

January 2017

Peter P. Hoontis  
183 Tompkins Avenue 6A  
Brooklyn, NY 11206-6851  
646.732.5534 (c)  
[phoontis@gmail.com](mailto:phoontis@gmail.com)  
[P. Hoontis LinkedIn](#)

## Education

- 1977            BS - Springfield College  
Springfield, Massachusetts  
Field of Study: Community Leadership and Development
- 1999            MPA - New York University – Wagner School  
New York, New York  
Field of Study: Nonprofit Management  
Thesis: A Study Of The Political, Economic, Health, and Education Conditions in  
Burma and a Proposal for Nonprofit and Private Sector Collaboration:  
Empowering Indigenous Burmese – Three Small Scale Interventions (funded by  
the Soros Foundation)
- 2012            Ph.D. - Rutgers University Newark – School of Public Affairs and Administration  
Newark, New Jersey  
Field of Study: Public and Performance Management  
Dissertation: Consent Accountability and Improved Performance:  
An Examination of Effective Board Participation and Nonprofit Efficacy -  
Committee Chair: Norma M. Riccucci, Ph.D. Program Director

## Detailed Work History

- 2016 - current      Adjunct Professor, Metropolitan College of New York, New York, New York
- Teaching undergraduate thesis course (Constructive Action 8) in the department of  
Human Services.
- 2012 – 2015      Associate Dean, Rutgers University – School of Public Affairs and Administration,  
Newark, NJ
- Served as the chief academic officer for all administrative and operational aspects of  
undergraduate and graduate programs, student life, and services at the School of  
Public Affairs and Administration. Significantly increased enrollment and access  
(through operational and policy changes), designed new systems for student  
engagement, and created community collaborations as experiential learning  
opportunities for all students. Worked with various faculty committees, represented  
the Dean a various RU-N and RU level engagements and committees, and was a key  
leader in the design and implementation of the School's Strategic Plan.

Results included:

- Established annual recruitment goals and efforts – doubling the enrollment through re-engineering assessment methods of students' potential for academic success beyond standardized testing mean, allocating work/life experience in granting credits prior to admissions, expanding opportunities for adult learners and students from economic and academically disadvantaged life circumstances, and creating instant admissions decision days
- Researched (with student assistance) and launched the Nonprofit Technical Assistance Center serving the needs (at no cost) of local nonprofit organizations with partial funding from the Chancellors Office and the Prudential Foundation
- Developed the Cases and Simulations Portals (with over 1000 free teaching and learning resources)
- Re-energized the alumni and student associations
- Increased class/course schedule – tripled the number of courses offered, scheduled classes more convenient for working students (6pm start), and offered Friday and Saturday classes (in collaboration with and support of the MPA and BA faculty committees)
- Collaborated with the Schools of Law and Business in forming dual Master Degree programs
- Expanded the five-year BA/MPA program and offered similar five-year programs to various schools
- Led a comprehensive evaluation of the Executive MPA program and launched a new, more student-friendly program (MPA faculty committee)
- Oversaw the development and implementation of a fully online MPA program
- Gave leadership and support to campus wide efforts: Debate Program, Newark College Internship program, the Westside High School Rutgers University Newark Mentorship initiative
- Worked with a faculty committee in establishing student learning outcomes and rubrics for tracking performance
- Oversaw the development and production of a MPA student policy handbook
- Supported the work of the Dean in attending and speaking (as his representative) at Rutgers University – Newark events for alumni, major donors, and at various public events
- Mentored hundreds of students (career and academic support), faculty, and school staff
- Expanded the Master Thesis project (Capstone) to include community engagement options for action research, which involved over 30 nonprofit organizations in the Greater Newark area
- Designed, implemented, and supervised the SPAA Graduate Writing and Career Center
- Created a Student and Academic Services office, which improved access, communications, and reduced bureaucratic red tape
- Maintained in good order the annual NASPAA (Network of Schools of Public Policy, Affairs, and Administration) accreditation reports and the Rutgers University ECA (Executive Council on Assessment) reports

## Publications

- Peter Hoontis. A Call to Community Service: by Birth, by Choice, or by Both? Civic Engagement, Feb-Mar 2011
- Associate Editor and Co-Editor – Teaching Resource Guide for Public Affairs and Administration, Second Edition. (2011), Third Edition (2014)
- Contributor. Public Administration: An Introduction (Holzer & Schwester, 2011)
- Peter Hoontis and TaeHee Kim. Antecedents to Municipal Performance Measurement Implementation: A Case Study of Two New Jersey Municipalities. Public Performance and Management Review – Vol. 36, No.1/ September 2012.
- Marc Holzer, Lauren Bock Mullins, Marco Ferreira, and Peter Hoontis. Implementing Performance Budgeting at the State Level: Lessons Learned from New Jersey, International Journal of Public Administration, 2015, 1

## Work in Progress

- Weiwei Lin, Gregg Van Ryzin, and Peter Hoontis. Exploring Antecedents of Public Attitudes toward Nonprofit Organizations.
- Peter Hoontis, Nonprofit and Public Strategic Partnerships, In: Public Solutions Handbook, Marc Holzer (Editor in Chief). Amok, NY: M.E.Sharpe.
- Peter Hoontis and Jung Ah (Claire) Yun. The Capstone Project: Delivering Evidence Based Student Learning Outcomes.
- Peter Hoontis. Accountability and Organization Performance: An Examination of Board Characteristics and Nonprofit Organization Performance.
- Peter Hoontis. Authority Without Power: Volunteering on Nonprofit and Public Advisory Boards.
- Peter Hoontis and Bok-gyo Jeong. Nonprofit CEOs Perceptions of the Role of Board Members in Fundraising: An International Comparative Study.
- Shuyang Peng, Peter Hoontis, Snajay Pandey. Communicating Performance Information to Stakeholders: A Study of Nonprofit Human Service Organizations.
- Peter Hoontis. Nonprofit Mergers and Acquisitions: A Case Study of the YMCA and Grosvenor Neighborhood House

## Awards

- Teaching Assistantship, Rutgers University 2010-2011
- Doctoral Fellowship, Rutgers University - 2011

## Academic Leadership and Service

- Rutgers University Senate – Member, Student Services Committee (2015)
- Rutgers University – Newark – Honors Living and Learning Community Executive and Implementation Committees (2015)
- Rutgers University Academic Integrity and Student Judiciary Committee (2012-15)
- Guest Lecturer, Various Classes (Undergraduate, Graduate, and Ph.D.) Nonprofit Leadership
- Keynote Speaker, AmeriCorps NJ Graduating Class, June 2011

- Director, Cases and Simulations Portal for Public and Nonprofit Sectors – Rutgers University, Newark – School of Public Affairs and Administration, 2010-2011
- Presenter, Case Study of NJ Performance Budgeting to Governor’s Cabinet, October 2011
- Tutor, United Nations Competitive Examination on Administration, November 2011
- Presenter, Institute for Public Management and Economic Development, November 2010

#### Conference Papers and Presentations

- NACC (Nonprofit Academic Centers Councils) July 2015 - Experiential Philanthropy: Does it Achieve Its Intended Goal
- CUMU (Coalition of Urban Metropolitan Universities) October 2014 - Community Based Action Research: A MPA Capstone Experience
- CUMU (Coalition of Urban Metropolitan Universities) October 2014 - The Capstone Project: Community Based Action Research – Partnering with Newark NJ CBOs - Achieving Student Learning Outcomes, and Building Community
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) November 2013 - Authority Without Power: Volunteering on Nonprofit and Public Advisory Boards
- NASPAA (Network of Schools of Public Policy, Affairs, and Administration) October 2013 - Encouraging Best Practices in Student Research
- ERNOP (European Research Network on Philanthropy) July 2013 – Understanding and Strengthening Public Confidence in Nonprofit Organizations
- ERNOP (European Research Network on Philanthropy) July 2013 – Accountability and Trust: Volunteering on Advisory Boards in Nonprofit Organizations
- ERNOP (European Research Network on Philanthropy) July 2013 – Improving Nonprofit Board Accountability: Participation & Performance
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) October 2012 - Nonprofit CEOs Perceptions of the Role of Board Members in Fundraising: An International Comparative Study
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) October 2012 - Consent Accountability and Board Performance: An Examination of Member Participation Characteristics and Board Effectiveness
- ABFM (Association for Budgeting and Finance) October 2012 – Implementing Performance Budgeting at the State Level: Lessons Learned from New Jersey
- ASPA (American Society for Public Administration) March 2012 – Authority without Power: An Exploratory Study of Citizen Participation on Advisory Boards in Nonprofit and Public Organizations
- ASPA (American Society for Public Administration) March 2011 – Strengthening Nonprofit Administration & Governance
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) November 2011 Board Diversity and Government Funding
- International Conference on Government Performance Management, October 2011 – A Case Study on the Antecedents for Successful Implementation of Municipal Performance Management Systems

- NECoPA (Northeast Conference on Public Administration) October 2011- Exploring Antecedents of Public Attitudes Toward Nonprofit Organizations
- Public Performance and Measurement September 2011 – A Case Study: The State of New Jersey’s Performance Management Program

Professional Leadership - Community Service - Teaching

Reviewer

- Public Performance Management Review (2009 – present)
- Journal of Public Administration Education (2015 - present) – Editorial Board Member

Panel Chair and Discussant

- ARNOVA (Association for Research of Nonprofit and Voluntary Sector Organizations) – November 2013
- ARNOVA (Association for Research of Nonprofit and Voluntary Sector Organizations) – October 2012
- ARNOVA (Association for Research of Nonprofit and Voluntary Sector Organizations) – November 2011
- Public Performance Management Conference – September 2011
- NECoPA (Northeast Conference on Public Administration) – October 2010

Community Service

- Grant Reviewer, New York State Health Foundation – 2012
- Board Member and Program Committee Chair, Salvation Army, Newark, NJ 2012- Present
- Member, American Society of Fundraising Professionals Research Council, 2013 – Present
- Member, American Educational Research Council - Present

Courses/Lectures and Student Ratings

- Capstone – Master Thesis
- Research Design – Mix Methods (PhD level – class lecturer)
- Nonprofit Budgeting
- Strategic Management for Public Organizations (Spring 2012)
- Grant Writing
- Nonprofit Management (Rating: 5.0 out of 5.0)
- Resource Development for Nonprofit Organizations (Rating: 5.0 out of 5.0)
- Public Service Motivation (class lecturer)
- Workshop Presenter – City College of the City of New York (2011)
- Adjunct Lecturer – City College of the City University of New York (2012)
- Human Resource Management (Rating: 4.67 out of 5.0)

2009 – 2011 Teaching Assistant – Rutgers University – Newark, NJ

2004 - 2008 Executive Vice President Chief Operating Officer, YMCA of Greater New York, NY

Accountable for \$140M operating budget, 12% operating net; 20 branches, one 1100 acre residence camp, 1700 guestrooms (7 locations), 30 operating executives, senior vice presidents, vice presidents, and 4000 employees. Service provided to 250,000 members, 175,000 youth, and 75,000 adults annually. New procedures and policies contributed to an improvement in executive accountability, leadership development, and operating results.

Results included:

- Consistently exceeded budget expectations – achieving recording breaking operating nets.
- Successfully launched major new program initiatives (New American Welcome Centers, expanded after school programs, opened new YMCAs).
- Developed curricula and implemented an Executive Leadership Development program.

1998 – 2004 Vice President - Executive Director, West Side YMCA of Greater New York, NY

Managed \$15M operating budget, 10% operating net; 330,00 square foot facility, 480 guest rooms, 67 single room occupancies, 390 employees; serving 40,000 guests, 9,200 youth, 5,800 adult members, and 6,600 program participants annually. Delivered dramatic improvement in fundraising and program development for teens.

Results included:

- Managed community opposition to major air-rights sale; oversaw the construction and completion of this multi-million dollar addition (without any operating disruptions or incidents).
- Conducted a major capital campaign to update existing facilities.
- Coordinated the merger of the Grosvenor Neighborhood with the West Side YMCA without major interruption of community services.
- Gave leadership to the extraordinary impact to operations during the aftermath of the 911 attacks.

1994 – 1998 Vice President - Executive Director, YMCA of Greater New York, NY

Directed YMCA operations in Queens and in the Bronx; total budgets in excess of \$10.0m. Responsibilities included the supervision of a staff of over 300, the oversight of five executive directors, and direct management of one unit. Improved program and financial results at all units; coordinated borough wide marketing and sale strategies.

1991 – 1994 Chief Executive Officer, YMCA of Cape Cod, MA

Independent YMCA, 501-C3 organization, \$1.5m budget, staff of fifty, 100 acre camp facility serving the entire Cape Cod area; and saved the YMCA from bankruptcy.

- 1983 – 1991 Chief Executive Officer, YMCA of Rome, NY
- Independent YMCA, 501-C3 organization, staff of thirty, annual budget of 1.0m serving Oneida County. Expanded services to developmentally disabled; funded and built a new YMCA (Oneida, NY – Tri Valley YMCA).
- 1977 – 1983 Director, Youth and Family Services, YMCA of Greater Springfield, MA
- Supervised a \$1.0m department budget; with a staff of fifty, several outreach sites, and two day camp properties. Designed and successfully launched a major after school and delinquency prevention program for inner city youth.

#### Professional Leadership - Community Service - Teaching

- YMCA Executive Leadership Institute - Dean (2007-2008)
- Baruch College - Executive MPA Program Lecture (2006 & 2008)
- New York University - Wagner School of Public Service Lecture (2000)
- Vice Chairman, West Side Chamber of Commerce - 2004
- Member, Mayor's Task Force on Ending Homelessness, New York City – 2003
- Member, Community Advisory Board, Martin Luther King Jr. High School – 2000
- Federal Grant Reviewer, Health and Human Services - Administration for Youth and Families – 1992
- Member, National Society for Fundraising Executives, Central New York - 1990
- Member, New York State Runaway and Homeless Youth Committee - 1986
- Past Member of the Rome and Cape Cod Rotary Clubs
- Past Member, New York City Road Runners and Frontrunners Clubs

#### Publications

- Thomas W. Roland and Peter P. Hoontis. Organizing Road Races for Children: Special Concerns. The Physician and Sports Medicine – Vol. 13 No.3 / March 1985

#### Personal

- Golf, long distance running, travel
- Spanish speaking – moderate
- Reading
- Nonfiction writer

## Statement of Teaching Philosophy

I bring to the classroom a comprehensive experience in nonprofit and public administration management and a knowledge base of the scholarship and research that underpins this important work. It is through the exploration of this intersection of knowledge and experience of the paid and volunteer professionals who labor in the nonprofit sector and those who are considering a career in the sector may benefit from my work in the classroom. It is my goal to bring these two valuable experiences together, in the classroom, helping to make a contribution to the development of our next generation of nonprofit leaders.

In order to achieve this goal, I approach each course I teach with a commitment to provide both the theoretical underpinnings of the concept and the real-world application in practice. An approach with a focus on stimulating and enhancing each student's critical thinking, speaking, self reflection, and writing skills relative to the course objectives. Skills which I believe, when applied to the practice of human service leadership, will help develop in each student the knowledge and tools to gain meaningful career opportunities in the nonprofit sector or to advance in their current careers.

Each course I teach is structured in a way that provides opportunities for students to demonstrate practical application to the theory presented. This is accomplished through applied action research allowing students to develop (or advance) their knowledge base (the what and why) as well as the tools (the how) in a place-based real-time environment. An environment that fosters the importance of reflection on past experiences and to apply these experiences to the new knowledge gained in the course.

I strive to instill in each student a leadership and a management approach that is both relevant and inclusive.



## Statement of Research Interest

### Introduction

This Statement of Research Interest provides an overview of my research goals and agenda, published papers and books, work in progress, papers presented at academic conferences, and the associations I have maintained that support my research interest.

### Research Goals and Agenda

Research has been and will continue to be an important part of my academic and nonprofit professional pursuits. My academic and human service experiences have provided me with a greater appreciation and respect for the scholarship and research that underpins the important work of the paid and volunteer professionals who labor in public service through the nonprofit human service and public sectors. It is my goal to bring these two valuable experiences together in my research in helping to make a contribution to the development of our next generation of public and nonprofit leaders. I have structured a research agenda, which focuses on merging the on the ground, real-time, and placed based work of our human service professionals with qualitative, quantitative, and mixed methods approaches into some of the most challenging aspects of the work of public service professionals.

My research agenda includes three major foci: (1) nonprofit boards, (2) performance of nonprofit organizations, and (3) action research relative to the role it plays in undergraduate and graduate education, as well as how it might inform the public and nonprofit sector leaders.

### Publications

- Thomas W. Roland, MD and Peter P. Hoontis, BS. *Organizing Road Races for Children: Special Concerns*. The Physician and Sports Medicine – Vol. 13 No.3 / March 1985
- Peter Hoontis. *A Call to Community Service: by Birth, by Choice, or by Both?* Civic Engagement, Feb-Mar 2011
- Associate Editor and Co-Editor – *Teaching Resource Guide for Public Affairs and Administration, Second Edition*. (2011), Third Edition (2014)
- Contributor. *Public Administration: An Introduction* (Holzer & Schweser, 2011)
- Peter Hoontis and TaeHee Kim. *Antecedents to Municipal Performance Measurement Implementation: A Case Study of Two New Jersey Municipalities*. Public Performance and Management Review – Vol. 36, No.1/ September 2012.
- Marc Holzer, Lauren Bock Mullins, Marco Ferreira, and Peter Hoontis. *Implementing Performance Budgeting at the State Level: Lessons Learned from New Jersey*, International Journal of Public Administration, 2015.

### Work in Progress

- Weiwei Lin, Gregg Van Ryzin, and Peter Hoontis. *Exploring Antecedents of Public Attitudes toward Nonprofit Organizations*.
- Peter Hoontis, *Nonprofit and Public Strategic Partnerships*, In: Public Solutions Handbook, Marc Holzer (Editor in Chief). Amok, NY: M.E.Sharpe.
- Peter Hoontis and Jung Ah (Claire) Yun. *The Capstone Project: Delivering Evidence Based Student Learning Outcomes*.
- Peter Hoontis. *Accountability and Organization Performance: An Examination of Board Characteristics and Nonprofit Organization Performance*.

- Peter Hoontis. *Authority Without Power: Volunteering on Nonprofit and Public Advisory Boards*.
- Peter Hoontis and Bok-gyo Jeong. *Nonprofit CEOs Perceptions of the Role of Board Members in Fundraising: An International Comparative Study*.
- Shuyang Peng, Peter Hoontis, Snajay Pandey. *Communicating Performance Information to Stakeholders: A Study of Nonprofit Human Service Organizations*.
- Peter Hoontis. *Nonprofit Acquisitions: A Case Study of the NYC YMCA and Grosvenor Neighborhood House*.

### **Conference Presentations**

- NACC (Nonprofit Academic Centers Councils) July 2015 - Experiential Philanthropy: Does it Achieve Its Intended Goal
- CUMU (Coalition of Urban Metropolitan Universities) October 2014 - Community Based Action Research: A MPA Capstone Experience
- CUMU (Coalition of Urban Metropolitan Universities) October 2014 - The Capstone Project: Community Based Action Research – Partnering with Newark NJ CBOs - Achieving Student Learning Outcomes, and Building Community
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) November 2013 - Authority Without Power: Volunteering on Nonprofit and Public Advisory Boards
- NASPAA (Network of Schools of Public Policy, Affairs, and Administration) October 2013 - Encouraging Best Practices in Student Research
- ERNOP (European Research Network on Philanthropy) July 2013 – Understanding and Strengthening Public Confidence in Nonprofit Organizations
- ERNOP (European Research Network on Philanthropy) July 2013 – Accountability and Trust: Volunteering on Advisory Boards in Nonprofit Organizations
- ERNOP (European Research Network on Philanthropy) July 2013 – Improving Nonprofit Board Accountability: Participation & Performance
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) October 2012 - Nonprofit CEOs Perceptions of the Role of Board Members in Fundraising: An International Comparative Study
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) October 2012 - Consent Accountability and Board Performance: An Examination of Member Participation Characteristics and Board Effectiveness
- ABFM (Association for Budgeting and Finance) October 2012 – Implementing Performance Budgeting at the State Level: Lessons Learned from New Jersey
- ASPA (American Society for Public Administration) March 2012 – Authority without Power: An Exploratory Study of Citizen Participation on Advisory Boards in Nonprofit and Public Organizations
- ASPA (American Society for Public Administration) March 2011 – Strengthening Nonprofit Administration & Governance
- ARNOVA (Association for Research on Nonprofit and Voluntary Action) November 2011 Board Diversity and Government Funding
- International Conference on Government Performance Management, October 2011 – A Case Study on the Antecedents for Successful Implementation of Municipal Performance Management Systems
- NECoPA (Northeast Conference on Public Administration) October 2011- Exploring Antecedents of Public Attitudes Toward Nonprofit Organizations

- Public Performance and Measurement September 2011 – A Case Study: The State of New Jersey’s Performance Management Program

**Panel Chair and Discussant**

- ARNOVA (Association for Research of Nonprofit and Voluntary Sector Organizations) – November 2013
- ARNOVA (Association for Research of Nonprofit and Voluntary Sector Organizations) – October 2012
- ARNOVA (Association for Research of Nonprofit and Voluntary Sector Organizations) – November 2011
- Public Performance Management Conference – September 2011
- NECoPA (Northeast Conference on Public Administration) – October 2010

**Associations/Affiliations Related to Research Agenda**

- Public Performance Management Review (2009 – present)
- Journal of Public Administration Education (2015 - present) – Editorial Board Member
- Member, American Society of Fundraising Professionals Research Council, (2013 – Present)
- Member, American Educational Research Council – (Present)

**Summary**

Being able to teach, research, and contribute in the area of nonprofit human services has allowed me to conduct a wide-range of research, which I believed has informed my teaching, influenced public service leaders thinking, and has broaden our collective impact. I hope to continue to advance this agenda.