



— 2017 - 2018 —

# Annual Report



**RUTGERS**

Senator Walter Rand Institute  
for Public Affairs

The seal of Rutgers University is a circular emblem. It features a central sunburst with multiple rays. The outer ring of the seal contains the text "RUTGERS UNIVERSITY" at the top and "THE STATE UNIVERSITY OF NEW JERSEY" at the bottom. The year "1766" is positioned at the top center of the seal, above the sunburst.

Senator Walter Rand Institute for Public Affairs  
Building Knowledge for Policy and Practice in  
Southern New Jersey

The Senator Walter Rand Institute for Public Affairs, Rutgers University–Camden addresses public policy issues impacting Southern New Jersey through applied research, community engagement and organizational development.

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# Letter from the Directors

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In our first full year at the helm of WRI, we are happy to report on the growth, change, and depth of work at the Institute. These changes have been internal, attracting new staff and expanding our research skills and methods, and external, winning new projects, releasing new research, awarding the first Endowed Graduate Fellowship for South Jersey Initiatives, and moving from the School of Arts and Sciences to the Chancellor's Office, becoming the first campus-wide institute at Rutgers-Camden.

The deepening of our work in the region is clear as we connect a growing number of stakeholders -- elected officials, county and municipal agencies, chambers of commerce, hospitals, small businesses,

schools, grassroots nonprofits, and faith-based and community organizations – with the information and research they need to make the decisions most important to them and their constituents.

Our impact grows as we continue to take on new projects, 19 this year alone, ranging from community health needs assessments in three counties, to federally funded gang and gun violence prevention efforts, to community development planning, to direct-service provider evaluations, to funding interdisciplinary population health research, and much more.

We thank the staff, students, advisory board members and

community partners who made this a successful year in service of the region. And we invite you to read this report to learn about the meaningful work we did in fy2018, and the foundation from which we will launch into the future.

Sincerely,

Darren A. Spielman, Executive Director

Sarah R. Allred, Faculty Director







# Community and Organizational Development

WRI is committed to developing South Jersey communities and building the capacity of the organizations in those communities. From comprehensive data profiles of all South Jersey municipalities to region wide housing market and homeless service analysis to grass roots community development efforts, we combine our deep relationship to the region with our technical expertise to do our best work.

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## South Jersey Strengthening Families Initiative Evaluation

Commissioned by Pascale Sykes Foundation, WRI is conducting an eight-year evaluation of the South Jersey Strengthening Families Initiative, examining the impact of social service agency collaboration on child well-being, financial stability of families, and relationships between children and their caregivers.

WRI examines the ways in which social service delivery organizations participation in collaboratives mitigates the negative impact of service fragmentation in resource-deprived environments in South Jersey. The evaluation studies collaboration among organizations in Atlantic, Cumberland, Gloucester and Salem counties and uses a variety of qualitative and quantitative research methods to measure the impact of the effort on individual families over multiple years.

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## Community Development Plan for Salem City

WRI is partnering with Stand Up for Salem to create an inclusive community development plan for Salem City. Implementing the Orton Family Foundation's Heart & Soul Model, WRI will engage the collective wisdom of residents, including those whose voices are often missing, to identify Salem's pressing challenges and begin to develop solutions to build a stronger, healthier, more economically vibrant city.

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## Foreclosed Housing Report and Solutions

WRI, in partnership with the Financial Wellness Institute and Land Dimensions, is producing a report on the South Jersey housing market, examining the lack of home ownership options in the South Jersey region, how the problem adversely affects the economy, and how the foreclosure process limits the availability of affordable, entry level, and workforce housing.

The report offers several solutions to the problem. The partners will be convening a forum to unpack the findings and the potential solutions and bring together interested stakeholders to advance regional efforts to address the challenge.



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## Assessing the Availability of Population-Appropriate Housing for the Homeless in South Jersey

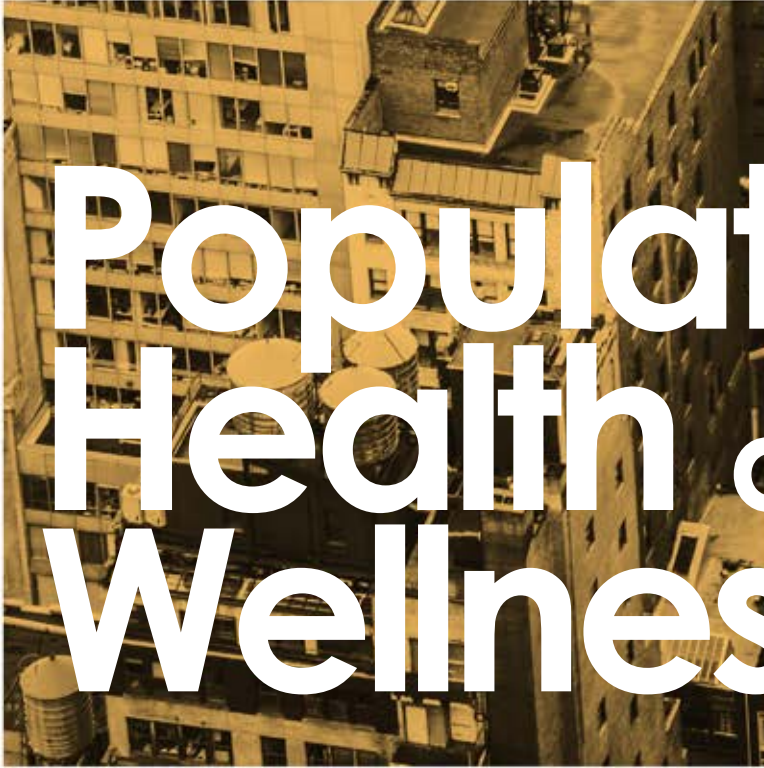
WRI Faculty Fellow Melanie Bowers is studying the availability and geographic distribution of population-appropriate housing and services for the homeless in Southern New Jersey. The goal of this project, developed in collaboration Southern New Jersey Continuum of Care (SNJCoC), is to identify gaps and duplication of services, providing information that is key to understanding where to invest in homeless services and what types of services to invest in.

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## South Jersey Community Data Access Program

The South Jersey Community Data Access Program is a critical component of WRI's mission to provide stakeholders with the information and analysis necessary to better understand and address issues impacting the region. Central outputs include county and municipal data profiles. These profiles are available on WRI's website and capture recent data and trends in areas including education, income, land use, housing, crime, and poverty in user-friendly infographics. WRI has developed 199 municipal profiles covering Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Salem and Ocean counties, as well as eight county-wide profiles. The data profiles are essential tool for those that serve communities and local governments with limited access to the data and resources necessary for planning and implementing development projects.





# Population Health and Wellness

WRI is committed to advancing population health in South Jersey -- addressing factors that impact people's health long before they need care, the intersection of those factors with clinical practice, and building collective community health efforts. Our work combines sophisticated research, evaluation, and planning methods with real-world experience to deliver for clients and the community.



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## Inspira Health Network Community Health Needs Assessments

WRI is conducting Inspira Health Network's community health needs assessments (CHNA) in Cumberland, Gloucester, and Salem Counties. This work is central to WRI's mission, helping to build collective efforts and advance population health in South Jersey.

Mandated by the federal government every three years for nonprofit hospitals, CHNAs often produce sit-on-the shelf information that does less than it might to inform hospitals' efforts.

WRI's approach is community driven – resulting in a shared inclusive process — and methodologically sophisticated, where primary data collection and analysis happens hand in hand with secondary data analysis and we employ advanced analytical techniques. The result is rich actionable information that identifies hard to detect local and regional patterns and is owned by the community as well as the health system.

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## Live Healthy Bridgeton Coalition

Funded by Robert Wood Johnson Foundation's New Jersey Health Initiatives, the Live Healthy Bridgeton Coalition is a partnership of public, private, and nonprofit organizations dedicated to improving health outcomes in Bridgeton, NJ. The Coalition works to build a culture of health by implementing policies, programs, and practices addressing priority needs of the community. WRI has worked as a neutral convener and facilitator, providing technical assistance and developing the Coalitions Blue Print for Action. This year Gateway Community Action Partnership, a prominent Bridgeton nonprofit organization, contracted with WRI to continue supporting facilitation of the effort.

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## Breast Cancer Care and Outcomes in Southern New Jersey

WRI Faculty Fellow Bonnie Jerome D'Emilia is conducting a study examining breast cancer treatment and outcomes in the Southern New Jersey counties, focusing on disparate outcomes across sub-populations, and comparing the region with the state as a whole.

Each year in New Jersey approximately 7000 women are diagnosed with breast cancer and more than one thousand women die from the disease, making it the second greatest cause of cancer mortality for women in the state, after lung cancer. Seven of South Jersey's eight counties have mortality rates higher than the state average.

The long-term goal of this study is to identify community-related facilitators and barriers to breast cancer screening and treatment services for uninsured and underinsured low income, racial and ethnic minority women in South Jersey. Findings can be expected to inform policy and ultimately lead to the design of community level interventions that improve equity and treatment outcomes.



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## Population Health Research Funding Program

Rutgers' Office of Research and Economic Development has awarded WRI a \$200,000 grant, in collaboration on with the Human Centered Design for Health and Wellness group at the Rutgers' School of Communication and Information, to support interdisciplinary population health research.

A Rutgers-Camden research group including representatives from all five schools — Business, Law, Arts and Sciences, and Nursing and Social Work – will advise the effort promoting research at WRI, across Rutgers–Camden and, in collaboration with the Human Centered Design Lab, across Rutgers campuses.

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## Data Analytics for Population Health Conference

The Walter Rand Institute has secured funding to host a campus wide conference on population health data analytics. The conference will include faculty from all Rutgers-Camden schools as well as external luminaries. It will focus on the relevance and uses of data analytics to address issues of population health, the value of research in the service of community partners, and engaging a growing number of faculty in applied community population health efforts.

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## Cooper University Health Care Veterans and FirstResponder Services Evaluations

Cooper University Health Care contracted with WRI to conduct two evaluations of NJ Department of Health-funded efforts to improve services to veterans. Cooper's Improving Health Care to Veterans Program addressed the challenges of providing timely access to comprehensive primary and behavioral healthcare for veterans. The Program for Integrated Health Care for Active Military, Veterans, and First Responders extended this program, improving access to integrated primary and behavioral health care. WRI conducted process and outcome evaluations of both efforts and provided Cooper and the NJDOH with recommendations for future practices and programming.



## Next Generation of Community Leaders Evaluation

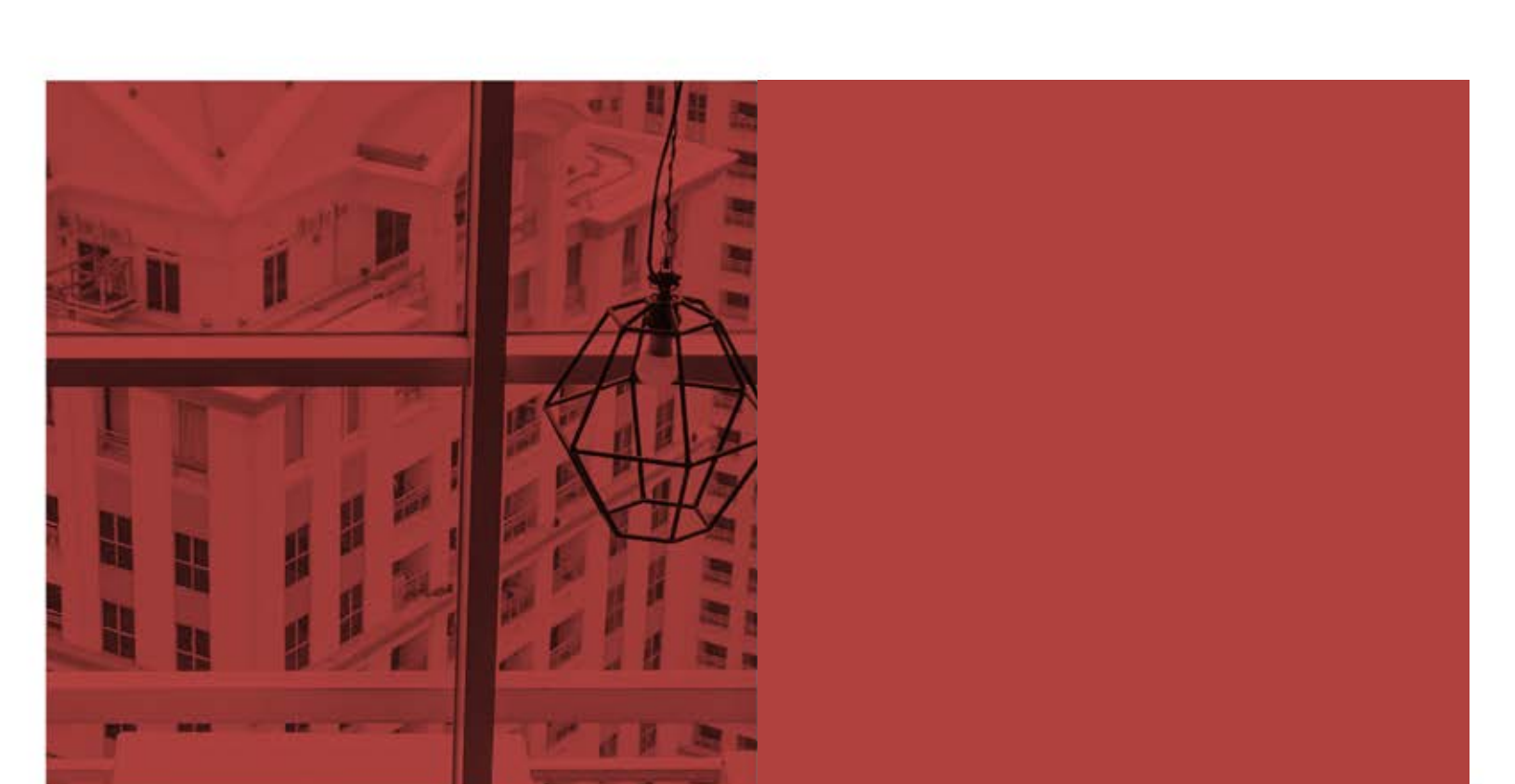
WRI is conducting a three-year evaluation of a New Jersey Health Initiatives-funded Next Generation of Community Leaders Program at Gateway Community Action Partnership in Bridgeton, NJ. Gateway's Youth Leadership Program will work with young people to enhance their civic knowledge and leadership skills. Participants will learn about important health issues facing their neighborhoods and what opportunities are available for effective intervention. Based on these learnings, participants will design a project to address a health issue impacting Bridgeton. They become paid employees of Gateway for four weeks in the summer to implement their project and, ultimately, impact the health of their community.

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## Hansen Foundation Evaluation

WRI evaluated the Hansen Foundation's supportive substance use recovery solutions, focusing on the Foundation's recovery residences. The Hansen Foundation, founded by Jennifer Hansen in 2001, has opened more than 180 beds for those seeking recovery with Hansen Houses, Serenity Houses, and Serenity Estates. WRI has examined the Foundation's impact on the people it serves, looking at key sobriety, family, employment, and education outcomes.





# Criminal Justice and Public Safety

WRI has a long history of research, evaluation, planning, design, and collective community efforts in the criminal justice and public safety arena. Our current complement of projects demonstrates our expertise as well as our commitment to the region.



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## Addressing Youth Gang and Gun Violence – CC THRIVE

WRI is leading the strategic planning and facilitating implementation of the Cumberland Collective To Help Reverse Inequality & Violence Everywhere (CC THRIVE), a U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention-funded (OJJDP) initiative to address youth gang and gun violence in Cumberland County. A \$737,000 OJJDP grant is supporting this cross-sector effort to promote positive youth development and reduce youth violence in the county's major urban centers.

Focused on Vineland, Bridgeton, and Millville, the initiative will bring together law enforcement; schools; parents; youth; elected officials; courts and probation; juvenile parole; child protection; representatives from health, housing, welfare, workforce development, and human services departments; mental and behavioral health and drug and alcohol providers; youth service organizations; and faith-leaders, to plan for and build a more peaceful future. WRI is serving as the strategic planning partner and will help facilitate the Collective through implementation.

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## Countering Violent Extremism Global Peace Foundation Evaluation

The Global Peace Foundation secured a U.S. Department of Homeland Security Countering Violent Extremism Grant to implement a Train-the-Trainer and Cross-Community Engagement Program in New Jersey. The Program aims to counter violent extremist recruitment by 1) raising the awareness of frontline law enforcement workers and community leaders about indicators connected to violent extremism and 2) strengthening community and law enforcement partnerships to counter violent extremism through community engagement.

WRI is evaluating the program's Camden work — measuring impact on knowledge, attitudes and future anticipated behaviors, and assessing community leaders' ownership and collaboration with law enforcement

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## Burlington County Delinquency Prevention Planning Board

The Burlington County Delinquency Prevention Planning Board (BCJDPPB) is a county-wide juvenile delinquency prevention initiative funded by the NJ Office of the Attorney General. With WRI's facilitation and technical assistance, BCJDPPB brings together stakeholders from diverse sectors in order to reduce juvenile delinquency and prevent those already involved in the juvenile system from deeper involvement. Focused on Burlington City, Pemberton Township, and Willingboro, WRI works with coalition members to establish and implement high impact strategies. Early outcomes include 35.7% reduction in juvenile arrests since 2014, a nine-fold increase in the use of Station House Adjustment to divert youth from the juvenile justice system, and training of 255 Pemberton Township School District staff members in Trauma Informed Care, establishing communication between the police department and school district to identify youth who have experienced trauma. This year saw the launch of the Burlington County Partnership for Youth Success.



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## Cumberland County Positive Youth Development Coalition

The Cumberland County Positive Youth Development Coalition (CCPYDC) is the first county-wide juvenile delinquency prevention effort in the state. With facilitation and technical assistance, CCPYDC brings together stakeholders from diverse sectors in order to reduce juvenile delinquency and prevent those already involved in the juvenile system from deeper involvement. The Coalition began in the city of Vineland in 2009, and expanded to the nearby municipalities of Bridgeton and Millville in 2013. The initiative has yielded positive results, decreasing juvenile arrests in the county by 44.5%, increasing the use of Station House Adjustment to divert youth from the juvenile justice system nearly three-fold, and, combined with the efforts of the County's Juvenile Detention Alternative Initiative, CCPYDC helped close the Cumberland County Detention Center, saving over \$1.5 million annually. This year CCPYDC helped Cumberland County secure a \$737,000 OJJDP grant to launch the CC THRIVE effort to reduce youth gang and gun violence and build a more peaceful Cumberland.

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## Co-Occurring Mental Health Disorder Reentry Program Evaluation

WRI is evaluating the Second Chance Reentry Program for Adults with Co-Occurring Substance Abuse and Mental Health Disorders at the Camden County Correctional Facility. CORP (Co-Occurring Reentry Program) provides treatment and reentry services to the jail's sentenced population who present with co-occurring disorders to reduce the likelihood of re-arrest and re-incarceration after release. Ultimately, the jail's goal is to improve the integrated treatment of inmates with co-occurring disorders both while incarcerated and during community reintegration. The program is funded through a Bureau of Justice Assistance Second Chance Act opportunity.

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## Steered Straight Inc. Back to Classroom Evaluation

Steered Straight, Inc. aims to reach young people through motivational speaking, life-sharing seminars and an interactive curriculum to reduce the number of young people that enter the criminal justice system. They also try to help youth make better decisions by providing real-life examples of negative consequences that resulted from poor decision making. WRI is evaluating their in-school programming -- Peer Leadership, Peer Journaling, and Motivational Assemblies — assessing the program's impact on students





# Events

From forums to fundraisers, presentations to celebrations, WRI involves itself in the public life of South Jersey residents through a wide variety of events. The past year saw the successful continuation of annual traditions as well as the emergence of new, exciting opportunities. Though this is not a comprehensive list of WRI's public engagements, the events below are a snapshot of the many ways WRI expanded its presence in the region.



## 17th Annual Walter & Leah Rand Awards and Scholarship Dinner

On April 26th, 2018, WRI held its 17th Annual Walter and Leah Rand Awards and Scholarship Dinner. The event was held at The Merion, with more than 160 people in attendance. James Kehoe, President of Tonio Burgos New Jersey presented the South Jerseyan of the Year – Private Sector award to Jack Tarditi, Managing Director, Conner Strong and Buckelew. The Honorable Albert Kelly, Mayor of Bridgeton and CEO of Gateway Community Action Partnership, presented the South Jerseyan of the Year – Nonprofit Sector award to Dr. Robin Weinstein, Founder and President of the M25 Initiative. Daniel Dalton, former Senate Majority Leader and Secretary of State of New Jersey, presented the South Jerseyan of the Year – Public Sector award to the Honorable Governor James J. Florio.

Chair of WRI's Advisory Board, Carolyn Heckman, VP and Executive Director of the Inspira Health Network Foundation, welcomed the crowd and introduced Freeholder Director Louis Cappelli, Jr., who praised the Institute's impact on the region, and recent report, "Our Piece of the Pie: The Distribution of State Funds to Municipalities Across N.J. Regions."



Phoebe Haddon, Chancellor of Rutgers University-Camden, lauded the Institute's value to students and the campus, and its importance to South Jersey. After Chancellor Haddon's remarks, Executive Director Darren Spielman reported on WRI's recent growth and burgeoning impact in the fields of population health, criminal justice and safety, and community and organizational development.

Also awarded during the evening was the Inaugural Endowed Graduate Fellowship for South Jersey Initiatives to Nathaniel Merrill, a PhD student in Rutgers-Camden's Computational and Integrative Biology program.





## The Forum About South Jersey

### Our Piece of the Pie: The Distribution of State Funds to Municipalities

On April 5, 2018 Walter Rand Institute Faculty Fellow Michael Hayes presented findings from his "Our Piece of the Pie" study at WRI's Forum About South Jersey. More than 80 people attended the Forum to learn about the distribution of state funds to municipalities across New Jersey.

It has long been speculated that South Jersey, in comparison to the rest of the State, does not receive a representative share of public funding when one considers population size and taxable property value. Professor Hayes' study controlled for these factors and others and determined that South Jersey's most economically distressed municipalities receive

significantly less state funding assistance than similarly poor municipalities elsewhere throughout the state.

Forum attendees listened intently to Professor Hayes' findings as well as a response panel of experts that included Honorable Assemblywoman Patricia Egan Jones; Honorable Mayor Frank Gilliam of Atlantic City; Daniel Lombardo, President/CEO of Volunteers of America Delaware Valley; and Honorable Mayor James Maley of Collingswood. The report has garnered substantial attention.

### Chamber of Commerce Southern New Jersey: Our Piece of the pie

WRI Faculty Fellow Michael Hayes and WRI Executive Director Darren Spielman presented the Institute's Our Piece of the Pie study as part of the Chamber of Commerce Southern New Jersey's Good Morning South Jersey Series. The study, examining the distribution of state funds to municipalities across NJ regions, finds that the 10% poorest municipalities in South Jersey receive substantially less state aid than comparable municipalities to the north. The study also finds that municipalities with higher property tax revenue receive more state aid. The large crowd at the Westin Mt. Laurel was engaged, asking questions of the WRI presenters until the event was closed for time. Among those attending were Wells Fargo South Jersey Regional President John Zimmerman, Assemblywoman Pat Egan Jones, and new Dean of the Rutgers-Camden School of Nursing Donna Nickitas. Follow-up conversations to inform action were scheduled for September.

### Cumberland County Economic Forum

WRI featured at a Cumberland County Chambers of Commerce event focused on economic challenges and opportunities in the county. Centered on WRI's Our Piece of the Pie research, Senate President Sweeney, Senator Van Drew and 80 more engaged citizens turned out.

The conversation focused on disparities in state funding and current economic obstacles as well as solutions and recent momentum in the region. Senator Sweeney noted that "South Jersey is finally receiving the attention it deserves beyond our state's borders . . . Additionally, smaller businesses are investing in our South Jersey counties because they know we have a qualified workforce, growing communities and ideal locations. And all of this is supported by local chambers of commerce."

WRI executive director Darren Spielman presented the Our Piece of the Pie study and joined the panel. Other panelists included Mayor Albert Kelly, Freeholder Director Joe Derella, Senate President Sweeney, and Senator Jeff Van Drew. Many more elected officials and business leaders were in attendance. An impressive collective spirit emerged at the event and the beginnings of ideas for county- and region-wide action developed.

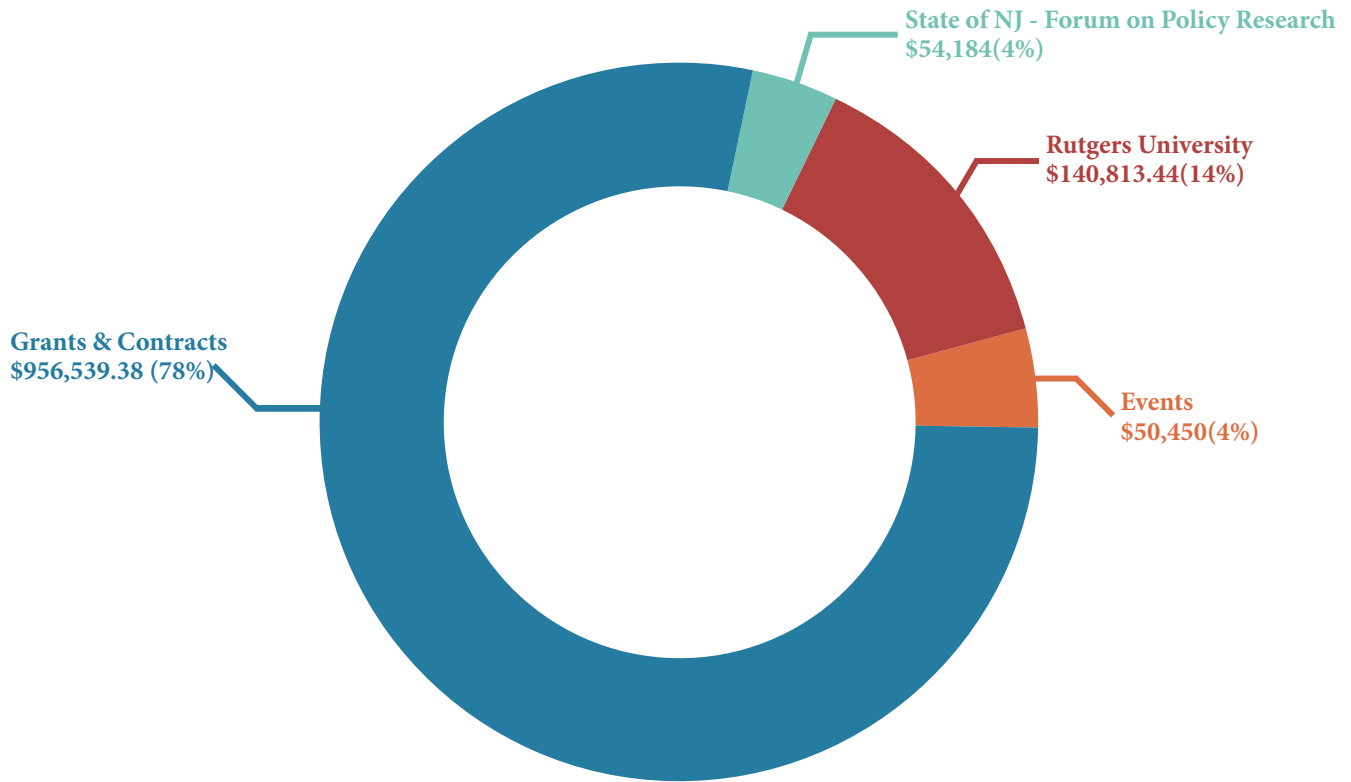




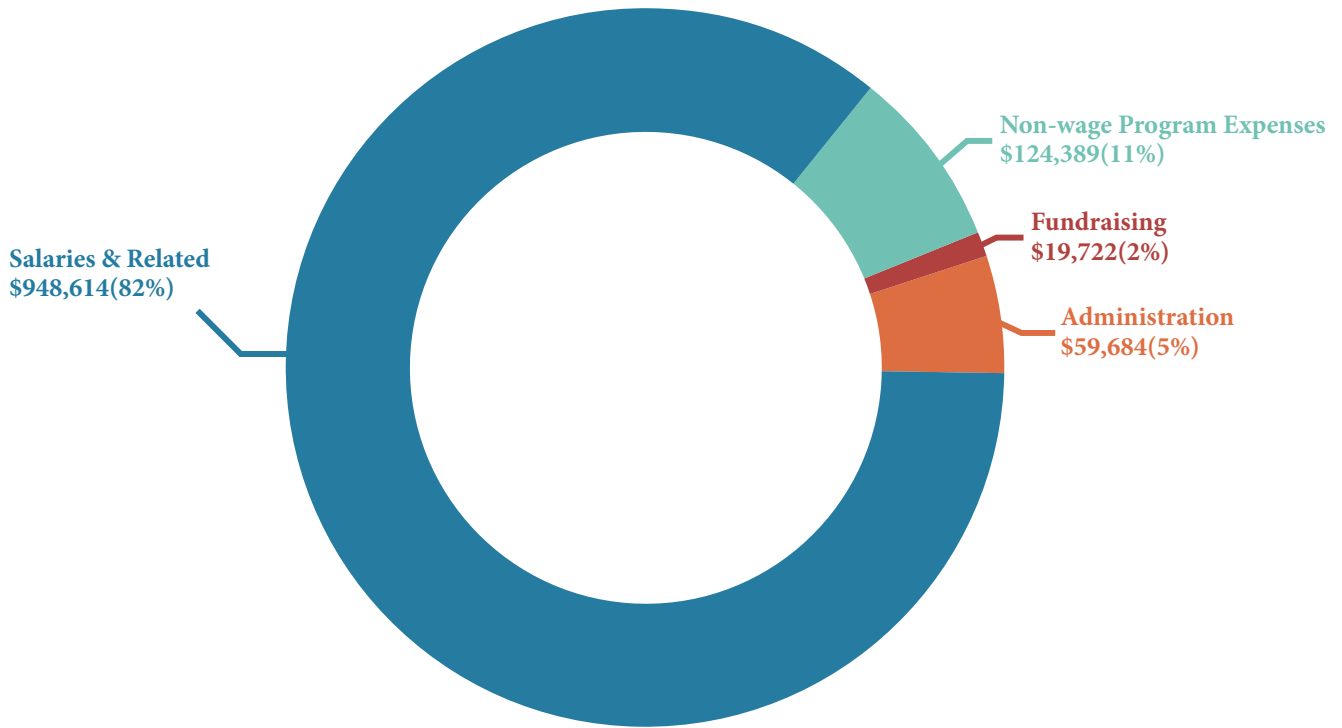
# Finances

We thank all of the clients and funders who make it possible for WRI to work diligently on behalf of the region, delivering high impact research and initiatives, bringing the expertise of the university to bear in local communities, and providing meaningful real-world experiences for our student employees. We applaud our Advisory Board whose fundraising efforts allowed us to award the first Endowed Graduate Fellowship for Southern New Jersey Initiatives and continually grow student opportunities at the Institute.

# ◆ Revenue



# ◆ Expenses



## Funders & Clients

AECOM  
allRisk, Inc.  
Archer Law  
Boys & Girls Club of Vineland  
Camden County Correctional Facility  
Carpenters Local 255  
Cooper University Health Care  
Conner Strong and Buckelew  
Peter Cordua  
Cumberland County Board of Chosen  
Freeholders  
Cumberland County  
Prosecutor's Office  
County of Camden  
County of Cumberland  
Honorable Assemblywoman  
Pat Egan Jones  
Juvenile Justice Commission -  
State of New Jersey  
Enlightened Solutions

Financial Wellness Institute  
Florio, Perucci, Steinhardt &  
fader LLC  
Gateway Community Action  
Partnership  
Genova Burns LLC  
Global Peace Foundation  
Megan Griffault  
Hansen Foundation  
Carolyn Heckman  
IBEW Local Union 351  
Inspira Health Network  
Land Dimensions  
Fred Levin  
Licata & Tyrrell, PC  
Local 255 Carpenters Union  
Leah Murphy  
NFI Industries  
NJ State Chamber of  
Commerce  
Office of the Attorney General  
- State of New Jersey

PSE&G  
Pascale Sykes Foundation  
Chris Perks  
Phonenix Strategies  
Honorable Charles Rand  
Cory Rand  
Jim Rhodes  
Robert Wood Johnson  
Foundation  
Rutgers Office of Research  
and Economic Development  
Sheet Metal Workers Union  
Local 19  
Stand up for Salem  
Steered Straight, Inc.  
TD Bank, NA  
Tonio Burgos & Associates  
Volunteers of America  
Delaware Valley  
Wilmington University







# People

WRI's talented committed staff, students, faculty, and advisory board members

## WRI Faculty Fellows

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### ◆ Dr. Michael S. Hayes



Dr. Michael S. Hayes, an assistant professor in the Department of Public Policy and Administration at Rutgers-Camden, is following up on the Institute's well-received report *Is South Jersey Getting its 'Fair Share' of Public Goods*, and is exploring whether there are disparities in the distribution of state aid to local governments and school districts across and within regions in New Jersey. Dr. Hayes' past research includes examinations of the

effects of traumatic community events on student achievement, tax and expenditure limitations on school districts' fiscal decisions and educational outcomes, and school district income taxes on property values and educational resources.

Dr. Hayes received his PhD in Public Administration and Policy from the School of Public Affairs at American University in 2014.

### ◆ Dr. Bonnie Jerome-D'Emilia



Dr. Bonnie Jerome-D'Emilia, an associate professor at Rutgers School of Nursing-Camden was selected as a Faculty Fellow to research focuses on breast cancer screening effectiveness and treatment variation in the southern counties of New Jersey as compared to the rest of the state. Her work involves evaluating breast cancer screening and treatment in New Jersey, particularly in regards to insurance status, and she recently completed an analysis of five-years of breast cancer

screening and treatment data from Cooper University Medical Center in collaboration with Rutgers' Mathematics Department.

Dr. Jerome-D'Emilia holds a PhD in Health Services Organization & Research from Virginia Commonwealth University School of Health Administration, an MPH in Health Administration from Columbia University School of Public Health, and a nursing degree from State University of New York at Downstate College.

### ◆ Dr. Melanie Bowers



Dr. Bowers' research focuses on urban and minority politics and policy in the United States; her central motivation is to understand the sources and consequences of inequality in the US political system. She teaches Public Policy and American politics. With her Faculty Fellow honor, Dr. Bowers

will be researching the availability of population-appropriate housing and related services for the homeless in Southern New Jersey.



## Endowed Graduate Fellowship



WRI awarded its Inaugural Endowed Graduate Fellowship for South Jersey Initiatives to Nathaniel Merrill. Nathaniel is a doctoral student in the Computational and Integrative Biology program at Rutgers-Camden.

His research intends to give us a better understanding of how diabetes affects populations and individuals in South Jersey and how to alter the course of the disease. In service of this

effort, Nathaniel will develop a method to forecast how diabetes may evolve in the region. He is developing a structured population model to establish this forecast and isolate efficient ways to improve health outcomes.

The Fellowship has been established through the efforts of WRI's Advisory Board and funded by proceeds from the Annual Walter and Leah Rand Awards and Scholarship Dinner.

## WRI Advisory Board

### Executive Committee

Carolyn Heckman (Chair)  
Michael Egerton (Vice-chair)  
Samuel Donelson  
Megan Griffault  
Michael Moynihan

### General Members

Nicholas Asselta  
Dennis Culnan Jr.  
Robert Curley, III  
Hon. Patricia Egan Jones  
Sidney Hargro  
Hon. Albert Kelly  
Joseph Kelly  
Dr. Alka Kohl

Vincent P. Sarubbi, Esq.  
Ian Leonard  
Jane Massey Licata, Esq.  
Daniel Lombardo  
Leah C. Murphy  
Chris Perks  
Hon. Charles Rand  
Cory A. Rand  
Jonathan Young

## WRI Faculty Council

WRI's Faculty Council affords insight into academic research and guidance for WRI's staff and student employees. The Council plays an active role in linking the Institute to Rutgers-Camden's three-fold mission of education, research, and service and provides an academic bedrock upon which WRI crafts programs and services for the South Jersey community at large.

Robert L. Atkins  
DuWayne Battle  
Victoria Chase  
I-Ming Chiu  
Oscar Holmes

Eric Chwang  
Lauren Daniel  
Noha Emara  
Richard A. Harris  
Philip L. Harvey

Paul Jargowsky  
Michelle Meloy  
Jane A. Siegel  
Lauren Silver  
Richard Stansfield



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## WRI Staff

Madeliene Alger, MA  
Research Project Assistant

Sarah Allred, Ph.D.  
Faculty Director

Arleen Buchanan  
Administrative Assistant

Karen Cruz-Rosado  
Project Coordinator

Kristin Curtis, MA  
Senior Project Coordinator

Jessica Nolan, MA  
Research Project Assistant

Dennis Pelaez-Robles  
Research Project Assistant

Emily Rankin  
Research Project Assistant

Monica Rears  
Administrative Coordinator

Paul Smith, MPA  
Research Project Coordinator

Darren Spielman, Ph.D.  
Executive Director

Tracy A. Swan, MPA, MCJ  
Senior Project Administrator

Ross Whiting, Ph.D.  
Senior Project Administrator

Douglas Zacher, MA  
Data Analyst

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## WRI Student Employees

The development of citizens well-versed in policy research, implementation, and evaluation is fundamental to the continued work of WRI. In light of this imperative, WRI employs students from Rutgers-Camden to work alongside staff on varied projects and administrative tasks, and are involved in every facet of the organization.

John Crowell  
David Cruz  
Sarah Filippi-Field  
Bryana Foxx-Parham  
Jocelyn Mosman

John Pinsky  
Anthony See  
Elijah Sumners  
Carla Villacís  
Shibin Yan







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