

# CURRICULUM VITAE

**ROBERT ALAN SHICK, Ph.D.**

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**Dr. Robert Shick is an Adjunct Assistant Professor at John Jay college of Criminal Justice and a Visiting Professor at Rutgers University School of Public Affairs and Administration (SPAA), and was an Assistant Professor and the Director of the Executive MPA Program at SPAA and an Assistant Professor at Long Island University. Dr. Shick has extensive experience in the public sector as a senior administrator in New York City government. During his career in the public sector, Dr. Shick managed a comprehensive set of government functions, including: policy and management analysis, contracting-out of government services, financial management, computer technology, and intergovernmental and community relations. His research interests include privatization and the contracting-out of government services, nonprofit management, and organizational development.**

## EDUCATION

**New York University, New York, Ph.D. in Public Administration.**

**New York University, New York, Master of Public Administration.**

**Indiana University, Bloomington, M.A. in Economics.**

**The City College of New York, New York, B.S. in Economics.**

## ACADEMIC EXPERIENCE

**Adjunct Assistant Professor** 2014 - Present  
**John Jay College of Criminal Justice**  
**Department of Public Management**

**Visiting Professor** 2014 - Present  
**Rutgers University**  
**School of Public affairs and Administration**

**Assistant Professor** 2007 - 2014  
**Director, Executive and International Programs**  
**Rutgers University**  
**School of Public affairs and Administration**

**Assistant Professor** 2000 - 2007  
**Long Island University**  
**School of Business, Public Administration and Information Sciences**

## Dissertation

- **The Contracting-Out of Local Government Services: New York City Home Health Care, Robert Alan Shick, Ph.D. unpublished dissertation, New York University, 1989.**

## Areas of Specialization

- Privatization and Contracting
- Management of Government and Nonprofit Organizations
- Public Policy Process
- Health Care Management

## Courses Taught

- Introduction to Public Administration
- Privatization and Contracting-Out of Government Services
- Managing Public Organizations
- Nonprofit Management
- Public Policy Analysis
- Government and the Economy
- Human Resources Administration
- Organization Theory and Behavior
- Strategic Planning
- Government Budgeting Systems
- Fundamentals of Public Budgeting and Financial Management
- Foundations of Health Systems Finance
- Managerial Communications
- Capstone
- Policy Management in Seoul, South Korea, Study Abroad Course

## Additional Teaching

- Guest Lecturer, Seoul Women's University, Seoul, Korea, 2012.
- Guest Lecturer, Konkuk University, Seoul, Korea, 2010
- Guest Lecturer, China Agricultural University, Beijing, China, 2010
- Guest Lecturer, Seoul Women's University, Seoul, Korea, 2010
- San Francisco State University 2006  
Democracy and Public Service in Diverse Environments
- San Francisco State University. 2005  
Democracy and Public Service in Diverse Environments
- University of San Francisco, 2004  
Public Policy Analysis (a mixed on-line and in-classroom course)
- San Francisco State University, 2004  
Organization Theory and Behavior
- Guest Lecturer, St. Johns University, 1995
- Guest Lecturer, New School for Social Research, 1992-1995

## Scholarship

## Articles

- Shick, Robert and Weikart, Lynne. Public Organizations Undergoing Change: A Study in Urban Contracting. *Public Administration Quarterly* 33/1 (2009).
- Shick, Robert, Fleming, Cory, and Stern, Spencer, 2009. *Call 311: Linking 311/CRM Data to Performance Measurement and Budgeting: Case Study, Saco Information Center and Online Request System, City of Saco, Maine*, International City Managers Association.

- Contributor to Article, “The Evolution of Nonprofit Management Programs,” by Judith Millisen, Educational Supplement of Nonprofit Quarterly, 2008.
- Balinsky, Warren and Shick, Robert, “The Changing Landscape of Long Term Home Health Care in New York City and State.” *Caring* 25/8, (2006), the official publication of the National Association of Home Care and Hospice.
- Shick, Robert and Balinsky, Warren, 2005. “Home Health Care Services: Management and Cost-Effectiveness in Changing Times.” *Journal of Health and Human Services Administration* 28/3 and 4 (2005).

### Books/Monographs/Reports

- Shick, Robert and Martin, Lawrence, Co-Editor and author of two chapters, “Human Service Contracting: A Public Solutions Handbook,” Routledge, Forthcoming, 2019
- Jett, Quintus and Shick, Robert, Chapter in the book, Proceedings of the 2015 International Association of Schools and Institutes of Administration Annual Conference, “Provision and Outsourcing of Child Welfare Services: United States and China.” Forthcoming 2019.
- Shick, Robert, Editor and author of two chapters, “Government Contracting: A Public Solutions Handbook,” Routledge, 2016.
- U. S. Municipalities E-Governance Survey (2010-2011): An Assessment and Ranking of Municipalities Websites, Marc Holzer, Marc Fudge, Genie Stowers, Robert Shick, and Aroon Manoharan, Rutgers University School of Public Affairs and Administration, National Center for Public Performance, The E-Governance Institute, 2012.
- Shick, Robert. Book Chapter, 2010. “Contracting for Services in State and Local Government” in *Strategic Public Management for Government and Nonprofit Organizations*. CRC Press.
- Forward to Book, Curry, William, 2010. *Government Contracting: Promises and Perils*, Taylor and Francis Group.
- Shick, Robert, Holzer, Marc, Manoharan, Aroon, and Stowers, Genie. 2009. *U.S. States, E-Governance Report (2008): An Assessment of State Websites*, Rutgers University National Center for Public Performance.
- Shick, Robert, Holzer, Marc, Manoharan, Aroon, and Stowers, Genie. 2009. *U.S. Municipalities, E-Governance Report (2008): An Assessment of Municipal Websites*, Rutgers University National Center for Public Performance.
- Co-Author of the SPAA Study, “Developing a Statewide 311 System for the State of New Jersey.”
- The Urban Market: Institutions, Information, Linkages, David Lewin, Raymond Horton, Robert Shick, Charles Brecher, Praeger Publishers, New York, 1974.
- “The Available Information on Puerto Rican Migration,” Robert Alan Shick in *Puerto Rican Migrants: An Economic and Sociological Study*, The Planning Board of the Commonwealth of Puerto Rico, San Juan, 1973.
- Unemployment in the Urban Core: An Analysis of Thirty Cities wit Policy Recommendations, Stanley L. Friedlander assisted by Robert Alan Shick, Praeger Publishers, New York 1972.

### Book Reviews

- *Public Administration Review*, Government Contracting: From the Perspectives of Management, Ethics, and Governance, Volume 71, Issue 4, July/August 2011, pp. 665-667.

### Article Reviews

- Peer Review of Article: “Assessing Private Contractor Accountability in the Supreme Court” *Public Administration Quarterly*
- Peer Review of Article: "Performance Assessment: Privatization of British Railway Services, a Success or Failure" *Public Administration Quarterly*
- Peer Review of Article: " Bridging the Gap - Contractor and Bureaucrat Conceptions of Contract Management in Outsourcing" *International Review of Administrative Sciences*
- Peer Review of Article: "Reform in Government Structure in Wisconsin – Does it Matter?" *Public Administration Quarterly*.
- Peer Review of Article: Examining Job Embeddedness in Public Sector Employees, *Public Administration Quarterly*

- Peer Review of Article: **The Golden Goose in the Crosshairs: The Transition to Defined Contribution Pension Plans in Law Enforcement: Antecedents and Consequences**, *Journal of Health and Human Services Administration*.
- Peer Review of Article: **Federal Government Contracting: Do Stakeholders Play a Role?** *Policy Studies Journal*.
- Peer Review of Article: **Using a Grounded Theory Approach to Explore the “Black Box” of Network Leadership in the Creation of the National Quality Forum**, *Journal of Health and Human Services Administration*.
- Peer Reviewer for *Public Performance and Management Review* Article, “**Imagined Promises Versus Real Challenges to Public Performance Management.**”
- Peer Reviewer for *Journal of Health and Human Services Administration* Article, “**Heat Affects of Climate Change in the U.S.: What Can We Learn About Gender?**”
- Peer Reviewer for Public Administration article, “**Models of Local Government Training and Development: A Theoretical Analysis and Illustrations from the U. S., U. K., Denmark and Israel.**”

### Conference Panel Presentations

- **Keynote Speaker, La Gazette des Communes Conference, 2017, “How Can Government Attract New Actors to Promote Innovation in Public Services: The U.S. Experience.”**
- **Presentation at the 2015 International Association of Schools and Institutes of Administration Annual Conference, on “Provision and Outsourcing of Child Welfare Services: United States and China.”**
- **Presentation at a Workshop at the 2014 ASPA Annual Conference, Section for Public Management Practice, on “Opportunities for Improving Government Practice through Executive Master in Public Administration Programs.”**
- **Presentation at the Sino-U.S. International Conference on Public Administration, “Privatization, Contracting, and Partnering in the U.S. and China and the Implications for Public Trust,” June 2012.**
- **Presentation at the Second Franco – U.S. Dialogue, “The Performance Measurement System in New York City: History, Modifications, and Current Capabilities,” November 2011.**
- **Presentation at the Sino-U.S. International Conference on Public Administration, “E-Government in China, International Cities and the U.S.,” June 2010.**
- **Presentation at the First Franco – U.S. Dialogue, “The Performance Measurement System in New York City: History, Modifications, and Current Capabilities,” November 2010.**
- **Paper Presentation at the Saudi Arabia Institute for Public Administration Conference for Administrative Development: Towards Excellence in Public Sector Performance, *Public Performance Measurement and Management: From Theory to Practice*, November 2009.**
- **Presentation at the Annual Conference of the National Association of Schools of Public Affairs and Administration, “MPA and CPM: Cooperation of MPA and Certified Public Manager Programs Can Help Both,” October 2009.**
- **Presentation at the Annual Conference of the Coalition of Urban and Metropolitan Universities, “Building Capacity of Urban Service Providers,” Marc Holzer, Robert Shick, and Judith Kirchhoff, 2009.**
- **Paper Presentation at the Annual Conference of the Urban Affairs Association, “City 311 Systems: Improving Public Performance and Meeting Citizens’ Needs,” April 2008.**
- **Roundtable Presenter, “Connecting Citizens with Local Government: Thinking about 311/CRM Systems,” International City Managers Association National Conference, September 2008.**
- **Principal Speaker, Federal Manager’s Association Mid-Year Conference, “Leadership – The Big Picture” August 2008.**
- **Shick, Robert and Weikart, Lynne, 2007 “The Nature of the Collaboration Between Government and Human Service Contractors: A Study of Child Care Providers in New York City.” American Society for Public Administration National Conference, Washington, DC.**
- **Balinsky, Warren and Shick, Robert, 2006, “The Changing Landscape of Long Term Home Health Care in New York City and State.” National Association of Home Care and Hospice Conference, Baltimore, MD. Faculty Educational Presentation.**
- **Shick, Robert, 2006, “Where are Opportunities for Innovation and Transformation: The Procurement Process in U. S. Cities?” American Society for Public Administration National Conference, Denver, CO.**

- Shick, Robert and Balinsky, Warren, 2005. "Home Health Care Services: Management and Cost-Effectiveness in Changing Times." American Society for Public Administration National Conference, Milwaukee, WI.
- Shick, Robert and Weikart, Lynne, 2004. "Is Contracting Policy in New York City Meeting Its Objectives in Our Complex Urban Environment?" Urban Affairs Association National Conference, Washington, D. C.
- Shick, Robert and Weikart, Lynne, 2004. "Contracting in New York City." American Society for Public Administration National Conference, Portland, OR.
- Shick, Robert, 2002. "Government and Contractors Can Partner to Innovate." Presentation at the Southeastern Conference for Public Administration, Columbia, SC.
- Shick, Robert, 2002. "The Role of the Public Administrator in the Privatization of Public Services." Paper presented at the American Society for Public Administration National Conference, Phoenix, AZ.

### Administrative

- Managed the SPAA Executive MPA Programs in Trenton and Newark. Managed the marketing of the EMPA Program through mailings, email blasts, Open Houses, advertisements, and representation at professional meetings. Significantly increased outreach to new potential EMPA students through marketing to nonprofit organizations, targeted municipalities in the seven counties in the Newark area, and federal employees in the Newark area.
- Directed the development of the successful SPAA Proposal for the New Jersey Certified Public Manager Program, which is estimated to bring in over \$3 million in revenue in three years.
- Managed the implementation of the New Jersey Certified Public Manager Program with the New Brunswick and Camden campuses, the Rutgers Division of Continuing Studies, and the Department of the Treasury in the State of New Jersey from January 1, 2013 to June 30, 2013.
- Mentor John Jay College of Criminal Justice to develop a Certified Public Manager Program for New York.
- Manage the Online Certificate Programs in Public Performance Measurement, Business Improvement districts and Certified Public Manager Program at SPAA.
- Director of 311 Community of Practice and Nonprofit Community of Practice for Rutgers Public Performance Measurement Reporting Network.
- Direct Study of Websites of Government Entities in the United States, States and the Two Largest Cities in Each State.

### International

- Conducted visits to universities in China and Korea to recruit students to attend Rutgers SPAA and develop Memorandums of Understanding between these universities and SPAA.
- Developed and Negotiated MOUs with Renmin University, the University of Science and Technology in Beijing, and Shanghai Jao Tung University in China and Konkuk University and Kookmin University in Korea.
- Develop Plan for an Executive MPA Program in China in which courses will be taught in China with SPAA faculty and students will receive a Rutgers MPA degree.

### Service

#### American Society for Public Administration

- Board of Directors, Section on for Public Management Practice

- Treasurer, International Chapter
- Member, Procurement and Contract Management Section

Site Visitor, Network of Schools of Public Policy, Affairs, and Administration (NASPAA)

Board of Directors, National Certified Public Manager Consortium (2008-2014)

Pi Alpha Alpha, National Public Administration Honor Society

Staten Island Arts, Board of Directors (1992-present)

## **RELEVANT PROFESSIONAL EXPERIENCE**

**Director of Operations for Finance, Management and Administration** **1997-2000**  
**Department of Housing, Preservation and Development**  
**City of New York, Office of Housing Management and Sales**

*Manage the financial, management and administrative functions of the City's In-Rem housing program of 2,000 buildings with 20,000 apartments at an annual budget of \$100 million in expense funds and \$10 million in capital funds. Oversight of five operational areas with 60 City employees and 1,400 contract employees.*

### **Program Management**

- Develop the mission and goals for all agency areas, including performance indicators and standards.
- Develop strategies to meet cost-savings targets.

### **Revenue Generation and Audit**

- Manage the collection and accounting of \$35 million annually in rent payments.
- Reengineer a system to secure rent arrears payments and seek legal remedies for delinquent tenants.
- Review and respond to all internal and external audits of agency operations.

### **Financial and Contract Management**

- Design and successfully implement new budget planning and monitoring system.
- Oversee preparation of budget needs document which resulted in an additional allocation of \$12 million in funding.
- Manage steps in the New York City procurement process for goods and services needed to maintain in-rem buildings.

### **Computer Systems**

- Coordinate strategy to manage year 2000 issues for different computer applications.
- Oversee development and implementation of new management information reports from different computer databases.

### **Human Resources, Building Services and Energy Management**

- Oversee human resource functions for 550 City employees.
- Oversee contract for services of 1,400 employees who maintain in-rem buildings.
- Manage the supply of energy services to 2,000 buildings.

**Executive Director**

**1992-1997**

**Human Resources Administration, City of New York,  
Home Care Program Management and Support Services**

*Designed and managed the program operations of the largest Home Care Program in the country serving 50,000 clients daily through 100 home health care contracted organizations, at an annual budget of \$1.2 billion. Oversight of five operational divisions with 100 employees.*

**Policy, Management Analysis and Planning**

- **Develop and analyze program policies and internal program service delivery systems.**
- **Successfully generate strategies to meet cost-savings targets.**
- **Analyze new legislation and regulations and develop required reports for oversight agencies.**

**Contract Selection and Implementation**

- **Manage all steps in the New York City contract solicitation and implementation process: prepare RFPs and establish standards for evaluating 100 prospective providers.**
- **Negotiate program and financial provisions of 100 contracts valued at \$1.2 billion.**
- **Develop and implement policies to improve service delivery.**

**Financial Management**

- **Develop budget review process, prepare budget projections and monitor expenditures.**
- **Generate cost-containment initiatives which resulted in savings of \$50 million over a five-year period.**
- **Create rate-setting methodologies approved by oversight government agencies.**
- **Oversee preparation of guidelines for audits conducted by CPA firms.**
- **Participate in collective bargaining negotiations and perform cost analyses of agreements.**

**Contract Management**

- **Conceptualize systems to measure contract agency compliance and develop program standards for cost-effective service.**
- **Design and implement termination procedures for agencies failing to meet standards.**
- **Effectively transition new agencies into system without disrupting service delivery.**

**Computer Operations**

- **Direct the development of a computerized time and leave system tracking 50,000 workers in private residences, that resulted in savings of \$10 million.**
- **Develop and maintain computer systems for 50,000 new clients which serve as the documentation for services provided and the issuance of payments.**

**Intergovernmental and Community Relations**

- **Interface with other agencies including the Office of Management and Budget, the Office of Legal Affairs, the Office of Municipal Labor Relations and the Office of Data Processing.**
- **Represent the HRA before local community organizations, elected officials and professional organizations.**

**Human Resources Administration, City of New York**

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| <b>Director, Bureau of Home Care Contracts</b>  | <b>1984-1991</b> |
| <ul style="list-style-type: none"><li>• <b>Managed the expansion of the home care program from 25,000 to 50,000 clients and from 60 to 100 contractors.</b></li></ul>   |                  |
| <b>Director, Division of Home Attendant Contracts</b>   | <b>1979-1983</b> |
| <b>Deputy Director, Division of Budget and Financial Analysis</b>   | <b>1976-1978</b> |
| <b>Human Resources Administration, City of New York<br/>Program Analyst</b>   | <b>1973-1976</b> |
| <ul style="list-style-type: none"><li>• <b>Used quantitative and qualitative methods to plan new programs and evaluate and modify existing ones.</b></li><li>• <b>General analysis of program policy and budget. Computer based information systems research.</b></li></ul> |                  |