nations’ Institute for Training and Research and also in the Secretariat’s Office of Public Information; Participated in seminars concerning United Nations administrative and policy activity; Interviewed United Nations delegates from member nations and from officially-recognized national groups such as the Palestinian Liberation Organization (PLO).

Special Assistant to the Chairman and Executive Director, New York State Consumer Protection Board, 1970-1972

Advised the Chairperson concerning administrative policy, public outreach and jurisdictional issues affecting the newly chartered Board; Put in place and managed a system for reviewing, classifying, assigning and tracking the work of the agency. Represented the Board before social, educational and business organizations; Insured that public correspondence was timely and consonant with Board policy.

Staff Assistant, New York City Department of Consumer Affairs, 1969-1970

Assisted the Commissioner and Associate Commissioner in formulating and implementing administrative policy in the newly created department; Monitored the editorial and policy content of all documents signed by the Commissioner and Associate Commissioner; Prepared and broadcast daily consumer radio show on WNYC. Interviewed and evaluated job applicants; Coordinated student work-study programs and internships.

Publications, Papers, Presentations and Research Projects

Books

Why Law Enforcement Organizations Fail. Durham, NC: Carolina Academic Press, 2005

First-Time Manager. New York: MacMillan, 1985, 1987—Paperback. (Co-authored with Joan E. Iaconetti)

Start in die Karriere. Munich, Germany: Heyne Business, 1989, 1999. (German edition of *First-Time Manager*)

Public Administration: Organizations, People and Public Policy. New York: Harper and Row, 1979. (Co-authored with Samuel J. Bernstein)

Books on Audiotape

First-Time Manager: How to Master the Essential Skills of Management. Boulder, CO: CareerTrack Publications, 1990. (Co-authored with Joan Iaconetti)

Articles in Peer Reviewed Journals and Books

“Diversity, Economics and Crime in Europe.” *Security Journal* 11 (1998). (Co-authored with Salomon A. Guajardo)

“The Community Legitimacy of Law Enforcement.” *Security Journal* 9 (1997)

“Teaching Biopolitics in a Professional Curriculum.” *Politics and the Life Sciences* 5 (1986)

“Can Ethology Bring Lucidity to the Study of Organizations.” In Eliot White and Joseph Losco (eds.), *Biology and Bureaucracy: Public Administration and Public Policy from the Perspective of Evolutionary, Genetic and Neurobiological Theory.* Washington, DC: University Press of America, 1986

“Productivity in Law Enforcement?” *Public Productivity Review* 8 (1984)

“Symposium on Law Enforcement Productivity.” *Public Productivity Review* (1984)

Review Essays, Articles in Professional and General Publications

“Social Capital in the City.” *Journal of Planning, Education and Research* (in press, Spring 2007). Review Essay, Richardson Dilworth (ed.), *Social Capital in the City: Community and Civic Life in Philadelphia*. Philadelphia: Temple University Press, 2006

“A Criminal Comparison: The Birth of Britain’s Answer to the FBI Should Be Greeted with Wariness Rather Than Celebration.” *The Guardian*. London, April 12, 2006

“Why Law Enforcement Organizations Fail: Mapping the Organizational Fault Lines in Policing.” *Crime and Justice International* 22 (March/April 2006)

“A Study in Black and White: Daring to Ask a Very Touchy Question.” *Law Enforcement News* 29 (July 2003). Review of Heather MacDonald’s *Are Cops Racist?* Chicago: Ivan R. Dee Inc., 2003

“Speaking His Mind, Whether You Like It or Not.” *Law Enforcement News* 27 (November 2001). Review of Anthony V. Bouza’s *Police Unbound: Corruption, Abuse and Heroism by the Boys in Blue*. New York: Prometheus Books, 2001

“Bill Bratton: The Bruce Springsteen of Policing.” *Law Enforcement News* 24 (June 1998). Review of William Bratton’s *Turnaround: How America’s Top Cop Reversed the Crime Epidemic*. New York: Random House, 1998

“Harnessing the Power of the Budget.” *Working Woman* (August 1986). Co-authored with Joan Iaconetti

“NASA’s State of the Union Logic.” *Newsday*, April 9, 1986

“Stress on the Job: How to Control It.” *Glamour* (January 1986). Co-authored with Joan Iaconetti

“The Dos and Don’ts of Delegating.” *Cosmopolitan* (November 1985). Co-authored with Joan Iaconetti

“Politics and Society.” *Politics and the Life Sciences* 2 (1983)

“Doing More With Less.” *Public Productivity Review* 8 (1983)

“Productivity and Accountability.” In W.T. Bonacum, S.N. Fein and M.F. Horn (eds.). *Crime and Justice in New York*. Albany: State of New York, 1982

Cognitive Rationality Theories of Administrative Behavior and Bureaucratic Structure: A Critique Informed by the Emerging Evidence for a Biologic Foundation for Hierarchy in Human Groups. Ann Arbor: University Microfilms, 1981. (Doctoral dissertation)

Housing and Sub-regional Population Movements: An Analysis of Shifting Demographic Patterns in the Bronx. New York: Baruch College, 1977. (Master’s thesis)

Conference Papers and Presentations

“The Consolidation of Constabularies in the United Kingdom: Rationalization, Political Reality and the Limits of Unitary Government.” 2008. Paper presented at the International Conference on Justice and Policing in Diverse Societies

“The Consolidation of Constabularies: Rational Policy-Making Hits the Wall.” 2008. Presentation at the New York State Political Science Association Conference

“311—The U.S. Experience of a Single, Non-Emergency Number.” 2006. Presentation at the Coventry (U.K.) Community Safety Conference

“Why Law Enforcement Organizations Fail: Diagnosing Organizational Dysfunction in Policing.” 2004. Paper presented at the Annual Conference of the Academy of Criminal Justice Sciences

“A Writing Intensive Gateway to the MPA Program: Boot Camp, Rehab and Socratic Dialogues about Public Administration.” 2003. Paper presented at the Annual Conference of the National Association of Schools of Public Affairs and Administration

“Education for Leadership.” 2003. Presentation at the Annual Conference of the Academy of Criminal Justice Sciences

“The Structured Socratic Syllabus: Empowering Police Officers to Know Themselves.” 2002. Presentation at the Biennial Conference on International Perspectives on Crime, Justice and Public Order

“The Socratic Syllabus.” 2001. Paper presented at the Annual Conference of the New York State Political Science Association. (Co-authored with Judy-Lynne Peters)

“Treating Bureaupathology.” 2000. Presentation. Institute of the Association of Inspectors General

“An Organizational Perspective on Administrative Corruption in Africa.” 1999. Paper presented at the Annual Conference of the New York State Political Science Association. (Co-authored with Christopher Waynonyi)

“Diversity, Economics and Crime in Europe.” 1998. Paper presented at the Biennial Conference on International Perspectives on Crime, Justice and Public Order

“Strengthening the Community Legitimacy of Law Enforcement.” 1996. Paper presented at the Biennial Conference on International Perspectives on Crime, Justice and Public Order

“Capturing Administrative and Policy Change Via Metaphor: Exploring Pendulum Heuristics.” 1995. Presentation at the Annual Conference of the New York State Political Science Association. (Co-presented with Flora Rothman)

“Temporary and Cyclical Workers—Does Public Administration Know, or Care, What it is in for?” 1994. Paper presented at the Annual Conference of the New York State Political Science Association. (Co-authored with Flora Rothman)

“The Death of Legitimacy of Public Administration.” 1994. Paper presented at the Annual Training Conference of the American Society for Public Administration

“Utter Failure: Sufficient Impetus for Organizational Reform?” 1993. Paper presented at the Annual Conference of the New York State Political Science Association

“Analyzing Failure in a High Technology Government Endeavor: Academe Looks at the Space Shuttle Challenger Accident.” 1992. Paper presented at the Annual Conference of the New York State Political Science Association

“The Fit or Misfit of Female Biology and Society of Organizational Management: What Are the Answers and Is This the Question?” 1987. Presentation at the Annual Conference of the Pennsylvania Political Science Association

“Teaching Bio-politics as a Component of Courses.” 1985. Paper presented at the Annual Conference of the New York State Political Science Association

“Struggle in the Executive Ranks: A Biological Perspective on the Irrational Firm.” 1985. Presentation for the New Jersey Chapter of the American Society for Public Administration

“Productivity in Criminal Justice: A View from the Trenches.” 1983. Paper presented at the Annual Conference of the American Society for Public Administration

“Reflection and Reflex-ion in the Making of Foreign Policy.” 1982. Paper presented at the Annual Conference of the Northeast Political Science Association

“Sociobiology and Politics.” 1982. Presentation at the City University of New York Political Science Convention

“Budget Making Bureaucrats in Perspective.” 1982. Presentation at the Annual Institute of the New York Metropolitan Area Chapter of the American Society for Public Administration

“Dominance-Seeking by Bureaucrats.” 1981. Paper presented at the Annual Conference of the American Society for Public Administration

“Whatever Happened to the New Public Administration?” 1980. Paper presented at the Annual Conference of the New York State Political Science Association

“Urban Administration.” 1979. Paper presented at the United Nations Institute for Training and Research (UNITAR)

Conference Coordination, Workshops, Seminars and Panels

“Seminar in Executive Management.” 2007. Port Authority Police Department, Port Authority of New York and New Jersey.

“Police Ethics and Police Organization.” 2006. International Commanders Programme. Police Staff College, Bramshill, United Kingdom

“The View from John Jay College.” 2006. Applied Research Forum. Leadership Academy for Policing. Central Police Training and Development Authority (UK)

“The Managerial Impacts of COMPSTAT: The NYPD Experience.” 2006. Partnership and Performance Seminar for Senior British Police Executives. Police Staff College, Bramshill, United Kingdom

“The Coming Police Reorganization in the United Kingdom: Lessons for Auxiliary Forces.” 2006. The Special Constabulary Eastern Region Leadership Programme. Bedfordshire, UK

“Enhancing Your Course on the Web.” 2001. Workshop Presentation. Faculty Development Day Seminar. John Jay College of Criminal Justice

“The Decision to Contract: Do Techniques Employed Make a Difference?” 2001. Panel Moderator. Annual Conference of the American Society for Public Administration

“Enhancing Feedback to Students.” 1999. Better Teaching Seminar Presentation. John Jay College of Criminal Justice

“Comparative International Economic Development.” 1997. Panel Moderator. Annual Conference of the American Society for Public Administration

Program Chair, National Conference on Criminal Justice Education. 1996

Program Chair, Annual Conference, New York State Political Science Association. 1995

DEA/State Department Seminar on Contemporary Police Management. 1995. Developed and helped teach an intensive, week-long seminar in Vienna, Austria to police ministry leaders from the newly-independent states of Moldova, Belarus, Latvia, Lithuania and the Ukraine

“Budgetary Policy-Making and Management. 1982. Panel Moderator. Annual Institute of the Albany Chapter of the American Society for Public Administration

Grant Funded Programs

New York State Law Enforcement Executive Institute. 2004. Wrote grant proposal submitted to the New York State Department of Criminal Justice Services that resulted in

\$150,000 funding for John Jay College to pilot a credit-bearing leadership institute for police executives throughout New York State.

NYPD Certificate Program. 2001-2005. Developed, in conjunction with Professors Maki Haberfeld and Jannette Domingo, a college-based management and community relations curriculum for NYPD personnel that has been funded by City Council, endorsed by the Mayor and has brought \$5,000,000 in funding to John Jay.

Patricia Roberts Harris Fellowships. 1989-1991. Developed grant proposal and directed a full scholarship program, funded by the U.S. Department of Education, which afforded minority students an opportunity to obtain a graduate degree at John Jay College with support of regular stipends and close faculty mentoring.

Supported Research and Development

Why Organizations Fail. 2003. Fellowship Award from John Jay College of Criminal Justice that supported the development and refinement of a conceptual framework for understanding organizational dysfunction which then became the basis for *Why Law Enforcement Organizations Fail.*

Sloan Foundation Distance Learning Initiative. 1999-2001. Selected as a member of the initial cadre of CUNY faculty trained to use course management software and charged with the responsibility of offering pilot distance learning courses and diffusing an understanding of the Blackboard learning environment to faculty colleagues.

The Voices of NASA's Organizational Culture. 1992-1993. PSC-CUNY grant supporting an inquiry into the social life of NASA by analyzing the extensive audio and video testimony of a broad cross-section of NASA and contractor employees who played a role in the Space Shuttle Challenger accident.

A Micro-Analysis of Diversity in Public Administration Research. 1991-1992. PSC-CUNY grant supporting the examination of methodologies used by social scientists in examining the Space Shuttle Challenger accident.

Professional Development Works

“First-Time Manager.” 1989. Developed, authored workbook and delivered the pilot offerings of this day-long management seminar that continues to be offered nationwide by CareerTrack under the title “Excelling as a First-Time Supervisor.”

“Delegation Skills.” 1987. Developed, authored workbook and delivered training sessions on delegation techniques for the New York City Department of Personnel.

“Executive Management and Supervision.” 1986. Developed, authored workbook and delivered training sessions for the State of New Jersey Child Support Program.

“Project Management.” 1983. Writer and on-screen narrator for a training video developed by the National Center for Public Productivity.

“Program Planning and Evaluation.” 1983. Developed, authored workbook and delivered planning and evaluation training managers in the New York State Department of Social Services.

“Public Finance and Budgeting.” 1983. Developed, authored workbook and delivered budgeting training for managers in the New York State Department of Social Services.

Academic and Professional Honors

Ph.D. Faculty in Criminal Justice, City University of New York, 2006

John Jay/Bramshill Exchange Professor. 2006. Leadership Academy for Policing, Central Police Training and Development Authority (CENTREX), United Kingdom.

Chancellor’s Certificate of Recognition. 2005. Presented by the City University of New York to faculty recipients of major institutional grants for public service, specifically for bringing the New York State Law Enforcement Executive Institute to John Jay College.

Letter of Commendation. 2002. Presented by the President of John Jay College of Criminal Justice in recognition of the development and implementation of the NYPD Certificate Program.

Distinguished Service Award. 1996. New York State Political Science Association.

Certificate of Recognition/Appreciation. 1996. Presented by the Faculty Senate of John Jay College of Criminal Justice in recognition of service as Chair of the National Conference on Criminal Justice Education.

Excellence in Teaching Award. 1995. Presented by the Student Government of John Jay College of Criminal Justice.

Outstanding Academic Award. 1990. New York Metropolitan Chapter of the American Society for Public Administration.

Award for Excellence in Teaching and Leadership. 1986. Students of John Jay College.

Professional Service and Affiliations

Chair, Task Force on Distance Learning, John Jay College of Criminal Justice, 2007

Coordinator, National Conference on Criminal Justice Education, 1996

President, New York State Political Science Association. 1995 - 1996

Vice-President/Program Chair, New York State Political Science Association. 1994 - 1995

Chair, Section on Public Administration, New York State Political Science Association, 1992-1994

American Society for Public Administration, 1977 - Present

New York State Political Science Association, 1990 - Present