

KURT MICHAEL THURMAIER

Professor
Curriculum Vita
Effective October 2006

Division of Public Administration

Department of Political Science
Northern Illinois University
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EDUCATION

- Ph.D. in Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, 1991.
Dissertation: "Budgeteers and Budget Analysis: An Experiment in Budgetary Decisionmaking."
- M.A. in Public Policy and Administration, Robert M. La Follette Institute of Public Affairs, University of Wisconsin-Madison, 1983. (Semester in residence, Jagiellonian University, Krakow, Poland, Fall 1981. Semester in residence, Universiti Malaya, Kuala Lumpur, Malaysia, Spring, 1982)
- B.A. in Economics and Political Science, University of Wisconsin-Madison, 1980.

PROFESSIONAL EXPERIENCE

Professor of Public Administration, Division of Public Administration, Department of Political Science, Northern Illinois University. Teach courses in public budgeting and financial management, comparative public administration, and intergovernmental relations. Conduct research in budgetary decisionmaking, interlocal government relations, city-county consolidations, and fiscal decentralization problems in developing nations. Present.

Director of Graduate Studies, Department of Political Science, Northern Illinois University.

Administer the program, including recruitment and supervision of students, serving as chair of the graduate committee and convener of public administration doctoral subfield.

Professor and Director of Public Policy and Administration Program, Department of Political Science, Iowa State University.

Administer the program, including recruitment and supervision of students, serving as chair of the program faculty, teaching classes and conducting research. Member, Russian, East European, and EurAsian Studies Faculty at Iowa State University. 2002-2006.

Associate Professor, Department of Public Administration, University of Kansas. Conducted research interests in state and local public budgeting and finance, intergovernmental relations, and development administration in developing nations and the newly democratized nations of Central and Eastern Europe. Teaching assignments included policy analysis, state and local budgeting and finance, comparative public administration, and applied quantitative methods. 1997-2002.

Member, Russian and East European Studies Faculty, University of Kansas. 1992-present. Division of Government Representative to Executive Committee, 1994-1996, 1997-98, 2001-02.

Member, Indigenous Nations Studies Program Faculty, University of Kansas. 1998-2002.

Member, Latin American Studies Faculty, University of Kansas. 2001-2002.

Assistant Professor, Department of Public Administration, University of Kansas. 1990-1997 (promoted and tenured, spring 1997).

Fulbright Scholar, School of Local Self-Government, Faculty of Law and Administration, Jagiellonian University, Krakow, Poland. Taught a class in US state and local government budgeting and finance methods. Conducted research on Polish local government budgeting and finance methods, including the impact of privatization and fiscal and administrative decentralization on Polish local governments August 1992-January 1993.

Research Assistant, Metropolitan Studies Program, Maxwell School, Syracuse University. Studied state-owned enterprises in developing nations and policy alternatives with respect to privatization. Assisted in design and structure of course on African Politics. 1989-1990.

Research Assistant, School of Information Studies, Syracuse University. Sole responsibility for data collection and analysis of accounting and budgeting for information resources in the states as part of the first nationwide study of information resources management in the states. 1988-1989.

Research Assistant, Metropolitan Studies Program, Maxwell School, Syracuse University. Conducted interviews and participated in analysis of a case study of budgetary responses to judicial pressures for rectifying jail overcrowding and the concomitant infringement of constitutional rights. 1987-1988.

Budget and Management Analyst, State Budget Office, Wisconsin Department of Administration, Madison, Wisconsin. Responsible for technical review and policy analysis of state agency budgets in the areas of economic development, housing and community development, and veterans' affairs issues. Wrote analytical papers, briefed governor on budgets and proposed legislation. Performed technical tasks on budget computer system. Prepared legislation, attended and made presentations to legislative committees for assigned issues. 1984-1987.

Research Economist, Wisconsin Department of Development, Madison, Wisconsin. Responsible for major study of the impact of plant closings on Wisconsin communities. Gathered and analyzed data, including relevant legislation in other states, and prepared final report. 1982-1983.

RESEARCH

Publications and Other Professional Contributions

Books

Suzanne Leland and Kurt Thurmaier, eds, Reshaping the Local Government Landscape: Case Studies of Local Government Consolidation, M.E. Sharpe, 2004.

Kurt Thurmaier and Katherine Willoughby, Policy and Politics in State Budgeting, M.E. Sharpe, 2001.

Articles, (Refereed)

Suzanne Leland and Kurt Thurmaier, "Frame the Consolidation Debate with a Sound Argument: A Reply to a Response," *Public Administration Review* 66(2), March 2006: 279-280.

Suzanne Leland and Kurt Thurmaier, "When Efficiency is Unbelievable: Normative Lessons from 30 Years of City-County Consolidations," *Public Administration Review* 65(4) 2005: 475-489.

Kurt Thurmaier, Alfred Ho, and Lilly Lu "Testing the Reluctant Professor's Hypothesis: Evaluating a Blended-Learning Approach to Distance Education," *Journal of Public Administration Education* 12(2006): 81-102.

Teaching Case: When Silence is Not Golden, developed for an Introduction to Public Administration course, published on the *Electronic Hallway*, 2006, www.hallway.org.

Kurt Thurmaier, "The Role of Budget Reform in the Accountability of Polish and Ukrainian Local Governments," *International Public Management Journal* 6(1) 2003: 17-42.

Kurt Thurmaier and Curtis Wood, "Interlocal Agreements as Overlapping Social Networks: Picket-fence regionalism in Metropolitan Kansas City," *Public Administration Review* 62(5) September/October, 2002: 585-98.

Kurt Thurmaier and Kara Lindaman, "Beyond Efficiency and Economy: An Examination of Basic Needs and Fiscal Decentralization" *Economic Development and Cultural Change*, 50(4), July, 2002: 915-34.

Kurt Thurmaier, "Budgeting Rationality in Midwest State Budget Offices," *International Journal of Organization Theory and Behavior* 4(1&2): 133-161, 2001.

Kurt Thurmaier, "The Anatomy of a Budget Recommendation," *The Journal of Public Budgeting, Accounting, and Financial Management* 12(4)Winter, 2000: 569-597.

Kurt Thurmaier and Suzanne Leland, "Metropolitan Consolidation Success: Returning to the Roots of Local Government Reform," *Public Administration Quarterly* 24(2), Summer, 2000: 202-21.

Kurt Thurmaier and James Gosling, "The Shifting Roles of Budget Offices in the Midwest: Gosling Revisited," *Public Budgeting and Finance* 17(4), Winter, 1997: 48-70.

Kurt Thurmaier and Mariusz Dobek, "The Role of Polish Local Governments in Privatization: Who will pay for the social infrastructure?" *Administration and Society* 29(1), March, 1997: 18-41.

Kurt Thurmaier, "Decisive Decisionmaking in the Executive Budget Process: Analyzing the Political and Economic Propensities of Central Budget Bureau Analysts," *Public Administration Review* 55(5), 1995: 448-460.

Kurt Thurmaier, "Execution Phase Budgeting in Local Governments: It's not just for control anymore!" *State and Local Government Review* 27(Spring), 1995: 102-117.

Kurt Thurmaier, "The Evolution of Local Government Budgeting in Poland: From Accounting to Policy in a Leap and a Bound," *Public Budgeting and Finance* 14(4), Winter, 1994: 83-96.

Kurt Thurmaier, "Budgetary Decisionmaking in Central Budget Bureaus: An Experiment," *Journal of Public Administration Research and Theory* 2(4) , 1992: 463-487.

Kurt Thurmaier, "Information Resources Management Expenditures in the States: A Case for Integrating Accounting and Budgeting," *Public Budgeting and Finance* 10(4), Winter, 1990: 28-46.

Jeffrey D. Straussman and Kurt Thurmaier, "Budgeting Rights: The Case of Jail Litigation", *Public Budgeting and Finance*, 9(2), 1989: 30-42.

Articles In Print (Other)

Kurt Thurmaier and Pawel Swianiewicz, "Primary School Decentralization in Poland: Nurturing the Roots of Democracy," *In Depth: A Journal of Values and Public Policy*, 5(2) 1997: 1-22.

Kurt Thurmaier, "Local Government Budgeting," in the International Encyclopedia of Public Policy and Administration, Jay Shafritz, editor, Boulder, CO: Westview Press, 1998.

Kurt Thurmaier, "Central Budget Office Analysts." in the International Encyclopedia of Public Policy and Administration, Jay Shafritz, editor, Boulder, CO: Westview Press, 1998.

Kurt Thurmaier, "Budget Folkways and Folklore: Comments on 'Strategic Misrepresentation in Budgeting,'" *Journal of Public Administration Research and Theory* 2(2), 1992: 203-205.

Jeffrey D. Straussman and Kurt Thurmaier, "Budgeting Rights: The Case of Jail Litigation," Metropolitan Studies Occasional Paper #130, Summer 1989, 21 pp. [an expanded version of the "Budgeting Rights" paper in *Public Budgeting and Finance*, 9(2)].

Book Chapters, (Refereed)

Yu-Che Chen and Kurt Thurmaier, "The Challenges of Building a Knowledge Management System for Local Collaboration," in *Case Studies in Digital Government*, Bruce Rocheleau, editor. Hershey, PA : Idea Group Publishing, forthcoming, 2006.

Kurt Thurmaier, "Decision Contexts, Budgeteer Roles, and Decisionmaking in Midwest State Budget Office," in *Controlling Public Expenditures. : the changing roles of central budget agencies-better guardians?* edited by John Wanna, Lotte Jensen, Jouke de Vries, Northampton, MA: Edward Elgar Press, 2003, pp. 231-250.

Suzanne Leland and Kurt Thurmaier, "City-County Consolidation: The Case of Elusive Cost Savings," Chapter 22 in Aman Kahn and Bartley Hildreth, *Case Studies in Public Budgeting and Financial Management* (2nd Edition), 2003, NY, NY: Marcel Dekker, pp. 349-364.

Kurt Thurmaier and Katherine Willoughby, "Windows of Opportunity: Toward a Multiple Rationalities Model of Budgeting," in *Evolving Theories of Public Budgeting*, Vol. 6 in *Research in Public Administration*, edited by John Bartle, Amsterdam: Elsevier Science, 2001.

Book Chapters, (Other)

Kara Lindaman and Kurt Thurmaier, "Basic Needs and Fiscal Decentralization: The Elusive Nexus," in *Public Administration and Policy* Volume of the *Encyclopedia of Institutional and Infrastructural Resources*, UNESCO, 2004.

Kurt Thurmaier and Pawel Swianiewicz, "Decentralization in Poland: shifting primary education administration to local self-government," in *Urban And Regional Management In Countries In Transition*, Chatterji, B. and R. Domanski, eds. Warsaw: PWN, 1996, pp. 251-266.

Kurt Thurmaier, "The Financial Side: Accounting and Expenditures" (Chapter 6) in Sharon L. Caudle and Donald A. Marchand with Stuart I. Bretschneider, Patricia Fletcher and Kurt Thurmaier, *Managing Information Resources: New Directions in State Government*, Syracuse, NY: School of Information Studies, Syracuse University, August, 1989, pp. 111-136.

Conference Papers

Yu-Che Chen and Kurt Thurmaier, "Financing eGovernment Business Transactions: An Enterprise Pricing Framework for G2B Services," the 2005 Conference of the Association for Budgeting and Financial Management, November 9-12, 2005, Washington, DC.

Yu-Che Chen and Kurt Thurmaier, "Government-to-Citizen Electronic Services: Understanding and Driving Adoption of Online Transactions," the Association for Public Policy & Management (APPAM) conference, Washington, D.C., November 3-6, 2005.

Yu-Che Chen and Kurt Thurmaier, "Government-to-Business Electronic Services: Understanding and Driving Adoption of Online Transactions," the 8th Public Management Research Conference, School of Policy, Planning and Development, University of Southern California, Los Angeles, September 29-October 1, 2005.

Yu-Che Chen and Kurt Thurmaier, "Financing eGovernment Business Transactions: Empirical Estimates of Willingness to Pay," Presentation for Working Group VI, New Tools for Public Financial Management, International Association of Schools and Institutes of Administration (IASIA), Como, Italy 11- 15 July 2005.

Kurt Thurmaier, Alfred Ho, and Lilly Lu "Testing the Reluctant Professor's Hypothesis: Evaluating a Blended-Learning Approach to Distance Education," presented at the National Association of Schools of Public Affairs and Administration (NASPAA) Conference, Indianapolis, October 21-23, 2004.

Kurt Thurmaier, Alfred Ho, and Lilly Lu "An Evaluation of Blended Distance Education Courses," presented at the Teaching Public Administration Conference, UW-Madison, February 12-14, 2004.

Suzanne Leland and Kurt Thurmaier, "Reshaping the Local Government Landscape: A Theoretical and Empirical Study of Modern Municipal Reform Movements," presented at the 7th Public Management Research Conference, Georgetown University, Washington, DC, October 11th, 2003.

Kurt Thurmaier, "Local Government Budget Reforms: Transparency and Accountability in Poland and Ukraine" the American Society of Public Administration meeting, March 2002, Phoenix.

Suzanne Leland and Kurt Thurmaier, "City/County Consolidation: A Contemporary Local Reform Movement" the American Society for Public Administration Annual Conference, March, 2002, Phoenix, Arizona.

Kurt Thurmaier and Curtis Wood, "Interlocal Agreements as Overlapping Social Networks: Picket-fence regionalism in Metropolitan Kansas City," the 6th National Public Management Research Conference at Indiana University, October 18-20, 2001.

Kurt Thurmaier, "A Recursive Framing Model of Decisionmaking in Policy Oriented State Budget Offices" presented at the 2001 meeting of the Association for Budgeting and Financial Management, ASPA, Washington, DC, January, 2002.

Curtis Wood and Kurt Thurmaier, "Fiscal Impacts of Interlocal Service Agreements: An Exploratory Study of the Kansas City Metropolitan Area," 2001 meeting of the Association for Budgeting and Financial Management, ASPA, Washington, DC, January, 2002.

Kurt Thurmaier, "Reconciling Policy Roles and Neutral Competence in Policy Oriented State Budget Offices," Midwest Political Science Association, April 19-22, 2001, Chicago, Illinois.

Kara Lindaman and Kurt Thurmaier "Basic Needs and Fiscal Decentralization: The Elusive Nexus," presented at the Midwest Political Science Association meeting, April, 1999.

Kurt Thurmaier, "The Budget Process Model," presented at the 1998 meeting of the Association for Budgeting and Financial Management, ASPA, Washington, DC, November, 1998.

Kurt Thurmaier, "The Politics of Reform: City-County Consolidation in Wyandotte County/Kansas City, Kansas" presented at the Midwest ASPA conference, Kansas City, Missouri, October 31, 1998.

Kurt Thurmaier, "Budgeting Rationality in Midwest State Budget Offices," presented at the Fourth National Public Management Research Conference, Athens, Georgia, November, 1997.

Suzanne Leland and Kurt Thurmaier, "City-County Consolidation: Tastes Great, But is it Less Filling?" presented at the 1997 meeting of the Association for Budgeting and Financial Management, ASPA, Washington, DC, November, 1997.

Kurt Thurmaier, "Policy and Control Roles of State Budget Offices in the Midwest," Annual Meeting, The Midwest Political Science Association, Chicago, IL, April 10-12, 1997.

Kurt Thurmaier, "Primary School Decentralization in Poland: Nurturing the Roots of Democracy," Central Slavic Conference, Columbia, Missouri, October 4, 1996.

Kurt Thurmaier and James Gosling, "The Shifting Roles of Budget Offices in the Midwest: Gosling Revisited," Annual Meeting, The Midwest Political Science Association, Chicago, IL, April 18-20, 1996.

Kurt Thurmaier and Katherine Willoughby, "The Nexus of Budgeting and Policy Analysis: Budgeteers in Central Budget Bureaus," Seventh Annual Meeting, Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 12-14, 1995.

Kurt Thurmaier and Katherine Willoughby, "The Changing Roles of Central Budget Bureaus and Analysts: A Comparison of Midwest and Southeast States," Annual Meeting, The Midwest Political Science Association, Chicago, IL, April 6-8, 1995.

Kurt Thurmaier, "Executive Budgeting in Midwestern States: Decision Making in State Budget Offices," Sixth Annual Meeting, Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 13-15, 1994.

Kurt Thurmaier and Katherine Willoughby, "Political and Economic Choices: The Decision Strategies of Public Budgeteers," Annual Meeting, The Midwest Political Science Association, Chicago, IL, April 14-16, 1994.

Kurt Thurmaier, "Toward a Theory of Microbudgeting: Debunking Executive Budget Process Mythology," Paper Presentation, Fifth Annual Meeting, Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 15-17, 1993.

Kurt Thurmaier, "The Impact of Privatization on Polish Local Governments: Who Will Pay for the Social Infrastructure?" Paper Presentation, American Political Science Association, Annual Meeting, Washington, DC, September 2-5, 1993.

Kurt Thurmaier, "Increasing Segregation for Latino Students? Measuring the Impacts of Desegregation Plans," Paper Presentation, American Society for Public Administration, Annual Meeting, San Francisco, July, 1993.

Kurt Thurmaier, "The Role of Information Technology in the Transformation of Poland," Paper Presentation, The Institute of Management Sciences/Operations Research Society of America, Annual Meeting, Chicago, IL, May, 1993.

Kurt Thurmaier, "The Multiple Facets of Budget Analysis: Focusing on Budget Execution in Local Governments," Paper Presentation, American Society for Public Administration, Annual Meeting, Chicago, IL, April, 1992.

Kurt Thurmaier, "Responsive and Responsible Budgeteers: An Experiment in Budgetary Decisionmaking," Paper Presentation, American Society for Public Administration, Annual Meeting, Washington, DC, 1991.

Ali Galaydh and Kurt Thurmaier, "Public Failure, Private Failure: Dilemmas in Privatization," American Society for Public Administration, Annual Meeting, Los Angeles, CA, 1990.

Kurt Thurmaier, "Political and Economic Factors in Budget Analysis," Presentation, Forty-third Annual City Managers Conference, Lawrence, KS, April, 1990.

Kurt Thurmaier, "Information Resources Management Expenditures in the States: Preliminary Findings," Paper Presentation, American Society for Public Administration, Annual Meeting, Miami, FL, 1989.

Works In Progress

Book Manuscripts

Case Studies in City-County Consolidation: The Performance Assessment, Principal investigator and co-editor, with Suzanne Leland. This project is a sequel to our recent book on city-county consolidations in the US. Using the same rigorous comparative case study design, we will coordinate multiple authors and write a comparative analysis to answer the major questions that remain to be answered about city-county consolidations: [1] does the consolidation live up to its promise? [2] does the consolidation provide more efficient government than its comparison city and county? [3] does the consolidation provide more efficient government than its comparison city and county? Expected publication is 2007.

Decisionmaking in Municipal Budget Offices, Principal investigator and lead author, with Katherine Willoughby and Deborah Carroll. This project analyzes decisionmaking in three municipality budget offices (Milwaukee, Kansas City and Charlotte) using a revised methodology and model adapted from the Thurmaier and Willoughby (2001) multiple rationalities model. Data has been collected and is currently under analysis. Expected publication is 2007.

Papers

Yu-Che Chen and Kurt Thurmaier, "Financing eGovernment Business Transactions: An Enterprise Pricing Framework for G2B Services," under revise and resubmit at *Public Administration Review*, originally presented at the 2005 Conference of the Association for Budgeting and Financial Management, November 9-12, 2005, Washington, DC.

Yu-Che Chen and Kurt Thurmaier, "Government-to-Citizen Electronic Services: Understanding and Driving Adoption of Online Transactions," under revision for submission, originally presented at the APPAM conference, Washington, D.C., November 3-6, 2005.

Yu-Che Chen and Kurt Thurmaier, "Government-to-Business Electronic Services: Understanding and Driving Adoption of Online Transactions," under revision for submission, originally presented at the 8th Public Management Research Conference, School of Policy, Planning and Development at the University of Southern California, Los Angeles, September 29-October 1, 2005.

Funded Research

Kurt Thurmaier and Yu-Che Chen (Co-Principal Investigators), "Building a Citizen-Accessible Information System for Managing Iowa's Local Government Networks and Interlocal (28e) Agreements." \$131,000, funded by IowAccess Council, Information Technology Enterprise, Iowa Department of Administrative Services. This project will build a citizen-accessible eGovernment information management system that will strengthen existing and future collaboration between local government units in the area of critical infrastructure protection and service sharing. This information system will allow citizens, local elected officials and local public managers to increase the effectiveness and efficiency of government services to citizens by learning about effective interlocal (28e) agreements used in Iowa's communities.

Yu-Che Chen and Kurt Thurmaier (Co-Principal Investigators), "eGovernment Policy Analysis." \$114,000, funded by IowAccess Council, Information Technology Enterprise, Iowa Department of Administrative Services. The purpose of the project will be to determine the current and future demands for eGovernment

services, and to generate policy reports on the provision and financing of eGovernment services to meet the demands of both citizens and businesses.

Ricardo Morse and Kurt Thurmaier (Co-Principal Investigators), "The Olive Tree Project: Searching for models of community." \$63,800, funded by the Iowa Innovation Fund. The purpose of this project is to help communities identify core community values and services essential to preserving community identity. This process will provide a basis upon which communities can explore options for collaboration in the delivery of public services as well as regional approaches to community and economic development. Local governments will be empowered to seek ways to increase effectiveness and efficiency while preserving community identity. The project team is working with two pilot counties in Iowa.

Other Funded Research

Kurt Thurmaier, Principal Investigator: "A Survey of Trade Promotion Activities in Local Communities" \$15,552 from the University of Kansas, Center for International Business Education (CIBER).

Kurt Thurmaier and Katherine Willoughby, "Budget Practices in the States: A Look at Georgia and Kansas Systems," technical report prepared for the Scottish Parliament (Budget Setting and Financial Scrutiny Project), Prof. Colin Talbot, PI, Public Futures consulting firm, November 2002, (Contract work).

Kurt Thurmaier, "Using the Program Budget Model as a Tool for Local Development: Reforms in Lublin and Krakow, Poland," IMIS Monograph Series For Eastern Europe, Monograph prepared for Office of Housing and Urban Programs, US Agency for International Development, and the International City/County Management Association, Washington, DC, June 1995, available in English and Polish, (ICMA Contract work).

Kurt Thurmaier, "A Value-Added Model of Local Government Budgeting," paper prepared for the International Municipal Finance and Budgeting Conference, sponsored by the International City/County Management Association (ICMA), Krakow, Poland, July 11-14, 1994, translated into Polish, Czech, Slovak, Hungarian, Bulgarian, and Romanian., (ICMA Contract work).

Roger Kroh and Kurt Thurmaier, "The Budget as a Policy, Management, and Communications Tool: Improving the Capacity To Budget In Lublin, Poland," Report prepared for Office of Housing and Urban Programs, US Agency for International Development, and the International City/County Management Association, Washington, DC, November 1994, available in English and Polish, (ICMA Contract work).

Roger Kroh and Kurt Thurmaier, "Improving The Capacity to Budget in Lublin, Poland," Report prepared for Office of Housing and Urban Programs, US Agency for International Development, and the International City/County Management Association, Washington, DC, November 1993, available in English and Polish, (ICMA Contract work).

Technical Reports

Kurt Thurmaier, "Consolidated Budget Analysis," in The Study of Governmental Structure for the City of Wilmington and New Hanover County, North Carolina, Technical Report presented to the City and County, August 2001.

Kurt Thurmaier, "Expenditure Budget Analysis," in Consolidation Study Report for Wyandotte County/Kansas City, Kansas, presented to the City Council and County Board, January, 1997

Kurt Thurmaier and Gloria Timmer (State Budget Director), "A Brief history of the Kansas Budget," prepared for the Governor's Tax Equity Task Force, October 1995.

Invited Presentations

"Decision Contexts, Budgeteer Roles, and Decisionmaking in Midwest State Budget Office," presented at the Conference on Central Budget Offices, The Hague, Netherlands, hosted by Leiden University (Netherlands) and Griffith University (Australia), June 28-29, 2001.

Suzanne Leland and Kurt Thurmaier, "Budget Issues for the Consolidation of Kansas City, Kansas and Wyandotte County, Kansas," Midwest Regional Public Finance Conference, Hugo Wall School, Wichita State University, Wichita, Kansas, February 20, 1998.

Pawel Swianiewicz and Kurt Thurmaier, "Decentralization in Poland: Shifting Primary Education Administration to Local Self-Governments." Paper presented at the International Seminar on Urban and Regional Management: Recent Experiences in Europe and North America, Warsaw, June, 1995.

"Local Government Budget Reform in Poland and Ukraine" Laird Brown Bag Series in Russian & East European Studies, KU Center for Russian and East European Studies, December 6, 2001.

"Tourism and Economic Development Prospects in Lviv, Ukraine," invited lecture for REES 895/ BUS 449, November 29, 2001.

"Local Government Budgeting in the US," Jagiellonian University, School of Public Affairs, May 25, 2001

"Dividing the Budget Pie: Evaluating Competing Departmental Wants" Midwest Regional Public Finance Conference, Wichita State University, February 16, 2001.

"Globalization as a Peace and Justice Issue," Globalization forum series, Lawrence Coalition for Peace and Justice, February 12, 2001, Lawrence.

"Globalization and the Marketization of the State," Noon Forum Series, KU Ecumenical Christian Ministries, November 15, 2000, Lawrence.

"Globalization and the Marketization of the State," Lawrence High School, class in government, Paul Stuewe, teacher, January 26, 2001, Lawrence.

"Basic Needs and Fiscal Decentralization: The Elusive Nexus," presented at the KU-UCR-Kansas Symposium II, San Jose, Costa Rica, February, 2000, with Kara Lindaman (doctoral student).

"Consulting in Transitional Economies: Issues and Opportunities," BUS 449/REES 895 Business, Culture, and Society in Russia and Eastern Europe, October 18, 1999.

"Local government forecasting in the US," Economic Indicators Seminar (for international statisticians and forecasters), US Department of Labor, at the University of Kansas, September, 1999.

"Public Policy and Budgeting," two lectures given at the USIA Summer Institute on Public Policy and Social Science, University of Kansas, July 26 and July 28, 1999.

"Local government forecasting in the US," Economic Indicators Seminar (for international statisticians and forecasters), US Department of Labor, at the University of Kansas, September, 1998.

POLS 706, Quantitative Methods, November 16, 1998. Invited talk on conducting domestic comparative field research, using my state budget office study interviewing process.

“Policy and Control Roles of State Budget Offices in the Midwest,” Lecture sponsored by the Graduate Colloquium Committee and Division of Public Administration, Northern Illinois University, DeKalb, Illinois, September 25, 1997.

“Transitional Budgeting in Transitional Economies: Poland and Ukraine,” Seminar sponsored by the Graduate Colloquium Committee and Division of Public Administration, Northern Illinois University, DeKalb, Illinois, September 26, 1997.

"Local Government Uses of Economic Indicators for Budget Forecasting," to delegation of Asian, African, and East European budget officers and statisticians, Outreach Seminar with US Dept. of Labor, KU Russian and East European Studies Program, September 10, 1997.

“Information Resources Management,” Kansas Certified Public Manager Program, Topeka Capitol Center, September 10, 1996.

“Public Budgeting and Financing of Us State and Local Governments,” Training Program for Regional Budget Officials from the Russian Federation, Center for Transition Studies, Institute for Public Policy and Business Research, University of Kansas, August 28, 1996.

“The Value-Added Tax Process: Who Pays What, When, and How!” Central States Coalition on Aging Conference, Lawrence, Kansas, August 27, 1996.

“Financing Local Government,” Workshop on Decentralization and Local Government for Venezuelan Mayors, Department of Public Administration and Department of International Programs, University of Kansas, August 5, 1996.

“Bigos Politics: The Changing Face of Polish Governance,” University Forum Speaker Series, University of Kansas-ECM, November 1995.

“Bigos Politics: The Changing Face of Polish Governments,” REES Brownbag Series, University of Kansas, October, 1995.

“The Program Budget as a Tool for Local Development,” International City/County Management Association Seminar Series for Polish Local Governments, June 1995, Rydzyna and Krakow.

“The Transformation of Budgeting in Polish Local Governments,” Meeting Speaker, Cosmopolitan International, Lawrence, Kansas, February 1995.

“Poland: The Rebirth of Local Government,” Worldview Lecture Series, University of Kansas, sponsored by International Studies and Phi Beta Delta, October 25, 1994.

“Financing Local Government,” Workshop on Local Autonomy for Recently Elected Korean City Council Members, Public Administration Department, University of Kansas, October 12, 1994.

“The Benefits of Fiscal Decentralization in Poland,” presentation to the regional finance staff of L’viv Province, and to faculty and students of Ivan Franko University of L’viv, Ukraine, October 8, 1994.

“Concepts of Budgeting,” Seminar for Local and Regional Self-Government Training Program for Officials from Ukraine, Public Administration Department, University of Kansas, July 6-7, 1994.

"Fictitious Budgets for Real Problems: Local government Budgeting in Poland," Russian and East European Brown Bag Series, University of Kansas, February 7, 1994.

"Administrative and Fiscal Decentralization in Poland: Local Assumption of Primary Schools," Russian and East European Brown Bag Series, University of Kansas, April, 1993.

"Public Budgeting and Finance in US Local Governments," The Institute of Administrative Law, Marie Curie-Sklodowska University, Lublin, Poland, December 1992.

"The Role of Intergovernmental Grants in US Intergovernmental Relations," School of Local Self-Government, Jagiellonian University, Krakow, Poland, November 1992.

"The Role of the Budget Analyst," Presenter and Moderator, Roundtable Discussion, Government Finance Officers Association, 86th Annual Conference, Orlando, FL, June 1992.

"Cities in Intergovernmental Relations: The Bottom of the Fiscal Food Chain," IBM-KU Local Government Short Course, February 1992.

"Practical Applications of Statistics in the Public Sector," Department of Mathematics, University of Kansas, December 1991.

"State Information Resources Management Expenditures," School of Information Studies, Syracuse University, June 1990

"Budget Analysts and Budget Analysis," Student Workshop, Department of Public Administration, University of Kansas, April 1990.

Moderator or Discussant

Convener, panel on "Consolidation and Local Governance," at 2001 conference of the South East Conference of Public Administration, Baton Rouge, Louisiana, October 10-12, 2001.

Discussant, panel on "Case Studies in Consolidation," at 2001 conference of the South East Conference of Public Administration, Baton Rouge, Louisiana, October 10-12, 2001.

Moderator, "Best Practices in Budgeting," 1999 Midwest Regional Public Finance Conference, Wichita State University, Wichita, Kansas, February 18-19.

Convener, Roundtable on Teaching Budgeting and Finance, 1998 Meeting of the Association for Budgeting and Financial Management, Washington, DC.

Moderator and Discussant, "Government as a Business: An International Perspective," Eighth Annual Meeting, Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 10-12, 1996.

Discussant, Roundtable on Budget Theory, Seventh Annual Meeting, Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 12-14, 1995.

Moderator and Discussant, Doctoral Seminar, Seventh Annual Meeting, Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 12-14, 1995.

Moderator and Discussant, Doctoral Seminar, Sixth Annual Meeting, Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 13-15, 1994.

"Transformation of Budgeting in Poland," Roundtable Discussant, Fifth Annual Meeting, Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 15-17, 1993.

Invited Graduate Student Papers in Budgeting and Finance, Moderator and Discussant, Fifth Annual Meeting, Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 15-17, 1993.

"Medicaid Reform," Concurrent Session Moderator, Forty-sixth Annual City Managers Conference, Lawrence, KS, April 1993.

"Decentralization in Poland: Shifting Primary Education Administration from Central to Local Self-Governments," Roundtable Presenter and Discussant, Midwest Political Science Association, Annual Meeting, Chicago, IL, April 1993.

"The Problem of Overlapping Debt," Concurrent Session Moderator, Forty-fifth Annual City Managers Conference, Lawrence, KS, May 1992.

"Property Taxes," Plenary Session Moderator, Forty-fourth Annual City Managers Conference, Lawrence, KS, April 1991.

Grants, Fellowships, and Leaves of Absence

Fulbright Scholar, School of Local Self-Government, Faculty of Law and Administration, Jagiellonian University, Krakow, Poland. Taught a class in US state and local government budgeting and finance methods. Conducted research on Polish local government budgeting and finance methods, including the impact of privatization and fiscal and administrative decentralization on Polish local governments August 1992-January 1993.

Vice Chancellor's Fellow, University of Kansas, 2000-2001

IREX Travel Grant to Poland (June 1995)

Continued interview research on case cities and presented invited paper at the International Seminar on Urban and Regional Management: Recent Experiences in Europe and North America, Warsaw.

TEACHING AND RELATED ACTIVITIES

Courses Taught

Introduction to Public Administration (undergraduate)
Budget and Policy Analysis
Budgeting and Financial Management
Advanced Seminar in Budgeting: Theory and Practice
Public Finance
Introduction to Quantitative Methods
International & Comparative Public Administration
Public Administration Practicum
Directed Readings
Field Project Report (Master's Thesis)
Ph.D. Seminar in Budgeting

Directions of theses and dissertations, Program of Study (POS) Committees

ISU: Major professor for about 20 MPA capstone/creative component/thesis projects, served on several other committees..

KU: Served as major professor for several MPA capstone/creative component/thesis projects, although it is not required at KU, so very few students took this option. Served on 3-4 doctoral candidate committees for the PhD in Political Science.

Advising Activities

As MPA director, I coordinated advising of ISU MPA students as well as took primary responsibility for advising of students for whom I was the major professor, approximately 20 students.

Professional Development in Teaching

The most important professional development that I took to improve teaching was to attend the case teaching workshop at the University of Washington, sponsored with the E-Hallway Project. This occurred at KU about 1999. I have since incorporated case teaching into my courses and I have also written two teaching cases, of which one is under review for publication on the E-Hallway and the other will be submitted for review later this year. I was also actively involved in the Center for Teaching Excellence at KU, including serving as a brownbag presenter for faculty and TA training sessions.

The other professional development in teaching has been to incorporate a mid-semester facilitated feedback technique into many courses. This has been helpful for identifying what is working and what is not in a particular course.

PROFESSIONAL SERVICE

Professionally Significant Achievements

American Society for Public Administration

Editorial Board, Public Administration Review, 2003-present

Section for Budgeting and Financial Management

Immediate Past Chair, 2006

Chair, 2005

Chair-elect, 2003-2004

Vice-Chair, 2002-2003

National Conference Chair, 2004, 2000

Section Newsletter Editor, 1995-present

Executive Committee Member

Outstanding Leadership Award, October 2000.

Section for International and Comparative Administration

Section for Public Administration Research

Editorial Board, *Journal of Public Administration Research & Theory*, 1997

Iowa Capital Chapter,

Chair, 2004-2005

Vice-chair, 2003-2004

Pi Alpha Alpha, The National Honorary Society for Public Affairs and Administration, Member

American Political Science Association

Section for Public Administration

Section for Public Policy

Section for Federalism and Intergovernmental Relations

Section for State Politics and Policy

Manuscript Reviewer

Public Administration Review

Journal of Public Administration Research and Theory

Public Budgeting and Finance

State and Local Government Review

Government Finance Officers Association, Budget Awards Reviewer, 1992-present

INSTITUTIONAL SERVICE

Iowa State University

Member, President's Advisory Committee on the Budget, 2004-2006

Member, Russian, East European and EurAsian Studies, Steering Committee, 2004-2006

Mentor, Life in Iowa Program, 2003-2004

Advisor, MPA Club, 2002-2006

University of Kansas

KU Center for Teaching Excellence

Discussion Leader, "Leading a Good Discussion," GTA Teaching Conference, 2001

Discussion Leader, "Leading a Good Discussion," GTA Teaching Conference, 2000

Discussion Leader, "Group Instructional Feedback Technique," Teaching Summit II, 2000

CTE Brownbag Leader, "Teaching Research Methods Courses," 2000

CTE Brownbag Leader, "Discussion of Teaching Evaluation," 1999

Discussion Leader, "Leading Discussion Sections," GTA Teaching Conference, 1999

Department Ambassador, 1998-2000

Faculty Advisor, KU Habitat for Humanity Chapter, 2001-02

Phi Beta Delta, The National Honor Society for International Studies

Alpha Delta (ISU) Chapter

Immediate Past President, 2006

President, 2003-2005

Executive Committee, 2002-2005

Alpha Pi (KU) Chapter

Past President, 1997-98

President, 1996-97

Vice-president, 1995-96

PUBLIC SERVICE ACTIVITIES

Olive Trees and 28Es: A Workshop on Service-sharing in Local Governments, March 2005.

Organizer, Convener, and Presenter. This daylong workshop was presented in conjunction with the Iowa State Association of Counties, the Iowa League of Cities and other partners in the 28E project (noted under Funded Research, above). Over 200 participants included elected and appointed officials from cities and counties as well as legislators on the Governor's Governance Restructuring Committee.

Testimony. Governor's Governance Restructuring Committee, February 2005.

Presentation to the Restructuring Subcommittee on the 28E research project.

Tax Policy Retreat, January 2003. Organizer and Convener. Facilitated retreat of Iowa's governor, top legislative leadership, and the governor's policy staff to craft a comprehensive tax reform package for the legislative session. Participants met over two retreat sessions. Retreat staffed by faculty from ISU, the University of Iowa, and the University of Northern Iowa.

"Combined Budgets Analysis: Wyandotte County, Board of Public Utilities, and Kansas City, Kansas," September 23, 1996. A presentation to the Governor's Commission to Study the Question of Consolidation of Wyandotte County and Kansas City, Kansas, in Kansas City, Kansas.

"Local Government Budgeting in Poland," guest on the Cable Access Channel Program "Around Town, with Ann Debus," aired January 10 and 16, 1994, Johnson County, Kansas, (with Roger Kroh).

"Eastern European Governments in Transition," Metropolitan Issues Symposium: The Evolving Role of Government, Urban Management Assistants of Mid-America, November 1993. Panel Presentation.