

**KURT MICHAEL THURMAIER**

**Professor and Chair  
Department of Public Administration  
School of Public and Global Affairs  
Northern Illinois University**

**Curriculum Vitae (abridged)**

**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.

**ADMINISTRATIVE EXPERIENCE**

- Director, Division of Public Administration, Department of Political Science, Northern Illinois University. 2009-.
- Acting Director, NGO Leadership & Development (NGOLD) Center and NGO Studies Program, Northern Illinois University. 2009-10.
- Director of Graduate Studies, Department of Political Science, Northern Illinois University. 2006-08.
- Director of Public Policy and Administration Program, Department of Political Science, Iowa State University.
- President and Co-founder, Tanzania Development Support. 2002-06.

**Founding Director, School of Public and Global Affairs, Northern Illinois University (2014-).**

Led faculty efforts to craft vision and bylaws for reorganizing the Department of Political Science and Division of Public Administration into new School of Public & Global Affairs, garnering unanimous votes of approval by POLS and public administration faculties. Collaborated with interdisciplinary faculty to create and include new NGO Leadership & Development (NGOLD) Center as third founding unit in the school. Wrote catalog changes to implement the school's creation, including transfer of degree programs and associated language, garnering unanimous votes by all three associated faculties that constitute the new school. The NIU Board of Trustees approved the school in December 2012. Illinois Board of Higher Education approved the school in December 2013.

**Founding Chair, Department of Public Administration, Northern Illinois University (2014-).**

The Department has an operating budget of \$1million (all funds), 9 FTE regular faculty, and three administrative staff. Nationally ranked #5 in local government and urban policy specialization, and #12 in public budgeting and finance. [Previously Director of the Division of Public Administration when it was a component unit of the Department of Political Science, 2009-2013.]

- **Leadership:** Led faculty in creating strategic plan with specific goals for modernizing the MPA program and improving national reputation. Implemented plan with programmatic changes to curriculum, including revision of human services administration specialization into modern nonprofit management specialization, revised core courses curriculum, and revised comprehensive exam with oral presentation and defense of the capstone paper. Led faculty in developing program level and specialization area competencies to meet NASPAA/COPRA accreditation standards, and wrote and submitted the self-study for COPRA reaccreditation.
- **Fiscal Management:** Worked with faculty and affiliated units to develop revenue generating training programs that provide supplemental research and travel support for faculty. Programs include domestic and international training of local officials. Implemented performance-based faculty travel support program, rewarding faculty who present conference papers and convert them to publications in scholarly journals.
- **Student Scholarships:** Cultivated relationships with alumni and friends to develop new scholarships for MPA students. Arnold Fellowship supports minority students attending a national conference with minority public service networking focus (\$500 award). The Monat Scholar honors the outstanding MPA student each year (\$1000 each year).
- **Funds Development and External Relations:** Recast board of advisors into working board with active subcommittees in global affairs, marketing the MPA, diversity recruitment and retention, and 50<sup>th</sup> anniversary celebration. Implemented mentorship program for MPA students using alumni and friends as mentors and leaders of the mentor matching program. Integrated alumni and friend activities into MPA capstone process. Working with 50<sup>th</sup> Anniversary alumni working group to build 50<sup>th</sup> Anniversary Fund drive to create local government research fund.
- **Global Engagement:** Initiated and successfully negotiated new Memoranda of Understanding with Renmin University (China), South China University of Technology (China), Sun Yat-sen University (China), National Taipei Taiwan University (Taiwan), Kenya School of Government (Kenya), and Khon Kaen University, College of Local Affairs (Thailand). Initiated double degree MPA program MOU with Khon Kaen, Renmin, and Sun Yat-sen universities (in progress). Created working group on global affairs with Board of Advisors to promote and support globalization efforts, including exchange programs, study abroad, and training programs for visiting local government officials. Led faculty in creating new specialization in Comparative Public Service to facilitate the double degree programs and allow US students to study abroad and gain global competencies as a specialization.
- **Interdisciplinary PhD in Public Affairs.** Leading efforts to develop NIU's first interdisciplinary PhD program. Recruited interdisciplinary faculty from three colleges and multiple departments to design degree and its requirements. Work is in progress.

**Acting Director, NGO Leadership & Development (NGOLD) Center and NGO Studies Program, Northern Illinois University (2009-10).** NGOLD is a multi-disciplinary, faculty-governed center with research, education and training supporting leadership and development of domestic and international NGOs. Responsible for the Community Leadership and Civic Engagement (CLCE) interdisciplinary undergraduate major. <http://www.niu.edu/ngold>

- **Leadership:** Led university-wide faculty and staff group to create the NGO Leadership & Development (NGOLD) Center, academic home of the CLCE degree, research projects, and outreach programs. Chaired the interdisciplinary search committee for the founding director of the NGOLD Center, drafted the bylaws for the center, and continue to serve as faculty associate.
- **Curriculum:** Led university-wide faculty and staff group in creating the Community Leadership and Civic Engagement (CLCE) degree, NIU's first faculty led interdisciplinary, four-year undergraduate major. Responsible for marshalling the degree program and curriculum through

multiple committees at various levels of the university, and the Illinois Board of Higher Education.

**President and Co-founder, Tanzania Development Support (a 501c3 organization, [www.tdsnfp.org](http://www.tdsnfp.org))**

The mission of Tanzania Development Support is to make a difference in the lives of men, women, and children in Tanzania by supporting education, training, and community development projects and programs. TDS partners with indigenous organizations in Tanzania, and other supporting organizations, to achieve its objectives. An all-volunteer board of directors is supported by a 0.5 FTE paid intern who is an MPA student at NIU. 2008-

- **Leadership:** As co-founder (with my wife, Jeanine), recruited a founding board of directors and developed a mission statement and strategic goals to guide operations. Subsequently transformed board of directors into a working board that will effectively support the projects with their time, talents, and funds. Manage a 20 hour/week MPA intern to staff the organization, providing direction, mentoring, and evaluation.
- **Fundraising:** Led successful efforts to raise \$150,000 to build a new dormitory for 160 girls at the Nyegina Secondary School in Nyegina, Tanzania from 2008 to 2011, in the midst of the Great Recession, as a startup. Organized and led fundraising climb up Mt. Kilimanjaro in summer 2012, raising over \$30,000 for a library and community resource center that will serve Nyegina Village and its surrounding schools and communities. Matched with \$29,000 in fall 2012 campaign. Estimated cost of phase 1 is \$150,000. Total estimated cost of all 3 phases is \$450,000.
- **External Relations and Development:** Developed collaboration with the NIU Engineers without Borders (EWB) chapter to put solar panels at the school in a 5 year work plan. Developed collaboration with the Chicago chapter of Architecture for Humanity (AFH) to design the first library and teacher resource center for the village and surrounding schools. Collaborated with NIU Division of Outreach and Tanzanian NGO to apply for several grants (unfunded).

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

Administered the program, including recruitment and supervision of students, serving as chair of the graduate committee and convener of public administration doctoral subfield. Negotiated research methods agreement among specialization faculty that received unanimous approval. 2006-08.

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

Recruited to lead the faculty and earn NASPAA/COPRA accreditation of the MPA degree. Managed routine program activities, including recruitment and supervision of students, serving as chair of the program faculty, teaching classes and conducting research. 2002-06.

- **Leadership:** Created formal orientation and graduation programs. Successfully earned MPA accreditation as first attempt by the program and my first attempt at writing a self-study report for accreditation.
- **Funds Development and External Relations:** Created and recruited actively engaged board of advisors, created a practitioner in residence program
- **Student Scholarships:** Created and funded four MPA scholarships.

## **ACADEMIC EXPERIENCE**

**Professor, Department of Public Administration, Northern Illinois University.** Teach courses in public budgeting and financial management, comparative public administration, intergovernmental relations, and biennial study abroad course in Tanzania. Conduct research in budgetary decisionmaking, interlocal government relations, city-county consolidations, and fiscal decentralization problems in developing nations. 2009-. [Formerly Division of Public Administration as a component of the Department of Political Science.]

**Faculty Associate, NGO Leadership & Development (NGOLD) Center, 2012-.** Chair, NGOLD Bylaws Committee, 2009-12.

**Faculty Associate, Center for Southeast Asian Studies, 2009-.** Bylaws Committee.

**Professor of Public Policy and Administration Program, Department of Political Science, Iowa State University.** Taught courses in public budgeting and financial management, comparative public administration, and intergovernmental relations. Conducted research in budgetary decision-making, interlocal government relations, city-county consolidations, and fiscal decentralization problems in developing nations. Member, Russian, East European, and EurAsian Studies Faculty at Iowa State University. 2002-06.

**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. 1997-02.

Russian and East European Studies Faculty, University of Kansas. 1992-02. Division of Government Representative to Executive Committee, 1994-96, 1997-98, 2001-02.

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

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

Assistant Professor, 1990-1997 (promoted and tenured, spring 1997).

## **OTHER PROFESSIONAL EXPERIENCE**

**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.

## **HONORS AND AWARDS**

**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 PUBLICATIONS

### **Books**

- Kurt Thurmaier, ed. Alternative Service Delivery: Readiness Check, ICMA Press (EBook), 2014.
- Jack Meek and Kurt Thurmaier, eds., Networked Governance: The Future of Intergovernmental Management, CQ Press, 2011.
- Suzanne Leland and Kurt Thurmaier, Eds, Case Studies in City-County Consolidation: Promises Made, Promises Kept? Georgetown University Press, 2010.
- 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, "Political and Functional Local Government Consolidation: The Challenges for Core Public Administration Values and Regional Reform," *American Review of Public Administration* (forthcoming 2014).
- David Mitchell and Kurt Thurmaier, "Currents and Undercurrents in Budgeting Theory: Exploring the swirls, heading upstream," Foundations of Public Administration Series, *Public Administration Review*, online, <[www.aspanet.org](http://www.aspanet.org)>, 2012.
- Michael Peddle and Kurt Thurmaier, "Reformulating and Refocusing a Fiscal Administration Curriculum," *Journal of Public Administration Education (JPAE)* 17(4) 2011: 523-42.
- Shannon Sohl, Curt Wood, Michael Peddle, Gregory Kuhn, and Kurt Thurmaier, "Measuring Financial Position of Municipalities: Numbers Don't Speak for Themselves," *Public Budgeting & Finance* 29(3) 2009: 74-96.
- Yu-Che Chen and Kurt Thurmaier, "Interlocal Agreements as Collaborations: An Empirical Investigation of Impetuses, Norms, and Success," *American Review of Public Administration* 39(5) 2009: 536-552.
- Yu-Che Chen and Kurt Thurmaier, "Financing eGovernment Business Transactions: An Enterprise Pricing Framework for G2B Services," *Public Administration Review* 68(3) 2008: 537-48.
- Kurt Thurmaier, "High Intensity Interlocal Collaboration in Three Cities," *Public Administration Review* 66(Supplement 1) 2006: 144-46.
- 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: 279-80.
- 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](http://www.hallway.org).
- Suzanne Leland and Kurt Thurmaier, "When Efficiency is Unbelievable: Normative Lessons from 30 Years of City-County Consolidations," *Public Administration Review* 65(4) 2005: 475-89.
- 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), 2001: 133-61.
- Kurt Thurmaier, "The Anatomy of a Budget Recommendation," *The Journal of Public Budgeting, Accounting, and Financial Management* 12(4)Winter, 2000: 569-97.
- 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.

***Book Chapters, (Refereed)***

- Kurt Thurmaier, 2010. "Comments on 'Reaching and maintaining structural balance: leaders in the states' and 'Fiscal limitations on local choice: the imposition and effects of local government tax and expenditure limitations'" in *State and Local Fiscal Policy: Thinking Outside the Box?* Ed by Sally Wallace, Edward Elgar Publishing Ltd.
- Chen, Yu-Che and Kurt Thurmaier, (2007), "The Challenges of Building a Knowledge Management System for Local Collaboration," Chapter 19 in Case Studies in Digital Government, Bruce Rocheleau, (Ed.), Hershey, PA: Idea Group Inc., pp. 281-297.
- 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 (2<sup>nd</sup> 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.

***Other Publications in Print (Selected)***

***Articles***

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

***Book Chapters***

Hellmut Wollmann and Kurt Thurmaier, "Local government institutions and the New Public Management," in *Oxford Handbook Of Urban Politics*, edited by Karen Mossberger, Susan E. Clarke, and Peter John, 2012 (invited).

Kurt Thurmaier, "Local Budget Execution," Chapter 9 in Local Budgeting and Financial Management, Anwar Shah, editor. World Bank, 2007: 269-305 (invited).

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.

***Book Review***

Financing the Future, by Shayne Kavanagh, in *Government Finance Review* 23(5)October, 2007: 83-4. (Invited)

**FUNDED RESEARCH**

Principal Investigator and Editor, A Handbook of Alternative Delivery in Local Government. The book presents academic research on each modality, then analysis of data gleaned from focus groups of local government officials, appointed and elected. The book chapters then synthesize the systematic findings from the academic research with the praxis of communities that have actually considered and implemented each of the ASD options. The handbook chapters will be structured to conclude with lessons learned and a timeline for developing the alternative service delivery system. The

concluding chapter will examine the key features (impetus, economic and political considerations, and lessons) across the array of options. There will be an extensive bibliography for both academic and practitioner readers. Funded by HR Green, services contract, 2012-13: \$52,325.

Robert Gleeson, Kurt Thurmaier, and Norman Walzer. US Economic Development Agency.\$445,000. Automotive Industry Adjustment Initiative for Southeastern Wisconsin and Northern Illinois (FY11 grant advance account number G6A63994), awarded November 2010 for implementation in 2011-2013.

Andrew Otieno and Kurt Thurmaier (Co-PIs), \$12,175. "Infusing Green Technologies through NIU's Global Outreach Initiatives: Nyegina Secondary, School Solar Energy Project," Venture Grant funded by the NIU Foundation.

Shannon Sohl, Curt Wood, Michael Peddle, Gregory Kuhn, and Kurt Thurmaier, Comparative Fiscal Profile Analysis, Technical report prepared for the Peoria, Illinois Chamber of Commerce, November 2007 (Center for Governmental Studies, Services Contract).

Kurt Thurmaier and Yu-Che Chen(Co-Principal Investigators), \$131,000. "Building a Citizen-Accessible Information System for Managing Iowa's Local Government Networks and Interlocal (28e) Agreements." funded by IowaAccess Council, Information Technology Enterprise, Iowa Department of Administrative Services. This project built a citizen-accessible eGovernment information management system to strengthen existing and future collaboration between local government units in the area of critical infrastructure protection and service sharing. This information system allows 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 IowaAccess Council, Information Technology Enterprise, Iowa Department of Administrative Services. The project determined the current and future demands for eGovernment services, and generated 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 project helped communities identify core community values and services essential to preserving community identity. This process provided a basis for communities to explore options for collaboration in the delivery of public services as well as regional approaches to community and economic development. Local governments were empowered to seek ways to increase effectiveness and efficiency while preserving community identity. The project team worked with two pilot counties in Iowa.

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), 2002.

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.

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.

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.

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.

## **GRANTS AND FELLOWSHIPS**

**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.** Selected in small cohort to shadow chancellor, provost, and other administrators to develop higher education leadership skills. Developed undergraduate teaching case from a cabinet session that dealt with important issue of who speaks for a university on a community policy debate, 2000-01.

**IREX Travel Grant to Poland** 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, June 1995.

## **WORKS IN PROGRESS**

### **Papers**

Kurt Thurmaier and David Mitchell, "(Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance," presented at the 2013 ABFM conference, October 3-5, 2013, Washington, DC. Under revision with expanded data collection.

Shannon Sohl, Curt Wood, Michael Peddle, Gregory Kuhn, and Kurt Thurmaier, "An Evaluation of Bond Ratings to Financial Reporting Structures," under revision for resubmission.

Tatchalerm Sudhipongpracha, Curtis Wood, and Kurt Thurmaier, "Accountability Perceptions among Thai Municipal Clerks in Post-Decentralization Thailand," under revision for submission.

## **OTHER PUBLICATIONS (Selected)**

### **Conference Papers (Recent)**

Kurt Thurmaier and David Mitchell, "(Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance," presented at the 2013 ABFM conference, October 3-5, 2013, Washington, DC.

Kurt Thurmaier and David Mitchell, "Budgeting for Collaboration: An Exploratory Study of Public Management Networks in Northern Illinois," presented at the International Forum on Urban Innovation, December, 2012, Renmin University, School of Public Administration and Policy, Beijing, China.

- Kurt Thurmaier and Carol Ebdon, "The Promise of Accountability: The Executive Budget in Local Governments," Invited paper presented at the 2011 Conference of the Association for Public Budgeting and Financial Management, October 12-15, 2011, Washington, DC.
- Kurt Thurmaier and David Mitchell, "Budgeting for Collaboration: An Exploratory Study of Public Management Networks in Northern Illinois," presented at the 2011 ABFM conference, October 12-14, 2011, Washington, DC.
- David Mitchell and Kurt Thurmaier, "Toward a Theory of Budgeting for Collaboration," Presented at the Public Management Research Conference, Maxwell School of Syracuse University, June 2-4, 2011
- David Mitchell and Kurt Thurmaier, "Currents and Undercurrents in Budgeting Theory: Exploring the swirls, heading upstream," ABFM Annual Conference, Omaha, NE, October 6-9, 2010.
- Tatchalerm Sudhipongpracha, Curtis Wood, and Kurt Thurmaier, "Accountability Perceptions among Thai Municipal Clerks in Post-Decentralization Thailand," presented at the International Conference on "Decentralization & Local Government Accountability in Thailand," July 15-16, 2010, National Institute of Development Administration, Bangkok, Thailand.
- Suzanne Leland and Kurt Thurmaier, "Promises Made, Promises Kept? An Assessment of the Economic Development Effectiveness of Consolidated Local Governments," Midwest Political Science Association, April 22, 2010, Chicago, Illinois.
- Co-convener (with Jack Meek), "Intergovernmental Relations in 2020: Theory & Practice." Special Friday Symposium of the American Society for Public Administration, co-sponsored by the Section on Intergovernmental Administration and Management (SIAM) and the Federal Systems Panel at the National Academy of Public Administration (NAPA), April 9, 2010, San Jose, California,.
- Kurt Thurmaier and Yu-Che Chen, *Managing for Less: The Fiscal Attributes of Collaboration*, presented at the meeting of the Public Management Research Association, Columbus, OH, October 1-2, 2009.
- Kurt Thurmaier and Yu-Che Chen, *Managing for Less: The Fiscal Attributes of Collaboration*, presented at the meeting of the Association for Budgeting and Financial Management, Washington, DC, September 24-26, 2009.
- Yu-Che Chen and Kurt Thurmaier, "Financing Interlocal Agreements," for presentation at the 2009 conference of the American Society for Public Administration, Miami, FL, March 24, 2009.
- Suzanne Leland and Kurt Thurmaier, "Promises Made, Promises Kept," for presentation at the 2009 conference of the Urban Affairs Association, Chicago, IL, March 7, 2009.
- Tatchalerm Sudhipongpracha, Curtis Wood, and Kurt Thurmaier, "Changing the Accountability Matrix With Decentralization: Exploration of Accountability Perception Among Thai Municipal Clerks," presented at the Council on Thai Studies Conference, Northern Illinois University, DeKalb, Illinois, October 25, 2008.
- Michael Peddle and Kurt Thurmaier, "Reformulating and Refocusing a Fiscal Administration Curriculum," presented at the annual meeting of the Association of Budgeting and Financial Management, October 23-25, 2008, Chicago, Illinois.
- Shannon Sohl, Curt Wood, Michael Peddle, Gregory Kuhn, and Kurt Thurmaier, "An Evaluation of Bond Ratings to Financial Reporting Structures," presented at the annual meeting of the Association of Budgeting and Financial Management, October 23-25, 2008, Chicago, Illinois.

38 papers before 2008

### **Technical Reports**

Shannon Sohl, Curt Wood, Michael Peddle, Gregory Kuhn, and Kurt Thurmaier, Comparative Fiscal Profile Analysis, Technical report prepared for the Peoria, Illinois Chamber of Commerce. DeKalb, IL: Center for Governmental Studies, November 2007.

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 AND GUEST LECTURES (Selected from 51)**

Guest Speaker, Woodridge Rotary, "Educating Girls and Women's Health," April 3, 2013.

Guest Speaker, Sycamore Rotary, "Creating connections transforming Lives," April 3, 2013.

Keynote Speaker: "Managing for Results: How well are we doing?" Iowa Municipal Management Institute, March 16-18, 2011, Iowa City, Iowa.

"Educating Girls: Economic development in Tanzania," NIU Notables Lecture Series, October 12, 2010.

"A Statewide Survey of Interlocal Agreements" for the Illinois Municipal League, Sept 23, 2010, Chicago, Illinois.

"Hard Choices all the Time: Be Prepared Budgeting for Local Governments," Iowa Municipal Management Institute (IMMI), March 25, 2010, Iowa City.

"Governmental Cooperation, Collaboration, and Consolidation in the New Economy: It's Not Just a Concept Anymore," Civic Leadership Academy, with Greg Kuhn, NIU-Naperville, November 17, 2009.

Kurt Thurmaier & Curtis Wood, "Democratic Governance: A Conceptual Framework for Building Capacity to Serve the Public Interest," presentation delivered to faculty and doctoral students, School of Public Administration, National Institute of Development Administration, Bangkok, Thailand, January 10, 2008.

Kurt Thurmaier, "Challenges & Rewards of Conducting Comparative Local Government Research," Talk for the University of Kansas, "Return to the Roost" Program, the annual guest speaker program sponsored by the doctoral students in public administration, April 1-3, 2007. Gave the comparative research lecture to faculty and doctoral students in public administration department, and otherwise discussed the profession and field of public administration with groups of doctoral students over several meals.

Kurt Thurmaier, "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.

## **TEACHING AND RELATED ACTIVITIES**

### **Courses Taught**

Role of NGOs in Development (undergraduate and graduate study abroad, 2009, 2011, 2013)  
Introduction to Public Administration (undergraduate)  
Budget and Policy Analysis  
Budgeting and Financial Management  
Advanced Seminar in Budgeting: Theory and Practice  
Politics of Budgeting  
Public Finance  
Introduction to Quantitative Methods  
International & Comparative Public Administration  
Readings in Comparative Public Administration  
Public Administration Practicum  
Directed Readings  
Ph. D. Seminar, Budgeting  
Ph. D. Seminar, Theory and Analysis in Public Administration  
Ph. D. Seminar, Teaching Political Science and Public Administration

### **Dissertations and Theses**

PhD dissertation committee member, PhD advisory committee chair, PhD advisory committee member, MPA capstone paper supervisor (Various Students, 1990-)

#### **PhD Dissertation Committee Chair (completed):**

Casey LaFrance, "Stars and Shields: The Accountability Dynamics of Law Enforcement Administration through the Lenses of Police Chiefs and County Sheriffs," May 2009  
Obuya James Bagaka, "Fiscal Decentralization in Kenya: The Constituency Development Fund and the Growth of Government," May 2009  
HeeJin Han, "Between Development and Conservation: Politics of Coalitions Surrounding the Nu River Hydropower Development Project in the Yunnan Province of China," May 2011  
Tatchalerm Sudhipongpracha, "Local Government Professionalism in Post-Decentralization Thailand," May 2011  
Rena Cotsones, "Town-Gown Relationship: Collaboration and Networks in University Communities" May 2013  
David Mitchell, "Turning Dreams into Reality: What Works (And Doesn't) in the Strategic Management of US Municipalities" December 2013

#### **PhD Dissertation Committee Chair (current):**

Brian Caputo, "The Impact of GASB Statement No. 45 on the Financial Behavior of Municipal Governments and the Factors Contributing to Successful Funding of OPEB Obligations"

## **PROFESSIONAL SERVICE**

*National Association of Schools of Public Affairs and Administration*

*Founding Chair, Section on Budgeting and Financial Management (2010-)*

Leading national effort to create nationally recognized competencies for MPA programs that claim a fiscal administration specialization.

*Member, Conference Program Committee, 2011, 2012*

Convener: "Colloquy on the Creation of Budgeting and Financial Management Competencies," NASPAA Conference Program, October 18, 2012, Austin, Texas.

Convener: "Budgeting & Financial Management Competencies with a Federal Government Focus," NASPAA Conference Program, October 19-21, 2011, Kansas City, Missouri.

Convener: "Roundtable on Budgeting & Financial Management Competencies with a Focus on States, Local Governments, and NGOs," NASPAA Conference Program, October 19-21, 2011, Kansas City, Missouri.

*American Society for Public Administration*

*Editorial Board, Public Administration Review, 2003-2009*

*Association for Budgeting and Financial Management (ABFM)*

Howard Award Committee, Chair, 2008

Immediate Past Chair, 2006

Chair, 2005

Chair-elect, 2003-2004

Vice-Chair, 2002-2003

National Conference Chair, 2004, 2000

Section Newsletter Editor, 1995-2000

Executive Committee Member

Outstanding Leadership Award, October 2000.

*Section for International and Comparative Administration (SICA)*

*Section on Intergovernmental Affairs and Management (SIAM)*

Member, Executive Board, 2009-2012

Co-chair, SIAM Tribal Relations Working Group

Chair, SIAM Working Group on Interlocal Relations

Co-Chair, IGR 2020: Theory and Practice, Special Symposium at the 2010 ASPA Conference

*Iowa Capital Chapter,*

Chair, 2004-2005

Vice-chair, 2003-2004

*ASPA Audit Committee, Member, 2008*

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

Member, 1991-present

Advisor, NIU Chapter, 2007-present

*Manuscript Reviewer*

*Public Administration Review*

*Journal of Public Administration Research and Theory*

*Public Budgeting and Finance*

*State and Local Government Review*

*Urban Affairs Review*

*Publius*

*Public Management Research Association*

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

*Government Finance Officers Association of the United States and Canada*

Budget Awards Reviewer, 1992-present

*International City/County Management Association (ICMA)*

Member, ICMA Press Editorial Advisory Board, 2007-present

Member, ICMA Advisory Committee on Graduate Education

*National Association of County Administrators*

*Illinois City/County Management Association*

*Illinois Government Finance Officers Association*

## **INSTITUTIONAL SERVICE**

### *Northern Illinois University*

Vision 2020, Working Group on Sustainability, member, 2010-11.  
Principal Author, Strategic Planning Concept Paper on Center for NGO Leadership & Development  
Convener, School of Public & Global Affairs working group  
Member, working group for an Interdisciplinary PhD in Public Affairs (IPPA)  
Member, CLAS College Senate

### Department of Political Science

Chair, Graduate Studies Committee, Department of Political Science, 2006-2008  
PhD Exam Field Convener, Public Administration, Department of Political Science, 2006-present

### Division of Public Administration

Chair, MPA admissions committee  
Chair, Budgeting and Finance Curriculum Committee, 2006  
Chair, Doctoral Exam Committee  
Member, MPA Exam Committee  
Co-author, Strategic Planning Concept Paper on School of Public & International Affairs  
Co-author, Strategic Planning Concept Paper on PhD in Public Affairs

### *Iowa State University*

President's Advisory Committee on the Budget, 2004-06  
Russian, East European & EurAsian Studies, Steering Committee, 2004-06  
Life in Iowa Program, 2003-04

### *University of Kansas*

*KU Center for Teaching Excellence*  
*Faculty Advisor, KU Habitat for Humanity Chapter, 2001-02*

### *Phi Beta Delta, The National Honor Society for International Studies*

*Zeta Gamma (NIU) Chapter,*  
President, 2009-10  
Member, 2006-  
*Alpha Delta (ISU) Chapter*  
Immediate Past President, 2006  
President, 2003-2005  
Executive Committee, 2002-05  
*Alpha Pi (KU) Chapter*  
Past President, 1997-98  
President, 1996-97  
Vice-president, 1995-96

## **PUBLIC SERVICE ACTIVITIES/OUTREACH (Selected)**

Guest Speaker, Woodridge Rotary, "Educating Girls for Women's Health," October 15, 2013.  
Guest Speaker, Sycamore Rotary, "Creating connections transforming Lives," April 3, 2013.  
Guest Speaker, DeKalb Kiwanis, "The Experience of a Lifetime for a Lifetime of Experiences," October 24, 2012.

The Illinois Township Management Academy, “Transparency and Accountability in Township Budgeting,” October 28, 2011.

Interview, WNIJ radio, commentary on school consolidations proposal of Governor Quinn, February 18, 2011.

Guest Speaker, WBEZ Radio, Chicago. “Global Activism: Building a Dormitory for Girls in Tanzania,” Sep. 23, 2010.

Guest, WNIJ radio, live commentator regarding the verdict in the Rod Blagojevich trial, November 2010.

“DuPage County Government by the Numbers: Where are we today, where are we headed?” Strategic Planning Session, Co-leader with Bob Gleeson, June 20, 2008, Wheaton, Illinois.

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, State of Iowa, February 2005.

Presentation to the Restructuring Subcommittee on the 28E (interlocal agreements) 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.

*Updated 10 April 2014*