

# Javier E. Fuenzalida

School of Public Affairs and Administration  
Rutgers University, Campus at Newark  
111 Washington Street, Room 303, Newark, NJ, 07102

Phone (work): (973) 353-5055  
Email: [javier.fuenzalida@rutgers.edu](mailto:javier.fuenzalida@rutgers.edu)  
Website: [www.javierfuenzalida.com](http://www.javierfuenzalida.com)

## PROFESSIONAL APPOINTMENTS

---

NATIONAL CENTER FOR PUBLIC PERFORMANCE, RUTGERS UNIVERSITY Assistant Director	02/2015 - Present
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, RUTGERS UNIVERSITY Instructor	09/2016 - Present
CENTER FOR PUBLIC SYSTEMS, UNIVERSITY OF CHILE Research Director Research Fellow	03/2011 - 07/2013 03/2010 - Present
INDUSTRIAL ENGINEERING DEPARTMENT, UNIVERSITY OF CHILE Instructor	03/2011 - 07/2013

## EDUCATION

---

RUTGERS UNIVERSITY Ph.D. in Public Administration	2013 - 2017(expected)
UNIVERSITY OF CHILE M.A. in Public Policy and Management Industrial Engineer B.S. in Industrial Engineering	2011 2011 2009

## RESEARCH INTERESTS

---

Public Policy and Administration, Civil Service, Public Sector Performance, Decentralization

## WORKING AND POLICY PAPERS

---

Cortázar, J. C., Fuenzalida, J. & M. Lafuente (2016). *Merit-based Selection of Public Managers: Better Public Sector Performance? An Exploratory Study* (Technical Note N° IDB-TN-1054). Washington, DC: Inter-American Development Bank.

Inostroza, J. & Fuenzalida, J. (2015). *Promises and Risks: Challenges to the Decentralization Agenda in Chile*. *Hemisphere*, 24 (Summer 2015), 42-44.

## WORK IN ACTIVE PROGRESS

---

The Effects of Politicization on Performance: The Mediating Role of HRM Practices (with Norma Riccucci). Paper submitted.

Are managers susceptible to framing effects? An experimental study on professional judgment of performance metrics (with Gregg Van Ryzin and Asmus Olsen). Paper to be submitted next Spring 2017

Performance management: between the bureaucratic ritualism and its effective adoption. The case of ChileGestiona (with José Inostroza & Carlos Castro)

Trust in Government and Privatization: Evidence from Chile, South Korea and the United States (with Marc Holzer & Yunsoo Lee)

Factors of involvement and centrality in Chilean municipal networks

## REFEREED PUBLICATIONS IN SPANISH

---

Fuenzalida, J., Inostroza, J. & Morales, M. (2014). [Alta Dirección Pública Municipal: un primer paso para resolver los nudos críticos de la descentralización chilena](#) [Municipal Senior Executive Service: An initial approach to solve key obstacles for decentralization in Chile]. *Reforma y Democracia*, 59(June 2014), 119-150.

Henríquez, M. & Fuenzalida, J. (2011). [Compensando la desigualdad de ingresos locales: El Fondo Común Municipal en Chile](#) [Compensating for inequality in local revenues: The Municipal Common Fund in Chile]. *Revista Iberoamericana de Estudios Municipales*, 4(Year 2), 73-104.

Contreras, E., Barros, A., González, N. & Fuenzalida, J. (2011). [Gestión del Conocimiento y Transparencia: Desafíos para la inversión pública a nivel local](#) [Knowledge Management and Transparency: Challenges for public investment at the local level]. *Trend Management*, 4(13), 84-92.

## BOOK CHAPTERS IN SPANISH

---

Inostroza, J., Morales, M. & Fuenzalida, J. (2014). [Modernización del Sistema de Selección de Directivos en el Estado de Chile: Un proceso inconcluso](#) [Modernization of the System for Selecting Public Managers in Chile: An unfinished process]. In J. Walter & D. Pando (Comp.), *Planificación Estratégica: Nuevos desafíos y enfoques en el ámbito público* [Strategic Planning: New Challenges and approaches in the public sector] (pp. 251-278). Buenos Aires: Sociedad Argentina de Análisis Político.

Inostroza, J. & Fuenzalida, J. (2014). [Falsos dilemas de la descentralización? Pensamiento estratégico distribuido territorialmente. El caso de Chile](#) [False dilemmas of decentralization? Territorially- distributed strategic thinking. The case of Chile]. In J. Walter & D. Pando (Comp.), *Planificación Estratégica: Nuevos desafíos y enfoques en el ámbito público* (pp. 279-308). Buenos Aires: Sociedad Argentina de Análisis Político.

## POLICY PAPERS AND BOOK REVIEWS IN SPANISH

---

Fuenzalida, J. & Pliscoff, C. (2015). [Review of the book *Public Administration: Traditions of Inquiry and Philosophies of Knowledge*, by Norma Riccucci]. *Estudios de Políticas Públicas*, 2(November 2015), 380-384.

Juretic, J. & Fuenzalida, J. (2015). *Diseño Institucional de un nuevo Sistema de Protección Integral de la Infancia y Adolescencia en Chile: Principios y componentes esenciales* [Institutional Design for a new Child Protection System: Principles and main components] (Serie Sistemas Públicos N° 11). Santiago: Center for Public Systems, Industrial Engineering Department, University of Chile.

Juretic, J., Dussailant, F., Saieg, G., Martin, M. P., Estrada, F., Fuenzalida, J. & Castro, C. (2015). *Definiciones conceptuales para un sistema integral de protección a la infancia* [Conceptual definitions for an integrated child protection system] (Los derechos de los niños, una orientación y un límite N° 4). Santiago: UNICEF.

Fuenzalida, J. (2012). *Arquitectura para un Sistema de Alta Dirección Pública Municipal* [Architecture for a Municipal Senior Executive Service] (Colección de Estudios de Caso N° 118). Santiago: Master in Public Policy and Management Program, University of Chile.

## HONORS AND AWARDS

---

Conference Travel Award, School of Public Affairs and Administration, Rutgers University (2014, 2016)

*Becas Chile* Scholarship, National Commission for Scientific and Technological Research (2013-2017)

Fulbright Fellowship (2013-2017)

Best Teaching Assistant Award, Master in Management and Public Policy Program, University of Chile (2011)

Thesis selected to be published in *Colección Estudios de Caso*, Master in Management and Public Policy Program, University of Chile (2011).

Industrial Engineer graduated with highest honors, University of Chile (2011)

Masters thesis funded by the *Anillo* Project in Social Sciences *Implementation of public policies at the regional and local level*, University of Chile and National Commission for Scientific and Technological Research (2010).

*Juan Gómez Millas* Scholarship, University of Chile (2002)

## CONFERENCE PAPERS AND PRESENTATIONS

---

*Merit-based Selection of Public Managers: Better Public Sector Performance? An Exploratory Study* (with Mariano Lafuente & Juan Carlos Cortázar). Paper presented at the XXI Latin American Center

for Development Administration [CLAD] Conference. Santiago, Chile, November 8-11, 2016.

*Implementation of performance management systems: between bureaucratic ritualism and their effective adoption.* The Case of ChileGestiona. Paper presented at the 7<sup>th</sup> Congress of the Chilean Public Policies Society. Santiago, Chile, January 21, 2016. [In Spanish]

*Are managers susceptible to framing effects? An experimental study of professional judgment of performance metrics* (with Gregg Van Ryzin). Paper presented at the 8<sup>th</sup> Annual Public Performance Measurement & Reporting Conference. Newark, NJ, September 18, 2015.

*How does politicization affect personnel processes in public organizations?* Paper presented at the Annual Conference of the American Society of Public Administration [ASPA]. Chicago, Illinois, March 6-10, 2015.

*Trust in Government and Privatization* (with Yunsoo Lee). Paper presented at the 7<sup>th</sup> Annual Public Performance Measurement & Reporting Conference. Newark, NJ, September 19, 2014.

*Invited as Chilean representative to the First Inter-American Democracy Conference: Democratic Governance and Effective Policy Development*, Florida International University. Miami, FL, February 28, 2014.

*Knowledge Management and Transparency: Challenges for public investment at the local level* (with Eduardo Contreras, Alejandro Barros & Natalie González). Paper presented at the 3<sup>rd</sup> International Congress of Science, Technology and Culture. Santiago, Chile, January 7-11, 2013. [In Spanish]

*Modernization of the System for Selecting Public Managers in Chile: An unfinished process* (with José Inostroza & Marjorie Morales). Paper presented at the 3<sup>rd</sup> Congress of the Centre d'Etudes et de Recherche Amérique Latine Europe [CERALE]. Buenos Aires, Argentina, June 16-17, 2012. [In Spanish]

*National Policies and the Regional and Local Levels: False dilemmas of Chilean decentralization? A balanced review* (with José Inostroza). Paper presented at the 3<sup>rd</sup> Congress of the Centre d'Etudes et de Recherche Amérique Latine Europe [CERALE]. Buenos Aires, Argentina, June 16-17, 2012. [In Spanish]

*Architecture for a Municipal Senior Executive Service.* Paper presented at the 3<sup>rd</sup> Congress of the Chilean Public Policies Society. Santiago, Chile, January 19, 2012. [In Spanish]

*Compensating for local revenues: The Municipal Common Fund in Chile* (with Marcelo Henríquez & Francisca Del Fierro). Paper presented at the 3<sup>rd</sup> Congress of the Chilean Public Policies Society. Santiago, Chile, January 19, 2012. [In Spanish]

## RESEARCH EXPERIENCE

---

Coordinator of the *Public Service Research Panel (PSRPanel)*, an online community of public service managers and professionals who sign up to participate in occasional web-based surveys and studies, which is housed at Rutgers University (2014-2016).

Researcher and Coordinator of the *FONDEF Project Knowledge management system for innovations and best practices transfer among local governments*, funded by the National Commission for Scientific and Technological Research (2012-2013).

Researcher and Coordinator of the *Anillo* Project in Social Sciences *Implementation of public policies at the regional and local level*, funded by the National Commission for Scientific and Technological Research (2011-2012).

## TEACHING EXPERIENCE

---

### SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, RUTGERS UNIVERSITY

INSTRUCTOR *Applied Research Design*, Master in Public Administration Program (Fall 2016)  
*Applied Statistics*, Master in Public Administration Program (Fall 2015)  
*Strategic Performance Management Certificate* [online] (Summer 2016)

### UNIVERSITY OF CHILE, INDUSTRIAL ENGINEERING DEPARTMENT

INSTRUCTOR *Public and Local Policies*, course for municipal officials (2013)  
*Introduction to Public Systems*, undergraduate course (2011-2012)  
*Strategic Management*, Continuing Education Program (2012)  
*Strategic Management*, course for municipal officials (2011)

TEACHING ASSISTANT *Social Impact Assessment*, undergraduate course (2011-2013)  
*Topics in Public Management*, Masters in Management and Public Policy (2010-2012)  
*Strategic Management*, Diploma in Public Management (2008-2011)  
*Introduction to Public Systems*, undergraduate course (2008-2010)  
*Life Cycle Cost Analysis*, undergraduate course (2009)  
*Economics*, undergraduate course (2008)

### OTHER ACADEMIC DEPARTMENTS (UNDERGRADUATE COURSES)

TEACHING ASSISTANT *Introduction to Engineering I and II*, School of Engineering, University of Chile (2007-2009)  
*Algebra*, School of Engineering, Andrés Bello National University (2008)

## GRADUATE THESIS SUPERVISION

---

ADVISOR María Belén Aguilera (2016), Roberto Rodríguez (2013)

COMMITTEE MEMBER Osmar Valdevenito (2016), Evelyn Freire (2016), Jennifer Lueiza (2016), Esteli Unzueta (2015), Edgar Rebolledo (2014), Carlos Castro (2014), Roxana Antilef (2014), Francisco Beltrán (2012), Cristóbal Mira (2012), Christian Tapia (2012), María Cristina Padilla (2012)

## CONSULTING EXPERIENCE

---

PROJECT MANAGER (CHILE)	Foreign Affairs Ministry (2011-2012), General Directorate of International Economic Relations (2010-2011), Municipality of Huechuraba (2010-2011)
RESEARCH CONSULTANT (CHILE AND LATIN AMERICA)	Inter-American Development Bank (2015), UNICEF (2014), Ministry of Finance (2014), Regional Government of Tarapac (2012-2013), Regional Government of O'Higgins (2012-2013), Regional Government of Maule (2012-2013), Superintendence of Electricity and Fuels (2011-2012), Budget Office of the Ministry of Finance (2010), Planning Ministry (2009), Economy Ministry (2009)

## SERVICE

---

Chair of the Panel *Impact Assessment of Senior Executive Services: The cases of Chile and Peru*, XXI CLAD Conference (2016)

Reviewer for *Ciencia Ergo Sum* of the Autonomous University of The State of Mexico and for *Estudios de Políticas Públicas* of University de Chile

Author of several op-eds for *La Segunda*, *La Tercera*, *El Mostrador*, *América Economía* and *CIPER Chile*

Editor of *Series Sistemas Públicos*, Industrial Engineering Department, University of Chile (2011-2013)

## METHODS TRAINING

---

SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, RUTGERS UNIVERSITY	Quantitative Methods I and II Qualitative Methods I and II
OTHER DEPARTMENTS, RUTGERS UNIVERSITY	Probability and Statistics (Department of Statistics) Sampling (Department of Statistics) Design of Experiments (Department of Statistics) Social Network Analysis (Department of Sociology)
ICPSR SUMMER PROGRAM, UNIVERSITY OF MICHIGAN	Regression III: Advanced Methods Social Network Analysis

## LANGUAGES AND PROGRAMS

---

LANGUAGE	English (fluent), Portuguese (intermediate) and Spanish (native)
SOFTWARE SKILLS	Stata, R, L <sup>A</sup> T <sub>E</sub> X, Pajek, UCINET