

JAMES M. BANOVTZ

**Professor and Director Emeritus
Division of Public Administration
and
Senior Research Fellow
Center for Governmental Studies
Northern Illinois University**

OFFICE

Center for Governmental Studies
Northern Illinois University
DeKalb, IL 60115
Phone: 815 753 6141
Fax: 815 753 2539
E-Mail: jbanovetz@niu.edu

EDUCATION

Ph.D., 1963, University of Minnesota, Minneapolis, Minnesota
M.A.P.A., 1961, University of Minnesota, Minneapolis, Minnesota
B.A., 1959, University of Minnesota, Duluth, Minnesota

AREAS OF SPECIALIZATION

Municipal Administration
Forms of Local Government
Local and Metropolitan Government
Public Administration, Public Policy, Ethics

PROFESSIONAL EXPERIENCE

Northern Illinois University, DeKalb, IL, Professor, 1971 to present.
Associate Professor, 1969-71.
Senior Fellow, Center for Governmental Studies, 1998 - present
Director, Division of Public Administration, 1979-1997.
Chairman, Department of Political Science, 1972-79.
Director, Center for Governmental Studies, 1969-72, 1979-80.
Cleveland State University, Cleveland, OH, Albert A. Levin Professor of Urban Studies and Public Service, 1991-93.
University of Illinois, Urbana-Champaign, Visiting Professor of Political Science, Spring, 1985.
University of Ife, Ile-Ife, Nigeria, Visiting Professor of Public Administration, 1979.
Loyola University, Chicago, 1966-1969, Associate Professor; Director, Center for Research in Urban Government, 1966-1968; Director, Graduate Program in Urban Studies, 1967-1969.
Northern Illinois University, 1963-66, Assistant Professor; Director, Graduate Program in Public

Administration, 1964-66.
University of Minnesota, 1962-63, Instructor of Political Science; Research Fellow, Department of Economics.
League of Minnesota Municipalities, 1960-63, Research Fellow.

Honors and Awards

Lifetime Achievement Award, Illinois Institute for Local Government Law, 2007
Lifetime Achievement Award, Illinois City Management Association, 1997
Faculty of the Year, Chicago Chapter, American Society for Public Administration, 1997.
MPA Professor of the Year, Northern Illinois University MPA Students, 1997.
Fellow, National Academy of Public Administration, 1996
Elmer B. Staats National Public Service Career Award, National Association of Schools of Public Affairs and Administration, 1991.
Albert A. Levin Chair in Urban Studies and Public Service, Cleveland State University, 1991-1993.
Honorary Membership, International City Management Association, 1978.
John Henry Cardinal Newman Honorary Society, 1966.
University of Minnesota Doctoral Fellowship, 1962-63.
Woodrow Wilson Fellowship, 1959-60.
James Wright Hunt Scholarship, 1955-59, 1960-61.

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

National Academy of Public Administration: Louis Brownlow Committee (selects best book in public administration in previous year) 1998-present, Chair, 1998; Member, Federal System Panel, 1997-1999
International City Management Association: Committee on Professional - University Relations, 1974-75; Awards Committee, 1979, 1986; National Conference Planning Committee, 1982; Committee on Continuing Education, 1990 - 1994.
National Association of Schools of Public Affairs and Administration: Executive Committee, 1967-70, 1972-74, 1985-1989; Co-Chair, National Program Host Committee, 1989; National Program Chairman, 1968; Chairman and Founder, Urban Affairs Section, 1973-74; Committee on Doctoral Program Standards, 1978-80; Program Certification/Accreditation Site Visitor, 1979-84, 1986 to present; Nominating Committee, 1983; Commission on Peer Review and Accreditation, 1984-86; ICMA/NASPAA Task Force on Local Government Management Education, 1985-present; Co-Chair, 1987-1989; Committee on Careers and Marketing, 1986-1990; NASPAA Liaison to ICMA, 1997-98.
American Society for Public Administration: National Council Member, 1974-75, 1986-87; ASPA Fellowship Committee, 1968-70; National Program Committee, 1974-75; Board Member, Chicago Chapter, 1982-1984. Co-Chair, Host Committee, 1992 National Conference; Chair, Charles H. Levine Memorial Award Committee, 1997 - present.
Phi Alpha Alpha National Honorary Society: President, 1991 - 1993; Vice-President, 1989-91; Board of Directors, 1983-87, 1989-1997; Committee on Chapter Approval, 1983-1997, Chair, 1984-1991.
Illinois Association of Graduate Programs in Public Administration, Founder; Secretary-Treasurer, 1985-1995.

PUBLICATIONS

Books

- Managing Local Government: Cases in Decision Making. (Washington, DC: International City/County Management Association, 1990, 2nd ed. 1998).
- Managing Human Resources: Cases in Local Government, (Washington, DC: International City/County Management Association, 1998).
- Managing Local Government Finance: Cases in Decision-Making, (Washington, DC: International City/County Management Association, 1996).
- Managing Small Cities and Counties: A Practical Guide. Co-editor with Drew A. Dolan and John W. Swain, (Washington, DC: International City/County Management Association, 1994).
- Governing Illinois: Of the People, By the People, and For the People, co-editor with Caroline Gherardini, (Springfield, IL: Sangamom State University, Illinois Issues, 1991). 2nd ed. 1995. 3rd ed. 2003.
- Small Cities and Counties: A Guide to Managing Services. (Washington, DC: International City Management Association, 1984) Portions of the first edition were translated into Japanese, 1992.
- Managing the Modern City, (Washington, DC: International City Management Association, 1971).
- A Handbook for Minnesota Villages, (Minneapolis: League of Minnesota Municipalities, 1963.)

Monographs

- Managers As Teachers: A Practitioner's Guide to Teaching Public Administration (with Mark M. Levin and Michael McDowell), International City/County Management Association, 1996.
- Governing Local America: Maximizing Responsiveness and Efficiency (with Sylvester Murray), (Cleveland State University: Maxine Goodman Levin College of Urban Affairs, 1994).
- Home Rule in Illinois: Image and Reality (with Thomas A. Kelty), (Illinois Issues, Sangamon State University, 1987).
- City Management in Illinois (with Robert A. Weidaw), (Illinois City Management Association, 1978).
- Higher Education and Urban Service: An Illinois Report, with Commentaries, (The Center for Governmental Studies, Northern Illinois University, and the Center for Research in Urban Government, Loyola University, 1968). General editor and author of one chapter.
- Leadership, Localism, and Urbanism: Components in Search of a System, (Chicago: Center for Research in Urban Government, Loyola University, 1968)
- Perspectives on the Future of Government in Metropolitan Areas, (Chicago: Center for Research in Urban Government, Loyola University, 1968).
- Governmental Cost Burdens and Service Benefits in the Twin Cities Metropolitan Area, (Minneapolis: Public Administration Center, University of Minnesota, 1965).
- A Primer for Minnesota Mayors and Councilmen, (Minneapolis League of Minnesota Municipalities, 1951).

Articles

- "Management in Baseball and Local Government: Similar Tendencies Breed Similar Failures," Public Management, July, 1994.
- "City Managers: Will They Reject Policy Leadership?" Public Productivity and Management Review, Summer 1994.
- "Ideology v. Candor: A Dilemma for Urban America," editorial in the Commentary section of PA Times, December 1, 1993.
- "The Policy-Administration Dichotomy is Bunkum," (with Sylvester Murray) Public Management 75: October, 1993, 14.
- "County Government in Illinois: The Challenge of the 90's," County to County, January/February, 1991, p. 28.
- "The Role of the City Manager in Effectiveness Team Building," National Civic Review, 79:4 (July-

August 1990), pp. 350-353.

- "Illinois Home Rule and Taxation: A New Approach to Local Government Enabling Authority" (with Thomas A. Kelty) Northern Illinois University Law Review, 8:709, Summer, 1988 special issue.
- "Megamerger of Quad Cities," Illinois Issues, 14:22 October, 1988.
- "Building a Bridge from Academe to City Hall" (with David S. Arnold), Scholarly Publishing, October 1986, pp. 59-71.
- "The Need for Entrepreneurship and Analytical Ability in City Management" (with Fred W. Becker and Carol B. Zar) Management Science and Policy Analysis, Spring 1986, pp. 21-31.
- Illinois Issues series on Illinois home rule (with Thomas W. Kelty):
- "Home Rule Part I: The Aftermath of a revolution," August/September, 1985, pp.52-57
 - "Home Rule Part II: The Watchdogs of Home Rule," October, 1985, pp.17-22.
 - "Home Rule Part III: Debt, Taxes and Home Rule," December, 1985, pp.18-23.
 - "Home Rule Part IV: Renewing Trust in Local Government," May 1986, pp.8-12
- Illinois Municipal Review series on Illinois home rule (with Thomas W. Kelty):
- "Illinois' Experiment for Tomorrow's Government" March, 1985.
 - "What Difference Does Home Rule Make?" April, 1985.
 - "Home Rule Is Used by Small Communities Too!" May, 1985.
 - "Home Rule and Taxes: The Ultimate Issue" June, 1985.
 - "Home Rule Can Help Solve Problems" July, 1985.
 - "Economic Development Advanced by Home Rule" August, 1985.
 - "Home Rule, Referenda and Elections," September, 1985.
 - "Success Under Siege: The Record of Illinois Home Rule" December 1985, pp. 22-24
- "The Use (and Misuse) of Illinois Home Rule" (with Thomas W. Kelty) Illinois Municipal Review, 62:11, May, 1983. This article was reprinted in abridged form in Joseph F. Zimmerman and Thomas D. Wilson, eds., "Local Government," National Civic Review, October 1983, pp.510-512.
- "One-Half of Property Tax for Payment of State Mandated Costs (with Carol A. Kachadoorian) Illinois Municipal Review, 49:5, April 1980; reprinted in Illinois Municipal Review, 60:7 March, 1981.
- "Federalism and Intergovernmental Relations: The American Experience," The Quarterly Journal of Administration 14:141, January, 1980.
- "Public Participation in Local Government," Studies in Comparative Local Government, 6:54, Summer, 1972.
- "Citizen Participation and Local Government in the United States," with David R. Beam, Studies in Comparative Local Government, 5:74, Winter, 1971.
- "Con-Con 1970: Local Government's Opportunity," with David R. Beam, Illinois Municipal Review, 49:4-6, 32, November, 1970.
- "Editorial: Public Management in the '70's," Public Management, March, 1970.
- "Needed: New Expertise in Public Administration," Public Administration Review, 25:231, November, 1967.
- "Metropolitan Subsidies - An Appraisal," Public Administration Review, 25:297, December, 1965.
- "Citizen-Oriented Municipal Reports," Public Management, 46:227, October, 1964.
- "Pros, Cons, and Adoption Procedures for Village Optional Plans," Minnesota Municipalities, 47:8, January, 1962.
- "Administrative Flexibility and Local Control Increased by Optional Plans," Minnesota Municipalities, 46:350, December, 1961.
- "Trends in Minnesota Municipal Finance," Minnesota Municipalities, 45.247, September, 1960.
- "Four Amendments Pending for State Constitution," Minnesota Municipalities, 45.247, September, 1960.

Chapters in Books

- "Council-Manager Government's Response to Economic Development," in H. George Frederickson, ed. Ideal and Practice in Council-Manager Government, (Washington, DC: International City Management Association, 2nd ed. 1995; 1989).
- "Rural Local Government," (with Drew A. Dolan) in Warren Jones, ed., Research in Rural Issues: An Annotated Bibliography (Illinois Institute for Rural Affairs, Western Illinois University, October 1990) pp. 195-242.
- "Taxation, Service Delivery, and Government Capacity," in The Regional Partnership, The State of the Region, (Chicago: Metropolitan Planning Council, 1988).
- "Decision-Making," in Ellen Altman, ed., Local Public Library Administration, (Chicago: American Library Association, 1980).
- "Local Government," (with John Wenum) in Edgar Crane, ed., Illinois: Political Processes and Governmental Performance, (Dubuque: Kendall/Hunt, 1980)
- "Curriculum Innovation, Reform and Public Service," in Higher Education and Public Service Careers, Final Report of the Illinois Assembly on Higher Education and Public Service, Institute of Government and Public Affairs, University of Illinois, 1972.
- "Revenue and Finance," in P. Allan Dionisopoulos, ed., Governing Illinois Under the 1970 Constitution, revised edition, (Center for Governmental Studies, Northern Illinois University, 1978).
- "County Home Rule in Illinois: A Status Report and Perspective on the Future," in David R. Beam, et al., County Home Rule in Illinois (Center for Governmental Studies, Northern Illinois University, 1977).
- "The HUD Urban Fellowship Program," in Thomas P. Murphy. Governmental Management Internships and Executive Development, (Lexington, MA: Lexington Books, 1973).
- "Attracting and Stimulating a New Generation of Urban Administrators," in Education for Urban Administration, Monograph No.16 of the American Academy of Political and Social Science, 1973.
- "College and Community Relations," (with David R. Beam and W. John Pembroke) in 1972 Municipal Yearbook (Washington: International City Management Association, 1972).
- "Revenue and Finance," in David R. Beam, ed., Governing Illinois Under the 1970 Constitution, (Center for Governmental Studies, NIU, September, 1971).
- "Urban Problems," in Samuel Gove, ed., Con-Con: Issues for the Illinois Constitution Convention, (Urbana: University of Illinois Press, 1970).
- "Local Government Developments in 1967," in 1968 Municipal Yearbook, (Chicago: International City Managers Association, 1968), pp.15-20.
- "Prospectives for Comparative and Collaborative Research by Bureaus of Government Research," in David A. Booth, ed., Urbanizing the Bureau Philosophy: Papers and Commentaries (University of Massachusetts: Bureau of Government Research, 1968), pp. 7-21.
- "Fiscal Disparities in the Chicago Standard Metropolitan Area," with W. John Pembroke and Peter J. Fugiel, in Advisory Commission on Intergovernmental Relations. Fiscal Balance in the American Federal System, (Washington, DC: The Commission, October, 1967, Report A-31, pp. 226-247.
- "Local Government Developments in 1966," in 1967 Municipal Yearbook (Chicago: International City Managers Association, 1967), pp. 79-86.
- "College-Community Participation in Solving Urban Problems," in Roger Axford, ed., College-Community Consultation, (DeKalb, IL: Northern Illinois University, 1967), pp. 1-8.
- "Local Government Developments in 1965," in 1966 Municipal Yearbook, (Chicago: International City Managers Association, 1966), pp.66-71.

Policy Profiles (Periodic publication of the Center for Governmental Studies, Northern Illinois University)

Editor: 2000 to present

Author or co-author of the following issues:

The County Administrator Form: A Modern Approach to Illinois County Government (2006)
Illinois County Government: Overlooked, Underappreciated, Very Important (2006)
Planning for Metropolitan Growth: Guidelines for Strengthening Local Government (2006)
Telecommunications and the Future: The U.S. and Illinois Are Falling Behind (2005)
Growth Management in the Western Suburbs (2005)
Illinois Public Education Undermines Democracy (2004)
The Uses of Home Rule with Special Emphasis on Taxation (2002)
Illinois Home Rule: A Thirty Year Assessment (2001)

Miscellaneous Papers

- "The Art of Change: Managerial Survival in the New Political Era," A four part series City Management In Illinois (The monthly newsletter of the Illinois City Management Association) and reprinted in IaCMA Newsletter (monthly newsletter of the Iowa City Management Association). 1996.
- "Illinois Local Government in 'The Rest of the State:' Grassroots Government Outside Chicago's City Hall and Cook County's Courthouse," Background paper commissioned by, and prepared for, the Illinois Commission on the Future of the Public Service, 1991. Published in Samuel K. Gove, ed. The Illinois Public Service: Problems and Perspectives (Illinois Association of Graduate Programs in Public Administration, 1992).
- "Issues Facing the Future of the Public Service in Illinois," (with Robert F. Rich), Background Paper for the Illinois Commission on the Future of the Public Service, 1990. The paper was commissioned by the Illinois Association of Graduate Programs in Public Administration. Published in Samuel K. Gove, ed. The Illinois Public Service: Problems and Perspectives (Illinois Association of Graduate Programs in Public Administration, 1992).
- "The Local Government Article of the 1970 Illinois Constitution," (with Ann M. Elder) A Background Paper for the Committee of 50 to Re-Examine the Illinois Constitution, commissioned and disseminated by the Illinois Commission on Intergovernmental Cooperation, 1987.

Reviews

- Diel Wright, "Understanding Intergovernmental Relations," in Publius, 1978.
Milton Rakove, "Don't Make No Waves...Don't Back No Losers," in Illinois Issues, May, 1976.

SCHOLARLY PRESENTATIONS

International Scholarly Lectures

- "Reinventing U.S. Government," presented at Government House (the office of the Prime Minister) Bangkok, Thailand, February 2, 1995.
- "Reinventing Government," a series of four lectures to the MPA students at Chulalongkorn University, Bangkok, Thailand, January 31 to February 3, 1995.
- "Reinventing Government," a seminar for the faculty of the Department of Political Science and the Department of Public Administration, Chulalongkorn University, February 1, 1995.
- "Reinventing Government," National Institute for Development Administration (NIDA), Bangkok, Thailand, February 3, 1995.
- "Local Government Decision-Making in the U.S.: The Changing Roles of Elected Officials and Professional Administrators," Chulalongkorn University, Bangkok, Thailand, February 3, 1995.

- "Reinventing Government," Chiang Mai University, Thailand, February 6, 1995.
- "Role of U.S. Local Government in Natural Resource Preservation and Management," United States Information Service (USIS). Chiang Mai, Thailand, February 6, 1995.
- "Federalism and Intergovernmental Relations: The American Experience," Nigerian National Conference on Federalism, Ile-Ife, Nigeria, February, 1979.
- "Management and Local Government" and "Leadership Styles and Strategies," lectures delivered at Queen's University, Kingston, Canada, May 8, 1972.
- "Public Participation in Local Government: A Summation," 1971 Conference of the International Union of Local Authorities on Public Participation, Zagreb, Yugoslavia

Major Academic Lectures

- "Teaching Public Administration in the Nineties," keynote address to the National Conference on Teaching Public Administration, St. Louis, MO., March 1993.
- "Ideology v. Candor: A Dilemma for Urban America," Address delivered upon installation as the Albert A. Levin Professor of Urban Studies and Public Service, Cleveland State University, 1991.
- "The Power of the Bureaucracy: A Defense of its Public Service Orientation," keynote presentation to the Regional Conference, American Society for Public Administration, Milwaukee, Wisconsin, October, 1980.
- "Attracting and Stimulating a New Generation of Urban Administrators," American Academy of Political and Social Science Symposium, May 31-June 2, 1972.

Lectures to University Colloquia

- "City Management in the 21st Century," lecture presented at the Levin College of Urban Affairs, Cleveland State University, April 2007.
 - "The Future of the City Management Profession," Robert Kline Memorial Lecture presented at Eastern Kentucky University, April, 1998
 - "Saving Human Services from Their Own Providers," colloquium presented at Moorhead State University, 1992.
 - "Evolving Trends, Challenges, and Theories Affecting Elected Leadership and Democracy in American Local Government," colloquium presentation, University of Akron, 1991.
 - "Managing Local Government: Problems and Prospects," presented at a colloquium at Hamline University, June 6, 1986.
 - "Strategies for Interfacing University Resources with Community Needs: The Northern Illinois Experience," presented to Urban Survival in the 1980's a conference sponsored by the University of Toledo, April 24, 1981. Reprinted in Urban Survival in the 80's. The Role of the University in Toledo (The Urban Affairs Center, University of Toledo, 1981).
 - "The Meaning of the Tax Revolt," Carroll College, November, 1978.
 - "Perspectives in the Interface Between Public Administration and American Democracy," NEH Seminar at Rosary College, June, 1977.
 - "Decision-Making in Local Government Bodies," Buena Vista College, November, 1976.
 - "The Role and Future of Public Management Education," Graduate School of Management, Northwestern University, October 2, 1973.
 - "Municipal Internships and the HUD Urban Fellowship Program," paper delivered at the University of Missouri, Kansas City, April, 1970.
- "The Student in the Modern College," Keynote address to North Dakota State Conference on Higher Education, 1957.

Lectures to Professional Associations

- "Emerging Trends in Manager/Council Relations," keynote address to the annual City Management/Local Government Conference, State of Kentucky, April, 1998.

- "Surviving City Management into the Next Century," Michigan City Management Association, January, 1997.
- "Labor Relations and Public Management in the 90's and Beyond," Keynote address to the 1996 Conference of the Illinois Public Employees Labor Relations Association, Galena, IL, November, 1996.
- "Council-Manager Relationships in a Changing Local Government Environment," Keynote Address to the Pennsylvania Municipal Executive Development Conference, Farmington, PA, February, 1996.
- "The Manager is a Politician -- 1994," lecture/seminar presented to the Mid-Winter Conference of the Arizona City/County Management Association, February 17, 1995.
- "Survival Strategies for Managers of the Modern City," lecture/seminar presented at the Mid-Winter Professional Development Conference sponsored by the Minnesota City Management Association, February 24, 1995.
- "The Art of Change: Managerial Survival in the New Political Era," lecture presented at the annual conference of the Illinois City Management Association, June 15, 1995.
- "Leadership: The State of the City Manager," lecture presented at the Institute for Executive Leadership in Local Government sponsored by the Michigan City Management Association and Western Michigan University, June 20, 1995.
- "Social Trends and Their Impact on Local Government," presented to the Municipal Managers Luncheon, Annual Conference of the Illinois Municipal League, Chicago, September 30.
- "Strategies to Survive," presented to the Western Pennsylvania Managers Association and to the Eastern Pennsylvania Managers Association, February, 1994.
- "Leadership in Government and Baseball: Similar Tendencies Breed Similar Outcomes," three-session series of workshops presented to the League of Minnesota Cities Annual Conference, June, 1994.
- "Home Rule in Ohio: A Comparative Look," Cuyahoga County Law Directors Association, June 1993.
- "Trends in the Management of American Local Government," presentation to the Detroit Chapter, American Society for Public Administration, 1992.
- "Status and Future of Council-Manager Government and the City Manager Profession in Illinois," keynote presentation to the Downstate City Management Association Conference, December, 1988.
- "Council Manager Relations - Mutual Expectations," talk delivered at the annual conference of the Alaska Municipal League, Fairbanks, Alaska, November 15, 1985.
- "City Management Into the 21st Century: Past and Prologue," presentation to the Greater Illinois City/County Management Association, Decatur, Illinois, November, 1984; presented to Alaskan City Managers, Alaskan Municipal League, Juneau, Alaska, January, 1985.

Papers Delivered at Professional and Scholarly Conferences

- "Recent Trends in Local Government Management Education," presented as part of a panel entitled "The Past, Present, and Future of Professional Local Government Administration," on the program of the 50th City & County Management Conference: Golden Jubilee 1948-1998 held at the University of Kansas, April, 1998.
- "The Future of Public Service in a Changing Culture," Guest lecture at the 1995 Outstanding Student Awards Luncheon sponsored by the Chicago Chapter, American Society for Public Administration, June 7, 1995.
- "City Management in an Era of Scarcity," paper delivered to the Biannual International Conference on Advances in Management, Orlando, FL 1992
- "Council-Manager Government's Response to Economic Development Pressures," Conference on the Study of City Management and the Council-Manager Plan, University of Kansas, November,

1988.

- "Illinois Home Rule," American Society for Public Administration annual conference, Portland, Oregon, April, 1988.
- "A University Perspective on Economic Development," Illinois University-City Association Conference, University of Illinois, Urbana, February, 1986.
- "The Future Manager as Analyst/Entrepreneur," (with Fred W. Becker and Carol B. Zar) American Society for Public Administration, Indianapolis, April, 1985
- "City Management in an Era of Scarcity, A Prescription for Survival," paper presented in commemoration of the Twentieth Anniversary of the Public Administration Program, Northern Illinois University, 1983.
- "Professional Management in Local Government," delivered to Seminar for Mayors sponsored by the University of Georgia, May, 1974.
- "Management and Organization Size: Toward a Proper Categorization of Government Units," Annual Conference American Society for Public Administration, Los Angeles, California, 1973.
- "What's Happening to City Government," Twenty-Second Annual City Manager's School, The University of Kansas, Lawrence, 1969 (published by the Institute of Public Affairs, University of Kansas).
- "The Changing Role of the Urban Administrator," Central States Conference on Public Administration, Kansas City, Missouri, 1968.
- "The Urban Problem Defined," Central Michigan Chapter, American Society for Public Administration, Lansing, Michigan, 1968.
- "Fiscal Disparities within Metropolitan Areas," 73rd National Conference on Government, National Municipal League, 1967.

Recent Public Service Lectures (Selected Listing)

- "The Changing Environment for Government Leadership: Implications for Professional Staff," Illinois Government Finance Officers Association, Bensonville, IL, October, 1996.
- "The Image of Government," lecture presented to the DuKane Valley Council of Governments, Batavia, IL., May 1996.
- "Changing Patterns of Ethics in Society and in Local Government," Northern Regional Meeting, Illinois Municipal Treasurers' Associations, February, 1996.
- "The Changing Role in City Management," lecture presented to the Management Forum sponsored by the City of Naperville, IL, April 12, 1995.
- "Ethics in Today's Government," presented to the DuKane Valley Council of Governments, November 16, 1994.
- "Management in Baseball & Local Government: Similar Tendencies Breed Similar Failures," presented to the DuKane Valley Council of Governments, November 1993.
- "The Challenge of the Future in County Government," presented to the Citizens' Task Force on the Future of McLean County Government, Bloomington, IL, 1991.
- "The Reform of County Government," address delivered to a special meeting of the chief executive officers of Rockford's 35 largest corporations, November 18, 1986.
- "Illinois Home Rule" presented about ten times annually to municipal officials and citizen forums in Illinois communities, 1985-present.

Other Scholarly Presentations

- "Special Issues for Governments with Less than 10,000 Population," (with Carol B. Zar), Conference Workshop, International City/County Management Association, Washington, DC, September, 1996.
- "Discussant, Panel on Fiscal Federalism, Mid-Continent Regional Science Association, Madison, WI, 1996.
- "Challenges in Managing Small Communities," (with Carol B. Zar) Preconference Seminar, National

League of Cities, Washington, D.C., March 1966.

"Special Issues for First Time Administrators," (with Carol B. Zar) Seminar offered through the ICMA University, Schaumburg, IL, January, 1996.

Recent Professional Conference Participation (Selected Listing)

Discussant, Panel on Fiscal Federalism, Annual Conference, Mid-Continent Regional Science Association, Madison, WI, 1996.

"Empowerment Through Politics," African American Leadership Conference, Northern Illinois University, 1996.

Moderator, Panel on "Professional Management Support for Elected Officials," presented at the 1994 Annual Conference of the Illinois Municipal League, Chicago, October 1.

"The Problem of Public Support for Public Services," remarks made upon the receipt of the Elmer B. Staats Award, National Association of Schools of Public Affairs and Administration, 1991.

Participant, Panel on "City/County Managers and Professional Leadership," Conference on Model Charters and the Future of Local Government, National Civic League and North Carolina State University, Raleigh, N.C., March 1990.

(With Dean Ross Clayton of the University of Southern California) "Workshop on Administrative Problems in Managing Public Administration Programs" Annual conference of the National Association of Schools of Public Affairs and Administration, October, 1988.

"Rejuvenating the Unproductive Faculty Member," presentation made as part of a panel on the administration of MPA programs, NASPAA annual conference, October, 1987.

Chair, Panel on the Illinois Association of Graduate Programs in Public Administration presented at the annual Midwest ASPA Regional Conference, November, 1987.

Moderator and Presentor, panel on "Political and Economic Change in Rural Illinois," Crossroads Conference, Sangamon State University, October 16, 1986.

"The Future Manager as Analyst-Entrepreneur," (with Fred W. Becker and Carol B. Zar) American Society for Public Administration, Indianapolis, April, 1985.

"The Basics of Local Government," presented annually to the Municipal Clerks of Illinois Institute, 1988-present.

SPECIAL REPORTS

Guidelines on Local Government Management Education Approved for official use by the International City/County Management Association and the National Association of Schools of Public Affairs and Administration, 1992.

The Feasibility of Unification in the Illinois Quad Cities: Government Structure, (Northern Illinois University: Center for Governmental Studies, 1988).

Public Attitudes About the Structure of Winnebago County Government: Report and Recommendations (Northern Illinois University: Center for Governmental Studies, 1988) -This is a technical report prepared for the Winnebago County Government Study Committee. Co-authored with Drew A. Dolan.

"An Illinois Constitutional Convention in 1990?" A report prepared for the Illinois Municipal League on behalf of the League's Committee on the Call for a Constitutional Convention, 1987.

"Taxation, Service Delivery, and Government Capacity," one of a series of 13 scholarly papers commissioned by the Metropolitan Planning Council of Metropolitan Chicago; presented at the Regional Agenda Taxation Workshop sponsored by the Civic Federation and the League of Women Voters, March 1986.

Reports prepared for the Governor's Task Force on the Future of Rural Illinois, 1986 (with Drew A. Dolan)

1. "Local Government and Education: Executive Summary"

2. "Local Government Capacity and Viability"
3. "Local Government Mandates"
4. "Local Government Fiscal Powers"
5. "Governmental Liability Insurance"
6. "Professional Assistance for Local Governments"
7. "Environmental Problems"
8. "Consolidation: Improper Means to a Proper End"
9. "Agricultural Education: Time for Change"
10. "Financing Rural School Districts"
11. "Local Government and Education in Rural Illinois: A Look to the Future"
12. "Bibliography: Education Issues"
13. "Bibliography: Local Government Issues"

Series of ten special reports on Illinois Home Rule prepared for publication in the newsletter City Management in Illinois, 1984-85. The articles were reprinted in 1985 Annual Report of the Illinois Home Rule Attorneys' Association.

Council-Manager Government in Illinois, a report prepared for use by the Illinois City Management Association, October, 1980.

Community Services and Continuing Education, a report submitted to the Illinois Board of Higher Education, July, 1970.

"Fiscal Disparities in Local Services in Michigan Communities," a research design prepared for the Executive Office of the Governor, State of Michigan, April, 1969.

Report of Master Plan, Committee T. Public Administration, a report prepared in final form in behalf of the Committee for submission to the Illinois Board of Higher Education, April, 1979.

"Public Administration Program in Illinois Colleges and Universities" a report for Master Plan Committee T of the Illinois Board of Higher Education and Printed as Appendix B of the Committee's Report to the Board, April, 1969.

Other

Handbook for Local Chapters (Pi Alpha Alpha). Co-authored with Barbara J. DuRocher, 1993.

Articles on City, Housing, and Individual Cities in World Book Year-Book, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981.

EDITORIAL ASSIGNMENTS

Publications Board, Illinois Issues, 1986-present, Board Chair, 1992-1993.

Editorial Board, Midwest Journal of Public Administration, 1978-80.

Editorial Board, State and Local Government Review, 1976-81.

Editorial Board, Public Administration Review, 1969-75.

Editor, CRUG Research Monographs, Center for Research in Urban Government, Loyola University, Chicago, Illinois, 1966-68.

OTHER PROFESSIONAL INFORMATION:

Grants and Contracts

Illinois Development Finance Authority and the Village of Maywood, 1993, \$20,000

Kane County Forest Preserve Commission, 1993, \$6,500

Cleveland Foundation, 1993, \$3,000

Gund Foundation, 1993, \$3,000

Illinois Board of Higher Education (HECA), 1980-84, \$295,000; 1985 - \$30,000; 1986 - \$75,000; 1987 - \$50,000, 1989 - \$64,000, 1990 - \$65,000, 1991 - \$30,000.
Rural Affairs Center, Western Illinois University, 1989, \$5,000
Illinois Department of Commerce and Community Affairs, 1988, 13,000
Metropolitan Leadership Council, Winnebago County, IL., 1987, \$13,750
Office of the Governor, State of Illinois, 1986, \$20,000.
Louis Ancel Charitable Trust, 1982-83, \$15,000; 1986, \$6,200; 1987, \$1,800.
International City Management Association, \$15,700.
Intergovernmental Personnel Act, 1969-81, \$198,000.
Illinois City Management Association, 1976-1991, \$425,000.
DuPage County Board, 1971, \$3,500.
Environmental Protection Agency, 1970, \$6,000.
Bowman Lingle Trust, 1970, \$17,000.
Illinois Board of Higher Education, 1966-70, \$149,000.
Rockford-Winnebago County Planning Commission, 1970, \$12,000.
Council of Governments of Cook County, 1968, \$22,000.
U.S. Advisory Commission on Intergovernmental Relations, 1968 - \$15,000.
Midwest Research Council, 1962, \$6,000.
Dept. of Housing and Urban Development, 1970-72, \$68,000.

Consultantships (Selected Listing)

Southern Illinois University at Edwardsville
Village of Maywood
Kane County Forest Preserve District
Wichita State University
University of Nebraska, Omaha
Hamline University
Roosevelt University
City of Springfield, Illinois
Board of Regents of the State of Ohio
Office of the Lieutenant Governor, State of Illinois
DuPage County, Illinois
City of Normal, Illinois
City of Springfield, Illinois
City of Dixon, Illinois
Village of Lombard, Illinois
National Academy of Public Administration
Danforth Foundation
Executive Office of the Governor, State of Michigan
Executive Office of the Governor, State of Illinois
City of Aurora, Illinois
Rockford City-County Planning Commission
Illinois Department of Business and Economic Development
Illinois Municipal League
Springfield East Association, Springfield, Illinois
International City Management Association
University of Georgia
City of Shoreview, Illinois
Regional Selection Committee, Harry S. Truman National Fellowship Program, 1978
City of Streamwood, Illinois
Barat College

University of Wisconsin, Parkside
University of Wisconsin, Oshkosh
Quad Cities Graduate Center

Other Professional Activities

Member, Local Government Advisory Board, Illinois Comptroller's Office, 1993-1995.
Board of Directors, Ben Gordon Community Mental Health Center, DeKalb, Illinois, 1984- 1991, 1993-present; Treasurer, 1985-87; President, 1988-89; Secretary, 1989-1990.
Illinois Correspondent, Municipal Yearbook, International City Management Association, 1970-1992.
Lecturer, Executive Development Program, Department of Personnel, State of Illinois, 1981.
Illinois City Management Association, Secretariat consultant and coordinator 1976-present; Executive Secretary, 1981.
National Review Panel, National Hispanic Field Service Program, U.S. Office of Personnel Management, 1981.
National Advisory Committee, Urban Fellowship Program, U.S. Department of Housing and Urban Development, 1969-73; chairman, 1970-73.
Comprehensive Health Planning Training and Studies Review Committee; U.S. Department of Health, Education and Welfare, 1971-73.
Community Service and Continuing Educational Council, Illinois Board of Higher Education, 1966-73; chairman, 1967-73.
Commission on Urban Area Government, State of Illinois, 1967-72; Executive Committee, 1969-73.
Advisory Council, Department of Local Government Affairs, State of Illinois, 1970-72.
Governor's Constitutional Convention Study Committee, State of Illinois, 1969-70.
Council of Governments of Cook County, Executive Director, 1967-68.
DuKane Valley Council of Governments, Governmental Services Committee, 1968-71.
Faculty member, Eighth Annual Advanced Management Training Program, International City Managers Association, 1967.
University-State Agency Council, Illinois, Committee Chairman and Executive Committee member, 1965-67.

ADMINISTRATIVE AND COMMITTEE SERVICE

Director, Division of Public Administration, 1979 - 1997
Special committee convened by the NIU Provost to provide academic input NIU's fund raising campaign, 1995-1996.
Provost's Advisory Committee on the Recruitment and Retention of Minority Faculty and Students, 1988-90.
Task Force on the University Constitution, 1985-1988.
University Search Committee for Vice-President of Business Affairs, 1986
Special Committee to Study Inter-Institutional Programming in Public Affairs, Regency Universities System, 1984-86.
NIU representative, FRATS Steering Committee, Illinois Board of Higher Education, 1980-81; IRN Consortium, 1981-1984.
Graduate Faculty Admissions Committee, 1982-83.
Director, Center for Governmental Studies, 1969-72; 1980-81.
Chairperson, Department of Political Studies, 1971-79.
Academic Planning Committee, 1969-72; Faculty Chairman, 1971-72.
College Senate, 1972-present. Department Chairperson Candidate Screening Committee, 1972-1974; Executive Committee, 1974-75.
University Search Committee for Academic Vice-President and Provost, 1974-76.
University Search Committee for Dean of the College of Continuing Education, 1972-73.

Affirmative Action Advisory Committee, Council of Deans, 1973-74.
Legal Studies Program Development Committee, Chairperson, 1974-present.
Board of Regents Committee on Legal Studies, 1973-74.
Social Justice Program Planning Committee, 1969-71.