

KURT MICHAEL THURMAIER

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

Curriculum Vitae (abridged)

EDUCATION

- Ph.D. Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, 1991.
- M.A. Public Policy and Administration, Robert M. La Follette Institute of Public Affairs, University of Wisconsin-Madison, 1983. (Semester abroad, Jagiellonian University, Krakow, Poland, fall 1981. Semester abroad, Universiti Malaya, Kuala Lumpur, Malaysia, spring, 1982)
- B.A. Economics and Political Science, University of Wisconsin-Madison, 1980.

ACADEMIC EXPERIENCE

Distinguished Engagement Professor, Northern Illinois University, appointed 2015.

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 decision-making, citizen engagement, local government collaboration, city-county consolidations, and fiscal decentralization in developing nations, since 2009.

Senior Research Scholar, Center for Governmental Studies, Northern Illinois University. Principal investigator on various projects, including regional economic development, form of local governments, and alternative service delivery for local governments, since 2012.

Faculty Associate, NGO Leadership & Development (NGOLD) Center, since 2012.

Faculty Associate, Center for Southeast Asian Studies, since 2009.

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 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.

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

Elected a **Fellow in the National Academy of Public Administration** in 2018. Member of the Standing Panel on Intergovernmental Systems and Africa Working Group.

Presidential Engagement Professor, Northern Illinois University, May 2015. Five-year stipend and semester leave for engagement activities. Converted to Distinguished Engagement Professor in 2019.

Engaged Learning Exemplar, one of 33 faculty members across the University, featured at the Engaged Learning, Teaching and Scholarship Conference, March 2018.

Donald Stone Scholar, ASPA Section on Intergovernmental Administration and Management, 2013.

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.

CURRENT RESEARCH

My current research studies citizen participation in county budgeting in Kenya and the lessons those counties can provide US local governments. Underway since 2016, this research project with my doctoral student, Frankline Muthomi, has developed an *Engaged Budgeting Model* that strengthens democratic accountability and improves allocative efficiency in local government budgeting. The work is grounded in the premise of fiscal decentralization theory that devolved budgeting and finance will allow local budgets to more closely reflect local preferences. The theory has been weak in explaining how that would happen at the local level, and critics of fiscal decentralization have argued that it devolves corruption from central to local levels. Intensely focusing on 4-6 counties in Kenya's devolved local governments (since the 2010 constitutional changes), we have used participant observation in citizen participation forums (2017), interviews of key county officials (in 2018) and 15 focus groups of citizens (in 2019) to assess which of the county participation models best delivers on the promises of devolved government. We believe there are many lessons from Kenya's experience that can improve democratic accountability and allocative efficiency in devolved local governments in the US and other countries.

Other research explores the roots and impacts of intergovernmental and intersectoral collaborations of local governments in the US. This research builds on previous work about city-county consolidations and interlocal agreements in the US. I hope to leverage current consulting with local governments about shared services to build my data collection on the topic beyond the 2016 collaborative book on shared services experiences in townships, cities and counties in Illinois and Wisconsin.

RESEARCH PUBLICATIONS

Books

- Dwight Ink and Kurt Thurmaier, Getting Things Done with Courage and Conviction: Successful Management Strategies Serving Seven U.S. Presidents, Melvin and Leigh Press, 2018.
- 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.

Refereed Articles

- David Mitchell and Kurt Thurmaier, “(Re)Defining the Disarticulated Municipality: Budget Accountability for Networked Governance,” *Public Budgeting and Finance* 36(1) 2016: 47-67.
- Suzanne Leland and Kurt Thurmaier. "Political and Functional Local Government Consolidation: The Challenges for Core Public Administration Values and Regional Reform." *The American Review of Public Administration* 44(4) suppl. 2014: 29S-46S.
- 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>, 2012.
- Michael Peddle and Kurt Thurmaier, “Reformulating and Refocusing a Fiscal Administration Curriculum,” *Journal of Public Administration Education* (JPAAE) 17(4) 2011: 523-42.
- Shannon Sohl, Curtis 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.
- 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. "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?* Sally Wallace, ed. Edward Elgar Publishing Ltd., 2010.
- Chen, Yu-Che and Kurt Thurmaier. "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., 2007.
- 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? John Wanna, Lotte Jensen, Jouke de Vries, eds. Northampton, MA: Edward Elgar Press, 2003.

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

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*, John Bartle, ed. Amsterdam: Elsevier Science, 2001.

Other Publications in Print (Selected)

Articles

Kurt Thurmaier and Erica Ceka, "Nattering Nabobs of Negativism Are No Match for Participatory Budgeting" *PM Magazine*, July 2018: 3-17.

Erica Ceka and Kurt Thurmaier, "Interlocal Relations" in *Federalism in America: An Encyclopedia*. Center for the Study of Federalism, 2018 (invited entry).

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 (other)

Frankline Muthomi and Kurt Thurmaier, "Performance Budgeting in Kenya: Challenges of Institutional Change & Communication Processes," in Ho, Alfred T., Maarten de Jong, and Zaozao Zhao, eds. *Performance Budgeting Reform: Theory and International Practice*. New York: Routledge, 2019.

David Mitchell and Kurt Thurmaier, "Currents and Undercurrents in Budgeting Theory: Exploring the Swirls, Heading Upstream," in Jos C.N. Raadschelders, Richard J. Stillman, Jr., eds. 2016. *Foundations of Public Administration*. Irvine, CA: Melvin & Leigh Publishers.

Hellmut Wollmann and Kurt Thurmaier, "Local Government Institutions and the New Public Management," in *Oxford Handbook of Urban Politics*, Karen Mossberger, Susan E. Clarke, and Peter John, eds. 2012 (invited).

Kurt Thurmaier, "Local Budget Execution," Chapter 9 in *Local Budgeting and Financial Management*, Anwar Shah, ed. World Bank, 2007 (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.

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.

Book Reviews

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

FUNDED RESEARCH AND TEACHING PROJECTS

Principal Investigator, Public Financial Publications. The project funds specific enhancements to a new public budgeting simulation so that it can be used for teaching public budgeting and financial management courses. A User Consortium of 16 budgeting and finance scholars from the US, UK, and Canada have identified enhancements to the Balancing Act simulation program that will allow us to enhance the theory-practice dimension of our public budgeting and financial management courses, both traditional and online versions. 2019: \$9,500.

Principal Investigator and Editor, Alternative Service Delivery: Readiness Check. The book presents academic research on alternative service delivery modalities, and analyzes data gleaned from focus groups of local government officials: appointed and elected. Chapters synthesize the systematic findings from the academic research with the praxis of communities that have actually considered and implemented each of the ASD options. Concluding chapter identifies changing organizational culture as a key feature for ASD success. Funded by HR Green, services contract, 2012-13: \$52,325.

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

Andrew Otieno and Kurt Thurmaier (Co-PIs). "Infusing Green Technologies through NIU's Global Outreach Initiatives: Nyegina Secondary, School Solar Energy Project," Venture Grant funded by the NIU Foundation, 2010: \$12,175.

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). "Building a Citizen-Accessible Information System for Managing Iowa's Local Government Networks and Interlocal (28e) Agreements." funded by IowAccess 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. 2004: \$131,000.

Yu-Che Chen and Kurt Thurmaier (Co-Principal Investigators), "eGovernment Policy Analysis." funded by IowAccess 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. 2005: \$114,000.

Ricardo Morse and Kurt Thurmaier (Co-Principal Investigators), "The Olive Tree Project: Searching for models of community." 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. 2004. \$63,800.

Kurt Thurmaier, Principal Investigator: "A Survey of Trade Promotion Activities in Local Communities" University of Kansas, Center for International Business Education (CIBER), 2002: \$15,552.

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.

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.

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.

Unfunded Proposals

Thurmaier, Kurt Michael (Co-Principal), Cohen, James (Principal), "Partnership to Strengthen Innovation and Practice in Secondary Education (PSIPSE)," Sponsored by MacArthur Foundation, MasterCard Foundation, Private, \$500,000. Not funded.

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.

OTHER PUBLICATIONS (Selected)

Conference Papers/Presentations (Recent: 38 papers before 2008)

Frankline Muthomi and Kurt Thurmaier, "Participatory Transparency in Kenya: Beanstalks or Rickety Ladders?" 2019 ABFM Conference, Washington, DC, September 26-28.

Kurt Thurmaier and Frankline Muthomi, "Are Citizens' Inputs Impactful in Planning and Budgeting Decisions? Evidence from Kenya Local Governments," 2018 ABFM Conference, Denver, Oct. 4-6.

Frankline Muthomi and Kurt Thurmaier. "Performance Budgeting in Kenya: Challenges of Institutional Change & Communication Processes. Fred Riggs Symposium, American Society for Public Administration (ASPA) Annual Conference, Section on International & Comparative Administration (SICA), March 9, 2018, Denver, Colorado.

Kurt Thurmaier, Panel Moderator, "Getting it Done Now!" American Society for Public Administration Conference, Denver, March 9-11, 2018.

Kurt Thurmaier, Panel Moderator, "Collaborative Governance for Resilience and Sustainability" Fred Riggs Symposium, 2018 ASPA Conference, Denver, March 9-11.

Kurt Thurmaier and Frankline Muthomi, "Participatory Budgeting: If It Can Happen in Kenyan Counties..." ICMA Research Seminar for Practitioners and Students, International City/County Management Association Conference, October 22, 2017.

Kurt Thurmaier and Frankline Muthomi, "Performance Budgeting in Kenya: Challenges of Institutional Change & Communication Processes" 2017 ABFM Conference, Washington, DC, Sept. 28-30, 2017.

Kurt Thurmaier and Denise Burchard, "The Value Propositions of Internships in Attaining MPA Program Competencies," Panel Presentation at Network of Schools of Public Policy, Affairs, and Administration (NASPAA) conference, Washington, DC, October 11-14, 2017.

Kurt Thurmaier, "Devolution in Kenya: Evidenced Based Development of Participatory Budgeting in Kenyan Counties" 2016 ABFM National Conference, Seattle, WA October 6-8, 2016.

Kurt Thurmaier, Panel Chair and Presenter, "International Executive and Midcareer Education Programs," 2016 Conference of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), October 14-17, 2016.

Kurt Thurmaier, "Local Government Innovation: Risks, Rewards, and Accountability," COST Action Local Public Sector Reforms Working Group, Marmara University Istanbul, Turkey, October 24, 2015.

Erica Ceka, Paul Posner, and Kurt Thurmaier, "Budgeting and Management Don't Mix? Or Budgeting and Management: Marriage or Cohabitation?" 2015 ABFM National Conference, D.C. October 1-3.

Kurt Thurmaier, "Strategic Approaches to International Partnerships," 2015 Conference of the Network of Schools of Public Policy, Affairs, and Administration, October 14-17, 2015.

Kurt Thurmaier, "Developing Competencies-based Double Degree MPA Programs," 2015 Conference of the Network of Schools of Public Policy, Affairs, and Administration, October 14-17, 2015.

Kurt Thurmaier, "Local Government Innovation: Risks, Rewards, and Accountability," *6th International Conference on Local Government, International Association for Local Governments*, Khon Kaen University-College of Local Administration, Khon Kaen, Thailand, September 17, 2015.

Kurt Thurmaier, "A Practitioner's Field Guide for Alternative Service Delivery?" (ASD conclusions chapter), presented at the Transforming Local Government Conference, April 23, 2014, Denver, CO.

- 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 ABFM Conference, October 12-14, 2011, Washington, DC.
- Kurt Thurmaier and David Mitchell, “Budgeting for Collaboration: An Exploratory Study of Public Management Networks in Northern Illinois,” 2011 ABFM conference, October 12-14, 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,.
- Yu-Che Chen and Kurt Thurmaier, 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, 2009 ABFM Conference, Washington, DC, September 24-26.
- 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.

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)

Presenter, Fulbright Orientation Workshop, Northern Illinois University, August 13, 2019.

Presenter, Fulbright Orientation Workshop, Northern Illinois University, August 14, 2018.

Kurt Thurmaier and Dwight Ink, "Getting Things Done with Courage and Conviction: A discussion and Review," National Academy of Public Administration, March 14, 2019, Washington, DC.

Southeast Asia Youth Leadership Program (SEAYLP) 2018 Program Presentation: "Budget Transparency is Good Governance Policy" (2 sessions: Theory and Practice) Center for Southeast Asian Studies, NIU, April 18, 2018.

Presenter, Emerging Leaders Program, "Cultivating Innovation: How to Foster an Innovative Environment in Your Organization," March 2017.

Presenter, Participatory Budgeting: Engaging the Public in Public Decisionmaking, Civic Leadership Academy, Northern Illinois University, January 2017.

Plenary Presenter, Midwest Association of State Tax Administrators (MSATA): "Better Together than On Our Own," Des Moines, Iowa, 23 August 2016.

Presenter, NASPAA NEXT Workshop, "My Engagement Strategies as NIU DPA Chair," NASPAA, Columbus, OH. October 19, 2016.

Presenter, "Budget Transparency is Good Governance Policy," 2015 Illinois Township Management Academy, NIU-Naperville, October 8, 2015.

Premier 2015-16 International Guest Lecture, "Local Government Innovation: Risks, Rewards, and Accountability," Zhou Enlai School of Government, Nankai University, China, September 25, 2015.

Presenter, "A Practitioner's Field Guide for Alternative Service Delivery?" Illinois Association of Municipal Management Assistants, March 11, 2014.

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), Iowa City, March 25, 2010.

“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 doctoral students in public administration, April 1-3, 2007.

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

I approach teaching from a student-centered perspective that focuses on helping my students master the learning outcomes for a specific course, and the larger competencies identified for their program of studies (e.g., BA/MPA/PhD). Influenced early in my career by Parker Palmer’s inspiration to have the *Courage to Teach*, I try to avoid professing and emphasize learning from my students, collectively and individually. Public administration learning depends on the ability of students to link theory and practice in the classroom and the workplace, and I try to educe that linkage by pushing them to call on their experiences in the workplace and the comprehension of the assigned readings. I use small and large cases, individual and group exercises, to help students make and strengthen that connection in my courses. Teaching in a quasi-executive 8-week format at NIU, whether traditional or online, forces me to focus on the key learning outcomes that my students need. My doctoral courses over the full semester permit students to dive deeply into the theories and methodologies that will shape their approach to questions they want to answer as academicians or practitioners.

Courses Taught

Undergraduate

Introduction to Public Administration

Role of NGOs in Development: undergrad/graduate study abroad, 2009, 2011, 2013, 2015, 2016, 2018

Graduate (MPA)

Budget and Policy Analysis

Budgeting and Financial Management

Capstone Project: Public Sector Research

Comparative Public Administration

Quantitative Methods

Politics of Budgeting

Public Administration Practicum

Public Finance

Public Service Performance I: Theory and Management

Public Service Performance II: Management and Data Analysis

Scope and Dynamics of Public Administration

Doctoral

Directed Readings

Seminar, Budgeting

Seminar, Comparative Public Administration

Seminar, Theory and Analysis in Public Administration

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):

Erica Ceka, "Understanding Network Performance: The Case of IL 9-1-1 Emergency Call Service," August 2019.

Ronnie Nataatmadja, "Decentralization and Public Service Provision in Indonesia: Influence of the Middle Class," August 2017.

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," May 2015.

David Mitchell, "Turning Dreams into Reality: What Works (And Doesn't) in the Strategic Management of US Municipalities" December 2013.

Rena Cotsones, "Town-Gown Relationship: Collaboration and Networks in University Communities," May 2013.

Tatchalerm Sudhipongpracha, "Local Government Professionalism in Post-Decentralization Thailand," May 2011.

HeeJin Han, "Between Development and Conservation: Politics of Coalitions Surrounding the Nu River Hydropower Development Project in the Yunnan Province of China," May 2011.

Obuya James Bagaka, "Fiscal Decentralization in Kenya: The Constituency Development Fund and the Growth of Government," May 2009.

Casey LaFrance, "Stars and Shields: The Accountability Dynamics of Law Enforcement Administration through the Lenses of Police Chiefs and County Sheriffs," May 2009.

PhD Advisor (current):

Frankline Muthomi, Carolinda Hernandez, Tammy Duckworth

LANGUAGES

English: native speaker

German: social conversational

Swahili: basic conversational

Spanish: minimal, intermittent usage

ADMINISTRATIVE EXPERIENCE

Core Management Competencies

- Oral and Written Communications:
Able to effectively communicate issues and ideas to diverse audiences
- Evidence-based Decision Making:
Able to collect and analyze data to frame problems and develop solutions
- Collaboration with Diverse Stakeholders:
Able to work effectively with diverse internal and external stakeholders
- Fiscal Sustainability
Able to diversify revenue streams for increased fiscal sustainability

Administrative Positions

2014-present. Founding Chair, Department of Public Administration, Northern Illinois University. Serving a third term (FY2019-23). The department has an operating budget of \$1million (all funds), 9 FTE regular faculty (full strength), 3 FTE administrative staff. Nationally ranked #4 in local government management specialization, #17 in public budgeting and finance, #21 in nonprofit management, and #32 in public management. Led the effort (2009-2013) to transform the public administration unit from a division of the political science department into an independent department in a new School of Public & Global Affairs (an innovative organizational design for NIU). Served as Director of the Division of Public Administration, Department of Political Science, 2009-2013.

- **Leadership:** Led faculty in implementing strategic plan with specific goals for modernizing the MPA program and improving national reputation, including programmatic changes to curriculum such as revising human services administration into modern nonprofit management specialization, revising core courses curriculum, and revising comprehensive exam with oral presentation and defense of the capstone paper in front of alumni practitioners. Leading faculty in developing and implementing a fully online Graduate Certificate and MPA degree program in local government management exclusively for students employed at least 2 years in local governments throughout the US, launched in fall 2018 as a university priority project. Led faculty in developing program level and specialization area competencies to meet new NASPAA/COPRA accreditation standards, and wrote and submitted the self-study for 2012 COPRA reaccreditation.
- **Global Engagement:** Initiated and successfully negotiated double degree MPA programs with Renmin University and Sun Yat-sen University (China); Strathmore University (Kenya); and Khon Kaen University (Thailand).
- **Funds Development and External Relations:** Recast board of advisors (BOA) into working board. Integrated alumni and friend activities into MPA capstone process. Integrated BOA into strategic development of program competencies for national re-accreditation in 2014. Working with alumni to develop new scholarships for MPA students and discretionary Leadership Fund to support national level engagement of faculty. Working with alumni to enhance support for local government research fund.
- **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 Scholarship and Wit Scholarship honor the outstanding MPA students each year (\$1000 each year).

2014-2015. Founding Director, School of Public and Global Affairs, Northern Illinois University.

2014-present. Member, SPGA Directorate. 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 and Global Affairs, garnering unanimous votes of approval of both faculties. Collaborated with interdisciplinary faculty to create and include new NGO Leadership and 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. The Department of Economics joined SPGA in 2014.

2009-2010. Acting Director, NGO Leadership and Development (NGOLD) Center and NGO Studies Program, Northern Illinois University. 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> Name recently changed to Center for Nonprofit and NGO Studies (NNGO). Name of major recently changed to NNGO Studies (NNGO).

- **Leadership:** Led university-wide faculty and staff group to create the NGO Leadership & Development (NGOLD) Center, academic home of the Community Leadership and Civic Engagement (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.

2008-present. President and Co-founder, Tanzania Development Support (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 is a 501c3 organization that partners with indigenous organizations in Tanzania, and other supporting organizations, to achieve its objectives. The board of directors is all volunteers.

- **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. Managed a 20 hour/week MPA intern to staff the organization, providing direction, mentoring, and evaluation, 2009-15. Hired full-time executive director in 2019.
- **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 to serve Nyegina and its surrounding schools and communities. Organized and led 2nd fundraising climb atop Mt. Kilimanjaro in January 2016, raising over \$55,000 to build the computer lab wing of the library (phase 2). Total grants to Tanzania for both phases exceeds \$250,000. Raised funds to purchase 3500 books, the largest collection of general circulation books in Swahili language in Tanzania, outside of a university. Raised \$42,000 in third climb atop Kilimanjaro in June 2019 to fund library, 4H/Career Pathways, STEM, and teacher training projects.
- **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 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). Developed cooperation with NIU's Education Systems unit to support development of Career Pathways program for primary and secondary students in the Mara Region.

2006-2008. 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.

2002-2006. 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...

- **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.

PROFESSIONAL SERVICE

Network Association of Schools of Public Affairs and Administration

Member, Executive Council, 2016-19

Founding Chair, Section on Budgeting and Financial Management, 2010-2017

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

Member, Conference Program Committee, 2011, 2012

Chair, Teaching Award Selection Committee, 2014

American Society for Public Administration

Public Administration Review, Editorial Board, 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

Outstanding Leadership Award, October 2000.

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

Section for International and Comparative Administration (SICA)

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

Journal of Public Budgeting, Accounting & Financial Management, Editorial Board 2016-2018

Manuscript Reviewer

Journal of Public Administration Research and Theory

Journal of Public and Nonprofit Affairs

Journal of Public Budgeting, Accounting & Financial Management

Journal of Urban Affairs

Public Administration and Development

Public Administration Review

Public Budgeting and Finance
Public Performance and Management Review
Publius
State and Local Government Review
Urban Affairs Review
Urban Studies

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, 2009-present

National Association of County Administrators

Illinois City/County Management Association

Illinois Government Finance Officers Association

INSTITUTIONAL SERVICE

Northern Illinois University

Provost Task Force on Human Resources Management, 2018-present

Working Group on International Programs, member, 2015-present.

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

Chair, Executive Committee, Center for NNGO Studies, 2017-18.

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

Department 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/CONSULTING/OUTREACH (Selected)

President and Co-founder, *Tanzania Development Support*
Director, *Opportunity DeKalb* (a Community Development Corporation)
Consultant, Winnebago County Board, Rockford, IL, 2019.
Member, Annie Glidden North Task Force, City of DeKalb, 2017-18.
Consultant, Round Lake Area Governments, 2017-present.
Consultant, Chicago Tribune, 2017.
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.
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.
Numerous media interviews

Updated 04 October 2019