

V I T A E

DATE: February 22, 2009

NAME: Irene S. Rubin

DEPARTMENT: Public Administration Division

RANK: Professor Emerita, Retired

DATE OF BIRTH: May 3, 1945

EDUCATION

Ph.D. Sociology 1977 University of Chicago, Chicago, IL

M.A. East Asia 1969 Harvard, Cambridge, MA

B.A. East Asia 1967 Barnard, New York, NY

Research Interests: Public Budgeting, Fiscal Stress, Qualitative Research Methods. Recent work has been on federal efforts to balance the budget and on contracting out.

EMPLOYMENT - Academic

2004- Retired, Professor Emerita, Northern Illinois University

1981 -2004

Northern Illinois University, DeKalb, IL. Full Professor, since 1990, Division of Public Administration, Department of Political Science and member of the Graduate faculty.

1979-1981:

University of Maryland, Assistant Professor, Institute for Urban Studies.

1980-1981:

Concurrent with Urban Studies, Associate faculty of the Sociology Department, University of Maryland, and a member of the graduate faculty, University of Maryland.

1976-1979:

Director, Urban Career Studies, Lewis University, Romeoville, Illinois, and Assistant Professor of Sociology. Work included grant administration and grant writing, program coordination, liaison with area cities, and internship supervision.

AWARDS

Mosher Award from American Society for Public Administration, for best article in PAR, 1988.

Government Research Association 1990 Award for most effective presentation of research for "DuPage County Tax Burden: A Property Tax Study!"

Herbert Kaufman Award for Best Paper in Public Administration at the 1992 American Political Science Association Meetings, Award given September 1993.

The Charles H. Levine Award, given by ASPA/NASPAA, for career achievement in research, teaching, and public service, Award Granted July, 1994, at the ASPA national meetings in Kansas City.
Woodrow Wilson Center Fellowship, July-December, 1996
Distinguished Service Award given by AABPA (Association of Budget and Program Analysts) June, 1996
Policy Studies Organization. Wildavsky Award for one of the best PSO books since 1975. Awarded 1997.
Faculty Member of the Year, Awarded by the Chicago Chapter of ASPA, May 1998.
Aaron Wildavsky award for an academic for lifetime contributions to public budgeting, October 6, 2000, awarded by the Association for Budgeting and Financial Management, a section of the American Society for Public Administration
Faculty Member of the Year, Awarded by the Chicago Chapter of ASPA, May 2004.

PROFESSIONAL MEMBERSHIPS

American Society for Public Administration
Midwest Political Science
Urban Affairs Association
American Political Science Association

PUBLICATIONS

BOOKS

Public Budgeting: Policy, Process, and Politics, Edited, ASPA Classics, ME Sharpe, 2008.
Balancing the Federal Budget: Trimming the Herds or Eating the Seed Corn? Chatham House, November 2002. (Now available from Congressional Quarterly Press).
Tax, Class, and Power: Municipal Budgeting in the United States, Chatham House, June 1998.
Public Budgeting: A Guide for Local Managers, with Bob Bland, ICMA, 1997.
Qualitative Interviewing: The Art of Hearing Data, with Herbert Rubin, Sage Publishers, 1995. Second edition, 2005.
Politics of Public Budgeting, Chatham, N.J.: Chatham House, 1990, 248 pp. Second edition 1992. Third edition, 1996. Fourth edition, 2000, 310 pp. Fifth edition 2005, CQ Press. Sixth edition, 2010, CQ press. Chapter one has been reprinted in Stillman, Public Administration: Concepts and Practices, Houghton-Mifflin, 1991, 5th edition. Chapter 4 reprinted in Peter Kobraak, editor, The Political Environment of Public Management, Harper Collins, 1995. Korean translation, 2001. Chinese translation, 2002.
New Directions in Budget Theory, edited and with an introduction by Irene Rubin, SUNY Press 1988, 207 pages.
Community Organizing and Development, with Herbert Rubin, Charles E. Merrill Publishers 1986, second printing 1987. Second edition, completely rewritten and with new chapters, MacMillan, 1991, 497 pp. Third edition, rewritten and with new chapters, Allyn and Bacon, 2000, 444pp.
Shrinking the Federal Government, New York, Longman, March 1985, 224 pages.

Running in the Red: The Political Dynamics of Urban Fiscal Stress, SUNY Press, 1982, part of the SUNY series on Urban Public Policy, edited by Richard Rich and Mark Schneider, 171 pages.

Fiscal Stress and the Politics of Retrenchment, Sage Publications, Fall, 1981, co-authored with Charles H. Levine and George Wolohojian.

Fiscal Stress and Public Policy, Sage Yearbooks in Politics and Public Policy, Volume 9, Beverly Hills, Sage Publications, 1980, co-edited with Charles H. Levine, 314 pages.

Articles:

“The Executive Budget in the Federal Government: The First Century and Beyond” with Roy Meyers, *Public Administration Review*, v. 71 (3) 2011, pp. 334-344.

Intergovernmental Contracting: When, Why, For What, and Who Cares? With Leann Beaty. *Journal of Public Administration*, Center for Public Administration Research, Sun Yat-sen University, Guangzhou, China. Vol. 3(3), 4-24. 2010.

“Budgeting during the Bush Administration” *Public Budgeting and Finance*, vol 29, no 3, fall 2009.

“Bringing Transparency to Municipal Budgets,” Spring 2009, *The Public Manager*.

“Response: Prospects for Budget Process Renewal” *Public Administration Review*, v 69, no 2, 2009.

“The Great Unraveling: Federal Budgeting 1998-2006” *Public Administration Review*, v 67 no 4, 2007.

“Public Budgeting Research: Next Steps” in Chinese, *Public Administration Research*, volume 4, no.1, 2006.

“Budgeting for Contracting” *Public Budgeting and Finance*, Spring 2006.

“The State of State Budget Research” *Public Budgeting and Finance*, Silver Anniversary Issue, 2005, pp. 46-67. Reprinted in John Mikesell and Daniel Mullins, Eds, *The Evolution of Public Finance and Budgeting: A Quarter Century of Developments*, John Wiley, 2008.

“Perennial Budget Reform Proposals: Budget Staff versus Elected Officials” , *Public Budgeting and Finance*. winter 2002.

“Downsizing: Managing the Muddles” *M@n@gement*, an electronic journal published in Paris, <http://www.dmsp.dauphine.fr/Management/> Spring 2000

“Reinventing Reform” *Asian Journal of Business and Information Systems*, vol 2 #1., January, 1998.

“Budgeting for Accountability,” *Public Budgeting and Finance* Summer, 1996.

“Managing under a Balanced Budget: Comments on a Forum” *The Public Manager*, Winter, 1996.

“Early Budget Reformers: Democracy, Efficiency, and Budget Reform” *American Review of Public Administration* September, 1994.

“Who (in the U.S.) Invented Public Budgeting--Business or Government?” *Public Administration Review*, Sept/October, 1993.

“Budget Reform and Political Reform: Conclusions from Six Cities” *Public Administration Review*, September/October 1992. Reprinted in Fred Lane, Current Issues In Public Administration, fifth edition, St. Martin's Press, 1994.

“Budgeting for Our Times: Target Based Budgets” Public Budgeting and Finance, fall 1991.

- “ Budgeting in St. Louis: Why Budgeting Changes,” (July, 1990) in Public Administration Review, co-Authored with Lana Stein.
- “ Budget Theory and Practice: How Good the Match?” (March 1990) in Public Administration Review. Reprinted in Public Administration in Action, edited by Robert Denhardt and Barry Hammond, Brooks/Cole, 1991; reprinted in Albert C. Hyde, ed. Government Budgeting: Theory, Process, and Politics, Brooks Cole, 1991; and reprinted in Ingraham, Goldman, and Rosenbloom, eds., Contemporary Public Administration, McGraw-Hill, 1994.
- “ Municipal Enterprises: Exploring Budgetary and Political Implications” (February 1988), Public Administration Review, pp. 542-550. (Award Winner.)
- “ Predicted and Actual Revenues: Exploring the Gap,” (Winter, 1988) Public Budgeting and Finance.
- “ Economic Development Incentives: The Poor (Cities) Pay More,” (Fall, 1987), Urban Affairs Quarterly, with Herbert Rubin, pp. 37-62.
- “ Structural Theories of Urban Fiscal Stress,” Urban Affairs Quarterly, June 1985.
- “ Joint Emergency Dispatching,” Urban Resources, March 1985, pp. 33-36
- “ Marasmus or Recovery: The Effects of Cutbacks in Federal Agencies”, Social Science Quarterly, March 1984, pp. 74-88.
- “ Evaluation for Cutback Management in Small Cities: Can the Problems Be Solved?” in Policy Studies Journal, (December 1983), With H. Rubin, D. Dobson and J. Grush.
- “ Combining Political and Managerial Advice on Cutting Back Budgets,” Managing Local Government, 1983.
- “ Managing Organizational Retrenchment: Preconditions, Deficiencies and Adaptations in the Public Sector,” Administration and Society, 14 (May 1982), 101-136, co-authored with Charles H. Levine and George Wolohojian.
- “ Resource Scarcity and the Reform Model: The Management of Retrenchment in Cincinnati and Oakland,” Public Administration Review, December 1981. Co-authored with Charles H. Levine and George Wolohojian. Reprinted in Allen Schick, ed., Perspectives on Budgeting, 2nd edition, ASPA publisher, 1987.
- “ State Targeting Urban Fiscal Problems: A View from Below,” The Urban Interest, Vol.3, special issue edited by Vincent Marando and Ulf Zimmerman, December, 1981, Co-authored with Charles Levine, pp. 73-82.
- “ Preventing or Eliminating Planned Deficits: Restructuring the Incentives,” Public Administration Review, 40, November/December 1980, 621-626. Reprinted in Allen Schick, ed., Perspectives in Budgeting, 2nd edition, ASPA publisher, 1987.
- “ Loose Structure, Retrenchment and Adaptability in the University,” Sociology of Education, 52 (October 1979), pp 211-222.
- “ Universities in Stress: Decision Making Under Conditions of Reduced Resources,” Social Science Quarterly, Vol.58, September 1977, pp. 242-254. Reprinted in Charles H. Levine, ed., Managing Fiscal Stress: The Crisis in the Public Sector, Chatham, NJ: Chatham House, 1980.
- “ The Function of Liminal Events in the Succession to a Position of Power: The Transfer of the District Officer in Thailand,” American Ethnologist, Vol.2, March 1975, with Herbert Rubin, pp. 329-346.
- “ Effects of Institutional Change on a Dependency Culture: the Commune Council 275 in Rural Thailand,” Asian Survey, Vol.13, March 3, 1973, with Herbert Rubin.

Chapters in Books

- “Trends and Current Issues in Budgeting” in Don Menzel and Harvey White, eds., *The State of Public Administration: Issues, Challenges, and Opportunities*, M E Sharpe, 2011.
- “Budget Formats: Choices and Implications” in Anwar Shah, ed., *Local Budgeting, Public Sector Governance and Accountability Series*, The World Bank, Washington, DC, 2007.
- “Budgeting” in Guy Peters and Jon Pierre, Eds., *Handbook of Public Policy*, Sage, London, 2006.
- “ Budgeting and Accounting Reforms” with Joanne Kelly, 2005, *The Oxford Handbook of Public Management*, edited by Ewan Ferlie, Laurance Lynn and Christopher Pollitt, Oxford University Press, Oxford England.
- “ Budgeting in Illinois” with Douglas Snow, In Thomas Lauth and Edward Clynch, *Budgeting in the States, Institutions, Processes, and Politics*, Praeger, 2006.
- “The Practice of Community Organizing” with Herbert Rubin, in Marie Weil, ed. *The Handbook of Community Practice*, Sage Publishers, Thousand Oaks CA, 2005.
- “ Budgeting for Government Activism and Democracy” 2005 UNESCO Encyclopedia of Life Support Systems.
- “ Target-based Budgeting” in *International Encyclopedia of Public Policy and Administration*, Holt, 1997. Reprinted in Jay Shafritz, ed., *Defining Public Administration*, Westview Press, 2000.
- “ Conflict in Budgeting” in Roy Meyers, ed., *Handbook of Government Budgeting*, Jossey Bass, 1999.
- “ Strategies for the New Budgeting” in Jim Perry, ed., *Handbook of Public Administration*, 2nd edition, Jossey Bass, 1996.
- “ Three Themes in Municipal Budgeting” in Ronald K. Vogel, *Handbook of Urban Research in the United States*, Greenwood Press, 1996.
- “ Creeping Capitalism Creeping Socialism: Analyzing The History of Municipal Scope of Services,” Chatham House, 1996. With Bernard Ross. In *Agenda for Excellence 2: Administering the State*. Edited by Guy Peters and Bert Rockman.
- “ Budgeting: Theory, Concepts, Methods and Issues” in Jack Rabin, ed., *Handbook of Public Budgeting*, 1992; also in later editions. Book was renamed *Public Budgeting and Finance*, 4th edition was edited by Robert T. Golembiewski and Jack Rabin, Marcel Dekker, 1997.
- “ Budgeting in Illinois,” with Jack King, Ellen Dran and Stephen Wagner, in Ed Clynch and Tom Lauth, eds. *Governors, Legislators, and Budgets: Diversity Across the American States*, Greenwood, 1991.
- “ Dollars, Decisions, and Development” in James M. Banovetz, ed., *Managing Local Government: Cases in Decision-Making*, ICMA 1990.
- “ Managing Growth and Decline” in *Public Administration Handbook*, ed. Jim Perry, Jossey Bass 1989.
- “ Reauthorization: Implications for Budget Theory” in Rubin, ed. *New Directions in Budget Theory*, SUNY Press, 1988, pp. 124-147.
- “ Structural Theories and Urban Fiscal Stress” with Herbert Rubin. This is a revised and expanded version, with quantitative data, of the single authored theoretical article published in *Urban Affairs Quarterly*. In Mark Gottdiener, ed., *Cities in Stress*, Urban Affairs Annual Reviews, Sage, September 1986, pp. 177-198.
- “ Fiscal Stress and Local Government Adaptations: Toward a Multistage Theory of Retrenchment,” in Vernon Henderson, ed., *Research in Urban Economics: COUPE Papers on Public Economics*, Vol.3, 1983. Greenwich, Connecticut: JAI Press. With Charles Levine and George Wolohojian, pp. 253-303.

“Retrenchment and Flexibility in Public Organizations,” in Charles H. Levine and Irene Rubin, eds., Fiscal Stress and Public Policy, Vol.9, Sage Yearbooks in Politics and Public Policy, 1980, pp. 159-178.

Review Essays:

Review Essay, “Aaron Wildavsky and the Demise of Incrementalism,” in *Public Administration Review*, Jan/Feb. 1989.

Review Essay “Regional Political Economy: Looking Forward From the Past,” *Urban Affairs Quarterly*, November 1987.

Papers and Discussions Presented at Conferences (1980 on):

“Political Leadership in Retrenchment: Structuring the Incentives,” American Society for Public Administration, San Francisco, CA, April, 1980.

“Response to Fiscal Stress in Four Localities: A Model Plan for Research,” CUIUA, Washington, DC, March, 1980, with Charles Levine and George Wolohojian.

“Preconditions for Managing Organizational Change,” Academy for Management, Detroit, August 9-13, 1980, with Charles Levine and George Wolohojian.

“Resource Scarcity and the Reform Model: Negative Sum Politics in Cincinnati and Oakland,” American Political Science Association, Washington, DC, September, 1980. With Charles Levine and George Wolohojian.

“Negative Sum Politics,” Committee on Urban Public Economics, New Orleans, October, 1980. With Charles Levine.

“The States* Role in Local Fiscal Stress,” The Midwest Political Science Meetings, April, 1981. With Charles Levine and George Wolohojian.

“Past and Anticipated Changes in Higher Education Because of Financial Problems,” Illinois Conference of AAUP, Chicago, November 7, 1981.

“Decision Making in a Declining Agency: The Bureau of Health Planning,” American Society for Public Administration, Hawaii, 1982, and The Academy for Management, August 1982, New York City. (The ASPA panel was submitted as a module to the Academy of Management, and so the paper was presented twice.)

“Deregulation through Program Cutback: The Health Planning Program,” The Midwest Political Science Meetings, April, 1982.

“Growing Wrong, Growing Smaller and Growing Back, The American Political Science Association Meetings, Denver, CO, September, 1982.

“Retrenchment and Recovery in Federal Agencies: Combining Political and Administrative Models,” Association for Public Policy and Management, Minneapolis, MN, October, 1982.

“Evaluation for Cutback Management in Small Cities: Can the Problems Be Solved”? ASPA Region 5 and 6 combined regional meeting, November 1982, Louisville, KY. With Herbert Rubin, Douglas Dobson and Joseph Grush.

“Federal Government and the Cities: Predicting the Near Future,” paper presented at the 20th Anniversary Celebration of the Public Affairs Program at Northern Illinois University, September 23, 1982.

“Reauthorizations: Implications for Budget Theory,” paper presented at the American Political Science Association Meetings, New Orleans, August 30, 1985.

“Studying the Costs of Economic Development,” Midwest Political Science Meetings, Chicago, IL, 1986.

“Discussion of Stockman*s Triumph of Politics” at the Illinois Political Science Meetings, November 1, 1986.

“ From Empowerment to Self Determination” at the COSA Section of the Social Worker Association, March 1987, St. Louis, with Herbert Rubin.

“ The Political Implications of Municipal Enterprise Funds” Midwest Political Science Association, April 11, 1987.

“ Budget Theory and Budget Practice: How Good the Match” American Society for Public Administration, Miami, April 1989.

“ Doing Research with Charles Levine” Academy of Management Meetings, Washington, D.C., August 1989.

“ Implications of Recent Research in Budgeting for Teaching,” NASPAA Meetings, 1989, Chicago, Illinois.

“ Budget Theory at the Crossroads” SECOPA Meetings, Clearwater Beach, FL., October 2-5, 1990.

“ Peaks and Troughs: Budget Theory for Cities,” ASPA National Meetings, March 1991, Washington, D.C.

“ Target Based Budgets,” ASPA National Meetings, March, 1991, Washington, D.C.

“ Big City Budgeting” APSA National Meetings, August, 1991.

“ Political Aspects of Municipal Fiscal Stress” February 15, 1992, LaFollette Institute, Madison, Wisconsin.

“ Comparing 1932 and 1992: Implications for Budget Reform” ASPA, National Meetings, Chicago, April 14, 1992.

“ Early Budget Reformers: Democracy, Efficiency, and Budget Reform” APSA, Chicago, September, 1992.

“ Current Municipal Budgeting: The Implications for Accounting” St. Louis, The Association of Governmental Accountants, September 21, 1992.

“ Fumbling toward Post Executive Budgeting” October 15, 1992, Meetings of the ASPA section on Budgeting and Financial Management (SBFM) Crystal City, Va.

“ Why is the Federal Government on a Cash Basis?” Denver Colorado, October 31, 1992, Meetings of the Association for Public Policy and Management (APPAM).

“ State Controls over Local Budgeting” New Orleans, March 3, 1994, Meetings of the Urban Affairs Association.

“ Biennial Budgeting: More or Less than Meets the Eye?” presented at ASPA, July, 1994, Kansas City.

“ Performance Budgeting: The Practitioners* Eye View” presented at ABFM (ASPA budgeting section) Washington, D.C. October 12, 1994, with Gloria Simo and Deborah Clayton.

“ Budgeting for Accountability” presented at the Midwest Political Science Meetings, Chicago, Il, April 8, 1995.

“ Budgeting for Democracy: Taming Public Management without Compromising its Insights” presented at the 3rd national Public Management Conference, Lawrence, Kansas, October 5-7, 1995.

“ The Hippocratic Oath of Budgeting: First, Do No Harm to Management” presented at the ABFM (formerly SBFM) meetings, Washington, D.C., November 6, 1997.

“ When the Budget Deals Come Due: Entitlements” paper delivered at the senior scholars panel on budgeting at ASPA, Seattle, Washington, May 12, 1998.

“ 100 years of Municipal Budgeting: Are we there yet?” ASPA, Orlando, April 12, 1999

“ Budget Reform Perennials” ABFM of ASPA, Washington DC January 2002

“ Contracting out: Why we don’t know what we think we know” ABFM of ASPA, Kansas City, October, 2002.

“Municipal Contracts: Alike in all Unimportant Respects” ABFM of ASPA, Washington DC, September 18, 2003

“Budget Reform and the New Public Management” based on chapter co-written with Joanne Kelly, presented at Macau, China Conference on Public Administration, January 2004.

“Intergovernmental Contracting at the Local Level: When, Why, for What and Who Cares?” with Leann Beaty, presented at the National meetings of ASPA, in Portland Oregon, March 2004.

“Contracting with non-profit Agencies” Leann Beaty primary author, presented at ABFM, October 2004.

“Contracting out: We don’t know what we think we know,” with Jim Smith ABFM 2004

“Rubin Revisited: Federal Budget Process Reraveling?” Comments prepared for roundtable discussion, ABFM, Washington DC, 2007.

“Budgeting in Illinois” Doug Snow primary author, presented at ABFM, October 2004.

“Bringing Transparency to Public Budgeting” National Press Club, Washington DC, Transparency Conference, September 17, 2007.

“National Budget Reforms: If not the Brookings Heritage Foundation Proposals, then what?” March 2009, Washington University Law School, St Louis, Conference on the Brookings-Heritage Report.

“Fiscal Crisis and Budget Concepts,” presented at ABFM, Washington DC, fall 2009.

“Budgeting for the long term” co-authored with Paul Posner, for presentation at the APSA, fall 2011.

“Executive Budgeting in the States: Evaluating a Reform” Irene S. Rubin and Roy T. Meyers Prepared for the annual conference of the Association for Budgeting and Financial Management, Washington, D.C., October 13-15, 2011

Consulting and Public Service (from 1981 to Present)

1981 (April 7th and 8th). Consultant to the Institute for Health Planning, to assist agencies cut back budgets and close down shop.

1981 (June 8). Consultant to Consumer Protection Agencies, to assist agencies’ retrenchment.

1981 (July-October). Consultant to the Bureau of Health Planning, to assist with Bureau retrenchment and retrenchment in Health Systems Agencies.

1981 (November). Consultant to the Institute for Health Planning, to help Health Systems Agencies reduce personnel and retain staff under circumstances of reduced Federal funding.

1982 (February 22). Institute for Health Planning, to report on the current responses of HSAS for regional officials.

1982 (March 1). Alpha Center for Health Planning, to report on the current responses of HSAS for regional officers.

1982 (February through June). Consultant to the City of DeKalb, IL, to help them cut back their budget in light of possible revenue decreases.

1982 (May 20). Consultant to the Illinois City Managers Association, training session to help managers cut back budgets and stretch resources.

1982 (July 19). Training session for new Senior Executive Service members of the Department of Health and Human Services, on Cutback Management.

1983 (in April) Training session for Kentucky City Managers, Combining Political and Administrative Advice in Cutting the Budget.

1983 (September 16) Training session for the Illinois Association of Assistant City Managers, Topic: Alternative Service Delivery and Budget Cutbacks. 1983 (October 26) Consultant to the General Accounting Office, Washington, DC, Topic: Cutback in Federal Agencies.

1983 (November 30) Testimony given to the House Committee on Public Works, Subcommittee on Oversight and Investigations, Topic: The Effect on Federal Agencies of Getting Caught Between the President and Congress.

1984 (February 29) Workshop to DuPage Mayors and Managers on interlocal service agreements.

1984 (October 16) Presentation for the Illinois Finance Officers Association, Champaign, IL.

1984 (October) Consulting for the DuPage County Probation Division, concerning possible reorganization and buffering the organization from the environment.

1985 (mid January) Consulting for the Illinois Development Finance Authority, to help the agency manage rapid growth.

1986 (November) One day workshop for the Alaska Municipal League on managing fiscal stress.

1987 (September) One day workshop to train interviewers for elite interviewing.

1988 (February 9) One day workshop on motivating employees for mid-level managers in county probation offices.

1988 (July) Consulting for City of Lockport, to document the costs of a neighboring township*s incorporation as a city, and facilitate annexation of land adjacent to Lockport.

1988 (Fall-Winter) Consulting for City of Warrenville on long term financial plan.

1988 (October 3,4) Training at Federal Executive Institute for OPM, on changing Organizational Culture.

1988 (October 11) Illinois City Clerk*s training session, on budgeting.

1989 (June, 2 days) Report to the Peoria Journal Star analyzing Peoria*s budget.

1990-(April-May, 5 Days), consulting for City of Winfield to help restructure water & sewer rates.

1990 Illinois Press Association, training on Municipal Budget Stories, May 17, 18.

1990 (September 25) Chicago Chapter of ASPA, luncheon talk, “The Public and Local Budgeting”.

1990 (December 7) Executive Training Institute, Phoenix Arizona, Budgeting for Cutback.

1991-1992 (September 4, October 29, January 23, March 26) Training for the Regional Transit Authority, Chicago Transit Authority, PACE, and METRA, on Capital and Operating Transfers, Budget Justification, and Cutback Management.

1991-1992 Consulting for the City of Dekalb, on various financial matters, including the format of the budget and productivity measures.

1991 (October 12) Training on Target Based Budgeting at the meeting of SBFM, the ASPA budgeting section.

1991 (November 7) Politics of Retrenchment lecture and discussion for Arts and Sciences Deans, San Diego, California

1992 (October-December) Expert Witness in the Arbitration Process between the Fraternal Order of Police and the City of Philadelphia, to evaluate Philadelphia*s Five Year Plan to restore access to financial markets.

1992 (October 16) Consulting for GAO (unpaid) on potential solutions to the federal deficit.

1992 (November 3) Consulting for the Auditor*s Office, State of Hawaii (unpaid) on the implications of target-based budgets for the balance of power between the executive and the legislature.

1993 (May 8) Consulting for the Illinois House of Representatives, Tech Review staff, for Barbara Flynn Currie, on proposed changes and additions in Tax Increment Financing Law.

1994 Spring. Consulting for the City of Lockport, to help block incorporation of Messenger Woods and permit annexation of land nearby.

1995 (Summer-Fall) consultant on enterprise zone in Will County: What are appropriate incentives?

1996 (May 6) Speaker at the Southern Women in Public Service Conference, Birmingham, Alabama: Budgeting for Empowerment.

1996 (ASPA conference, June 29-July 3) organized and chaired, and was member of panel called "Meet the Editors."

1996 (September 11) (unpaid) Luncheon Workshop for GAO Budget Issues Group.

1996 (October 7-8) Workshop at Cleveland State University for Graduate Students on Getting an Article into PAR

1996 (October 24) Guest on Wilson Center Radio Interview Program, Washington, DC. (unpaid)

1996, (November 12), Lecture and Discussion at the War College, Carlisle, PA, Topic: Cutbacks in the Federal Government

1997 (June 3) Workshop for junior faculty and graduate students on how to get an article published in a U.S. Public Administration Journal, at City University of Hong Kong

1997 (June 4) Talk, with questions and answers for midlevel civil servants in Hong Kong and faculty at City University of Hong Kong. Title, Implementing Performance Measures During a Period of Cutback

1997 (June 5) Talk, with questions and answers, to Senior Civil Servants in Hong Kong, for the Senior Management Development Unit, Civil Service Training and Development Institute, Wanchai, Hong Kong. Title: The Politics of Change in Budgetary Management: Lessons for Hong Kong

1997 (July 27) Chaired and was member of roundtable workshop at ASPA for PhD students on how to get published.

1997 (August 9) "What's Hot and What's Not" panel member at the Academy of Management Doctoral Consortium, Public and Non Profit Sector Division.

1997 (6 occasions in the fall) Consulting with the Woodrow Wilson International Center for Scholars, on a Strategic Plan

1998 (March 31) Training for Oral History Project, Rock Valley College, Rockford, Ill.

1998 (May/June) Consulting for the Civic Federation of Chicago, on a template for budget analysis for reform

1998 (May 10) "How to Get Published" chair and panel member at the ASPA national convention, Seattle Washington.

1998 (July 16 and 17th) Workshop on Budgeting for the Staff and Mayor of the City of West Chicago, Illinois.

1998 (October 12) Workshop on Program and Performance Budgeting for the City Council, West Chicago, Illinois

1999 (January 28-29) Panel member for Woodrow Wilson International Center for Scholars, to pick the next year's Fellows

1999, (spring and fall) Consultant to Warrenville, Illinois on their long term planning process

2000, (January and February) Consultant to Warrenville, Illinois on their long term planning process

2000 (December 18) Panel member for Woodrow Wilson International Center for Scholars, to pick the next year's fellows

2001 (spring and summer) consultant to the Kansas City Auditor's Office, on revising the Budget Process

2001 (August) Expert Witness, State v. Vasquez. State of Washington. This is a murder case with a local budgeting twist.

2002 (June 27) Member of a Blue Ribbon Panel on financial condition, Kansas City MO.

2003, ABMF meeting in Washington DC, served as discussant for panel on Chinese Budgeting.

2004, January 9, Gave a talk to Chinese public administration students at Sun Yat Sen University, Guangzhou China.

- 2004, April 17, Midwest Political Science Association Meetings, Chicago, Illinois, Participant in Round table discussion on Federal A-76 Contracting, Question, should there be more contracting?
- 2004, September 28, Lecture and discussion with 8 Sri Lankan Professors and Officials, State Department Program, on local level democracy, through the NIU International Programs Office
- 2004, October 8. Plenary moderator/interviewer for ABFM conference, subject, Accountability
- 2005, January 10. Budget Analyst Training Academy, Program Design Session, GFOA.
- 2005, February 4. Workshop on performance budgeting. GFOA.
- 2005, April, discussant at ASPA Milwaukee panel on intergovernmental cooperation in economic development
- 2006, January February, consultant to GFOA on Long Term Financial Planning book
- 2009, Spring, consultant to GFOA on Short term adaptations to Urban Fiscal Stress book.

Awards and Contracts for Research

- Bureau of Health Planning, Public Health Service, summer of 1981, to explore adaptations of local health planning agencies to reductions in federal funding, and to write technical assistance papers for local agencies on how to adapt. (\$5,000).
- City of DeKalb, Illinois, Spring of 1982, to compare the productivity of DeKalb's service delivery with that of four other university cities in Illinois, and to prepare for DeKalb a series of productivity measures with which to monitor changes as they cut back their budget. (\$12,000).
- Northern Illinois Summer Research Grant, summer of 1983, to explore the responses of federal agencies to cutback, develop access to agencies and begin a grant proposal to support the project. (1 month's salary).
- Illinois Local Revenue Survey, 1984-1985, project funded by the state Department of Development and Community Affairs and the Controllers Office. (\$24,000).
- Quad Cities Unification Feasibility Project, 1987-1988, total grant \$70,000; I was working as part of a team.
- DuPage Revenue Study, for the Illinois Tax Payers Federation, \$8,000, 3 months, June - August, 1989.
- Northern Illinois Summer Research Grant, summer 1989, to explore the history of municipal service scope. (1 month's salary)
- Northern Illinois University Sabbatical, fall 1989, to research a book on municipal budgeting. (one semester salary).
- Woodrow Wilson Center Fellowship, Summer and Fall 1996: "Pruning the Herds or Eating the Seed Corn."
- Northern Illinois University Sabbatical, Fall 1996, to research what we have learned about balancing the federal budget. (One semester salary.)
- Northern Illinois University Sabbatical, Fall 2003, to research local government contracting (one semester salary).
- Report on possible county revenue resources for South Dakota Counties, supported by Anheuser Busch, 2005, March, \$4800

Research Reports Proceedings and Discussion Papers

- "An Anthropological View of the City Council," *Proceedings of the 1978 Conference on the Small City and Regional Community*, Vol.1, eds. Robert Wolensky and Edward Miller, Foundation Press, University of Wisconsin, Stevens Point.
- "How Many New Yorks?" circulated by the Center for the Comparative Study of Decision Making, University of Chicago, 1976. With Terry Clark, Lynn Pettler, and Erwin Zimmermann.

“ Politics and Retrenchment in the City” circulated by the National League of Cities, 1979.
 “ Budgetary Processes as an Intervening Variable between Urban Politics and Fiscal Stress,”
 Proceedings of the 1979 Conference on Politics of the Small City, Macomb, IL 1981.
 “ Response to Fiscal Stress in Four Localities: A Model and Plan for Research,” in Harvey
 K. Newman, ed., *Selected Papers from the 1980 Annual Meeting of the Council of University
 Institutes for Urban Affairs*, Atlanta, GA, 1980. With Charles Levine and George
 Wolohojian.
 “ Managing Retrenchment: The Endgame” circulated by the Institute for Health Planning,
 1981 and then by the International City Managers* Association, 1982 and also reprinted by
 Ronald Krannich, *Moving out of Government: A Guide to Surviving in the 1980*s*, 1982.
 “ Health Systems Agency Adaptations to Reduced Federal Funding,” four papers circulated
 by the Bureau of Health Planning, Fall 1981.
 “ Planned Personnel Reduction” and “Retaining Core Staff During Retrenchment,” Two
 papers circulated by the Institute for Health Planning, Fall 1981.
 “ The DeKalb Productivity Study” produced for the City of DeKalb, to help that city cut back
 its budget. Spring 1982.
 “ Illinois Local Revenue Study Report 1985,” produced under a grant from the State of
 Illinois, to study revenue structures of Illinois municipalities.
 “ Illinois Local Revenue Study Report 1986,” focussing on costs of contracting, economic
 development incentives, and water rates.
 “ Illinois Local Revenue Study Report 1987,” focussing on enterprise funds and revenue
 estimation accuracy.
 “ Evaluation of Warrenville’s Long Term Financial Plan, 1989.”
 “ The DuPage County Burden: A Property Tax Study,” Taxpayers Federation of Illinois, with
 Jerry Sagona & Tom Minor, 1990, 47 pgs.
 “ Evaluation of the City of Philadelphia*s Five Year Plan to Restore Access to Credit
 Markets” December, 1992. Testimony before an Arbitration Panel.
 “ Current Municipal Budgeting: The Implications for Accounting” published in the 1992
 Proceedings of the Association for Governmental Accountants meeting, St. Louis.
 “ Evaluation of the Budget Proposal of the Proposed Messenger Woods” A consulting report
 for the City of Lockport, Illinois, May, 1994.

Professional Service

Editor: *Public Administration Review*, 1996-1999

Editor: *Public Budgeting and Finance*, 1994-1996

Book Review Editor: *PAR* Book Review Editor, 1991-1994

Editorial Boards: Board of Editors, J-PART, (Journal of Public Administration Research and Theory) 1993-1996; PAR Editorial Board, 1983-1986, 1989-92; appointed “lifetime” member, 2001; Urban Affairs Quarterly Advisory Board, 1986-89; Advisory Board, Sociological Inquiry, 1987-89; Editorial Board, State and Local Government Review, 1988-1991, 2001-2003; Editorial Board, Public Productivity Review, 1987-1988, 1990-1991, 1992-1993, 1994-1995, 1996-1997; Editorial Board, American Review of Public Administration, 1990-1993; 2004-present; Editorial Board, Public Budgeting and Finance, 1998-2004; 2004-2007. Public Manager, 2006-

Offices & Committees: ASPA Publications Committee, 1983-1984; 1986-?; 2009-;
 Acquisitions Subcommittee of Publications Committee, 1989-90; Executive Committee for
 Public Administration section of American Political Science Association 1987-1989. Track
 Coordinator for ASPA convention, 1983; University representative to Illinois City
 Management Association subcommittee on research, 1984 - ____; Executive Board member,
 AAUP-NIU 1986; AAUP/NIU Vice President 1987-1992. Organized Track Finance for

regional ASPA meetings, September 1988 Toledo, Ohio. 1988 American Political Science Association Leonard D. White Award Committee. Member, Research Committee NASPAA, 1989-91. Political Science Association, Public Administration Section, 1989 Chair of Kaufman Award Committee; Chair, Committee to Select Dimock Award for ASPA, 1989-90; Member, Political Science, Urban Section Award Committee for Lifetime Contributions to Profession, 1989-90. Member Dwight Waldo Award Committee for Lifetime Contributions to the Literature of Public Administration, ASPA, 1990-91. Review Committee, Student Paper Award, ASPA section on budgeting and finance, 1991. Chair, Student Paper Award Committee, ASPA section on Public Budgeting and Finance, 1992. Member, executive committee, ASPA Section on Public Budgeting and Finance, 1992-1994. 1991-1992 APSA, member of the Schattschneider award committee to select the best dissertation in American Government. Member of an AD Hoc committee appointed by ASPA's president to make a position for ASPA on the proposed constitutional amendment requiring a balanced budget, Fall, 1992. Committee member of the Program Committee for the 1993 SBFM meetings in Crystal City, Virginia. Member of the Kaufman award committee for Public Administration section of APSA, 1993. Nominating committee for the Urban Section of APSA, 1993. Member of the committee for the Urban section of APSA, 1993 for the lifetime achievement award. Executive Committee of ABFM (ASPA's section on budgeting) 1993-1995. Presidential nominating committee, Midwest Political Science Association, 1994. Executive Committee member, Urban Section, APSA, 1994-95. Chair, ASPA/NASPAA Academic Achievement Award Committee, 1995. ASPA task force on conferences, subcommittee on program, 1995-1997. ARPA committee to select best article 2004 and 2005. Chair, Levine award committee, ASPA, 2009.

Speeches:

Invited Speech: Presented Martin L. Faust distinguished lectureship in Public Administration at University of Missouri-Columbia, April 26, 1990, Title of talk: Peak & Troughs: A Non-Incremental Approach to Budget Theory.

Invited Speech: Presented Distinguished Speaker Lecture at Cleveland State University, Levin College of Urban Affairs, May 26, 1994. Topic: State control of local budgeting over 120 years.

Invited Speech: Guest speaker at Pi Alpha Alpha induction, Cleveland State University, May 27, 1994. Title: Public Administration: Angels and Devils.

Invited Speech: University of Baltimore, Title: Eating the Seed Corn or Trimming the Herds: Efforts to Balance the Budget over 15 Years, October 29, 1996.

Invited Speech: Shippensburg State University. Title: Eating the Seed Corn or Trimming the Herds. November, 12, 1996.

Invited Speech: Keynote Speech at the Conference on Public Sector Management Reform in China, at Hong Kong Polytechnic Institute, "Reinventing Reform" June 6, 1997. Conference co-sponsored by Hong Kong Polytechnic Institute, The Chinese University of Hong Kong, and the Hong Kong Public Administration Association.

Invited Speech: Little Rock chapter of ASPA, "Blending Practitioner and Academic Needs and Participation in PAR" April 24, 1998.

Invited Speech: Guest Speaker at Pi Alpha Alpha induction, University of Arkansas, Little Rock, May 24, 1998, Title: "What Difference an MPA Makes."

Plenary Speaker, ABFM, November 6, 1998, Title: "Budget Surplus: How Did We Get Here, and What Happens Next?"

Invited Speech: University of Kentucky, November 11, 1998, Title: "Caps and Tradeoffs in the Federal Budget Process."

Invited Speech: New York University, January 12, 1999. Title: “Are Budget Tradeoffs Rational?”

Luncheon Speaker, ABFM, Kansas City October 6, 2000, Title: “Rabbit holes, Sparrows, and My Father-in-law’s Wallet: A speech on the Occasion of Receiving the Aaron Wildavsky Award for Lifetime Scholarly Achievement in Public Budgeting”

Invited Speech: University of Louisville, November 2003, Title: Local Government Contracts: Alike in all Unimportant Respects”

Luncheon Speaker, ASPA Chicago Chapter, February 3, 2005, “Contracting Out: Advice for Public Sector Practitioners.”

Invited Speech: The fragility of democracy (and Public Administration’s role in protecting it).

The Stone Lecture, March 2006, at the ASPA meetings.

Speaker, An Agenda for Budgetary Transparency Reforms, Symposium on Advancing Excellence and Public Trust in Government at the National Press Club in Washington D.C. on September 17, 2007.

Reviewer for Journals:

Social Science Quarterly; Western Political Quarterly; Political Science Quarterly; Urban Affairs Quarterly; Journal of Urban Affairs; State and Local Government Review; Public Budgeting and Finance; Economic Development Quarterly, American Political Science Review; Policy Studies Review; Journal of Politics, Journal of Public Policy Analysis and Management, the Journal of Public Policy; J-PART; PAR; American Review of Public Administration.

Reviewer for National Science Foundation.

Reviewer for Publishers:

St. Martins, Dorsey, Longman, University of California Press, Jossey Bass, University of Tennessee Press, Harper-Collins, Paragon, Chatham House Publishers, Georgetown University Press.

Service to Community:

Member of the Finance Advisory Board, City of DeKalb, IL, 1984-1990;

Chair, Finance Advisory Board, 1988 -1990;

Water Rate Study Commission, City of DeKalb, 1984;

Member, Speaker’s TIF Task Force, Spring 1989.

1995 (fall) Water and Sewer subcommittee on Dekalb County’s Infrastructure Planning Committee.

1997, Member of the Strategic Planning Committee of the Board of Trustees of the Woodrow Wilson Center.

2005-2009, political advocate for state pensions-local PAC chair, NIU Annuitants Association.