

Gerald J. Miller  
School of Public Affairs  
Arizona State University  
Mail Code 3720  
411 North Central Avenue Suite 400  
Phoenix, Arizona 85004

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Telephone: (602) 496-1102

Email: [gerald.j.miller@asu.edu](mailto:gerald.j.miller@asu.edu)

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**Areas of Specialization:**

Resource allocation and control in and among nonmarket organizations (research and teaching public budgeting and financial management; organization theory, behavior and development)

**Degrees:**

Ph.D., University of Georgia, 1979 (Political Science).

M.P.A., Auburn University at Montgomery, 1974.

B.S., Auburn University, 1969 (Economics).

**Work Experience:**

Professor, School of Public Affairs, Arizona State University, 2008-present.

Professor, School of Public Affairs and Administration, Rutgers University, 2002-2007.

Professor, University of Medicine and Dentistry of New Jersey, School of Public Health, Urban Health Administration Division, 2003-2007 (Joint appointment with Rutgers University).

Associate Professor, Department of Public Administration, Rutgers University, 1990-2002.

Assistant Professor, Department of Public Administration, Rutgers University, 1984-1990.

Senior Associate, Public Finance, Rauscher Pierce Refsnes, Inc., 1983-1984 (on one year's leave from The University of Kansas).

Assistant Professor, University of Kansas, Department of Political Science, 1979-1984.

**Teaching Experience:**

Public Budgeting and Finance, 2008-present.

Seminar in Government Budgeting and Resource Acquisition (Doctoral level seminar), 1995-2007.

Fiscal Policy, (Doctoral level seminar), 2005.

Financing Nonmarket Organizations: Governments, Authorities, Nonprofits and Nongovernmental Organizations around the World (Doctoral level seminar), 2006.

Resource Development (Fund Raising) for Nonprofits, 2000.

Nonprofit Budgeting and Finance, 1998-present.

Public Financial Management, 1994-2009.

Public Sector Economics, 1991-2007.

Public Finance, 1987-2007.

Local Government Financial Management, 1985-present.

Financial Auditing, 1989.

Government Budgeting, 1984-present.

Infrastructure Finance (Municipal Bonds), 1987-2007.

Municipal Budgeting, 1984.

Public Financial Systems, 1980-1984.

Public Budgeting Laboratory (at Rutgers University and the Universities of Georgia, South Carolina, Kansas, and Arizona State University), 1977-2000.

Strategic Planning, Management and Forecasting, 1984-2007.

Quantitative Decision Making Techniques, 1984-2007.

As well as Organization Theory, Administrative Behavior, Advanced Administrative Behavior, Introduction to Public Administration, The National Bureaucracy and Introduction to American Government.

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**Books Published:**

Government Budgeting and Financial Management in Practice: Logics to Make Sense of Ambiguity. New York: Taylor & Francis, 2011.

Handbook of Research Methods in Public Administration. New York: Taylor & Francis,

First edition, edited with Marcia Whicker, 1998

Second edition, edited with Kaifeng Yang, 2007

Handbook of Public Policy Analysis. New York: Taylor & Francis, 2007. Edited with Frank Fischer and Mara Sidney.

Handbook of Public Administration. New York: Taylor & Francis. Edited with Jack Rabin and W. Bartley Hildreth.

First edition, 1989.

Second edition, 1997.

Third edition, 2007.

Performance-Based Budgeting. Washington, DC: Westview Press and the American Society for Public Administration, 2001. Edited with Jack Rabin and W. Bartley Hildreth.

Chinese edition, published by Renmin University of China Press, 2007, Dr. Mengzhong Zhang translator.

Handbook of Debt Management. New York: Dekker, 1996. Editor.

Budgeting: Formulation and Execution. Athens, Ga.: Vinson Institute of Government, 1996. Edited with Jack Rabin and W. Bartley Hildreth.

Public Budgeting Laboratory [two volumes: Workbook and Data Supplement]. Athens, Ga.: Carl Vinson Institute of Government, University of Georgia. With Jack Rabin and W. Bartley Hildreth.

First edition, 1983.

Second edition, 1996.

Handbook of Public Personnel Administration. New York: Dekker, 1995. Edited with Jack Rabin, W. Bartley Hildreth and Tom Vocino.

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Handbook of Public Sector Labor Relations. New York: Dekker, 1994. Edited with Jack Rabin, W. Bartley Hildreth and Tom Vocino.

Government Financial Management Theory. New York: Dekker, 1991.

Chinese translation by Xinjiao Tan, Economic Science Press (Beijing), 2004  
Korean translation by Moo Sup Shin, Dae Young Moon Whoa Publishing  
Company, 2011

Handbook of Strategic Management 2d edition. New York: Dekker, Edited with Jack Rabin and W. Bartley Hildreth.

First edition, 1989  
Second edition, 2000

Handbook on Public Personnel Administration and Labor Relations. New York: Dekker, 1983. Edited with Jack Rabin, Tom Vocino, and W. Bartley Hildreth.

Budget Management. Athens, Ga.: Institute of Government, University of Georgia, 1983. Edited with Jack Rabin and W. Bartley Hildreth.

Managerial Behavior and Organization Demands, 2d ed. Itasca, IL. F.E. Peacock, 1978. Edited with Robert T. Golembiewski and Frank K. Gibson.

**Research Journal Articles, Peer Reviewed:**

"Finance Managers' Propensity to Save." Journal of Public Budgeting, Accounting & Financial Management, 24 (2), 313-349, 2012. With W. Bartley Hildreth, Samuel J. Yeager and Jack Rabin.

"Accountability and Debt Management: The Case of New York's Metropolitan Transportation Authority." American Review of Public Administration, 41 (3), 313-328, 2011. With Jonathan Justice.

"Debt Management Networks and the Proverbs of Financial Management: Principles and Interests in the New York Metropolitan Transportation Authority Debt Restructuring." Municipal Finance Journal, 31 (4), 19-40, 2011. With Jonathan Justice.

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"Implications of Successful Career Paths of Top Local Government Finance Managers." Public Budgeting and Finance, 30 (4), 82-97, 2010. With W. Bartley Hildreth, Sam Yeager and Jack Rabin.

"Using Capital Budgeting For Managing E-Government Expenditures." International Journal of Public Administration, 31 (1), 1-14, 2008. With Donijo Robbins.

"What Difference Does Having an MPA Make?" Journal of Public Affairs Education, 13 (2), 147-167, 2007. With Samuel J. Yeager, W. Bartley Hildreth and Jack Rabin.

"Incentives, Certification, and Targets in Performance Budgeting." Public Performance and Management Review 30 (4), 469-495, 2007. With Donijo Robbins and Jaeduk Keum.

"The Relative Effects of Supervisors Emphasizing Ethical Behavior versus Political Responsiveness." Public Integrity, 9 (3), 265-283, 2007. With Samuel J. Yeager, W. Bartley Hildreth, and Jack Rabin.

"Auctioning Off The Farm: Signaling, Politics, And Economic Development." Public Budgeting, Accounting and Financial Management, 18 (3), 307-350, 2006. With Donijo Robbins.

"How Financial Managers Deal With Ethical Stress." Public Administration Review, 65 (3), 301-312, 2004. With Samuel J. Yeager, W. Bartley Hildreth, and Jack Rabin.

"Debt And The Local Economy." Public Budgeting and Finance 22 (4): 99-113, 2002. With W. Bartley Hildreth.

"Budget Structures and Citizen Participation." Journal of Public Budgeting, Accounting and Financial Management 14 (2): 205-246, 2002. With Lyn Evers.

"Who Pays? Who Decides?" Public Performance and Management Review, 25 (2), 229-230, 2001. With G. L. A. Harris.

"Debt Management Networks." Public Administration Review 53 (1): 50-58, 1993.

"Knowledge of Classical Organizational Principles." Korean Public Administration Journal 1 (2): 198-226, 1992. With Felix A. Nigro, Jack Rabin and W. Bartley Hildreth.

"The National Debt and Government Use of Long-Term Financing Tools." Sri Lanka Journal of Development Administration 7 (2): 96-114, 1992. With Jack Rabin and W. Bartley Hildreth.

"Strategic Finance, Public Authorities and Network Politics" Policy Studies Journal 18 (4): 961-973, 1990.

"Efficiency as a Competing Concept in Public Financial Management" Public Productivity and Management Review 13 (4): 333-351, 1990.

"Unique Public Sector Strategies" Public Productivity Review (Winter, 1989), 133-144.

"Will Governments Hedge Interest Rate Risks?" Public Administration Quarterly, 11 (3), 297-313, 1988.

"The Timid Manager: A Slow-Moving Target for Civil Suits." Public Administration Quarterly, 10 (4), 410-419, 1987.

"Strategy, Values, and Productivity," Public Productivity Review 11 (1), 81-96, 1987. With Jack Rabin and W. Bartley Hildreth.

"Coping with Uncertainty," International Journal of Public Administration 7:4 (December, 1985), 451-493.

"Administrative Malpractice Suits: Tort Liability of Public Officials." Public Personnel Management, 10:1 (March, 1981), 119-125, 1981. With Jack Rabin and W. Bartley Hildreth.

"The Liability of Public Executives: Implications for Practice in Personnel Administration." Review of Public Personnel Administration, 1:1 (Winter, 1980), 45-56, 1980. With W. Bartley Hildreth and Jack Rabin.

Reprinted in New Directions in Public Administration, Barry Bozeman and Jeffrey Straussman, eds., Monterey, California: Brooks/Cole, 152-158, 1984.

"Overseas Application of Behavioral Science Technology." Southern Review of Public Administration, 4 (2), 229-252, 1980.

"Designing an Arbitration System for a Mass Transportation Construction Project." Arbitration Journal, 34 (3), 1979, 14-24. With Robert T. Golembiewski and Jeffrey B. Trattner.

### Articles and Chapters:

Achieving productivity through budgeting. In Mel Dubnick, ed., *Encyclopedia of Public Administration and Public Policy*, 3d ed. (in press). With Donijo Robbins.

Robert T. Golembiewski. In Mel Dubnick, ed., *Encyclopedia of Public Administration and Public Policy*, 3d ed. (in press). With R. Wayne Boss., Rex L. Facer. Mark McConkie and Sam J. Yeager.

Budgetary decisionmaking logics in theory and practice. In Mel Dubnick, ed., *Encyclopedia of Public Administration and Public Policy*, 3d ed. (in review). With Jonathan B. Justice and Iryna Illiash.

"State government catastrophe risk financing and the capital markets." *National Tax Association Proceedings*, 2011, 56-61. With W. Bartley Hildreth and Emefa Sewordor.

"Weathering the Local Government Fiscal Crisis: Short Term Measures or Permanent Change?" In Jane Cotnair, ed., Municipal Yearbook 2010. Washington, DC: International City/County Management Association, 2010, 33-36.

"Navigating the Fiscal Crisis: Tested Strategies for Local Leaders: An Introduction for Elected Officials. Arizona City and Town, Summer 2009, 12-15. With James H. Svava

"Navigating the Fiscal Crisis: Tested Strategies for Local Leaders: A White Paper Prepared for ICMA by the Alliance for Innovation" November-January 2008-2009. With James H. Svava

"Local Debt Management." In Anwar Shah, ed., Local Public Financial Management. Washington, DC: The International Bank for Reconstruction and Development/The World Bank, 2007, 109-155. With W. Bartley Hildreth.

"What can the 'Price of Government' predict?" Proceedings of the 98<sup>th</sup> Annual Conference off the National Tax Association, 2006, 507-513. With Weiwei Lin and Hua Xu.

"Progressive Government Budgeting." In Frederic Bogui, ed., Handbook of Governmental Accounting, 71-127. New York: Taylor & Francis, 2009. With Donijo Robbins.

"Decision Making, Institutions, Elite Control and Responsiveness in Public Administration History." In Jack Rabin, W. Bartley Hildreth and Gerald J. Miller, eds., Handbook of Public Administration, 3d ed. New York: Taylor & Francis, 2007, 251-313. With Jonathan B. Justice.

"Cost Benefit Analysis." In Frank Fischer, Gerald J. Miller, and Mara S. Sidney, eds., Handbook Of Public Policy Analysis: Theory, Politics, And Methods. New York: Taylor & Francis, 2007, 465-480. With Donijo Robbins.

"What can the 'Price of Government' predict?" State Tax Notes 39 (January 9, 2006), 37-49. With Weiwei Lin and Hua Xu.

"E-government Expenditures." In Donijo Robbins, ed., Handbook of Public Economics. Boca Raton, FL: Taylor & Francis, 2005, 407-421. With Donijo Robbins.

"Government Fiscal Policy Impacts." In Donijo Robbins, ed., Handbook of Public Sector Economics. New York: Dekker, 2005, 425-521.

"Practice as Interpretation in Public Financial Management." In Aman Kahn and W. Bartley Hildreth, eds., Financial Management Theory in the Public Sector. Westport, Connecticut: Praeger, 2004, 89-114. With Jonathan B. Justice and Iryna Illiash.

"Performance, Productivity and Budgeting" in The Public Productivity and Performance Handbook, 2004, 377-403. Marc Holzer and Seok-Hwan Lee, editors. New York: Dekker. With Donijo Robbins.

"Benefit-Cost Analysis" in The Public Productivity and Performance Handbook, 2004, 405-430. Marc Holzer and Seok-Hwan Lee, editors. New York: Dekker. With Donijo Robbins.

"Achieving Productivity through Budgeting" in Encyclopedia of Public Administration and Public Policy. With Donijo Robbins.

1<sup>st</sup> ed., Jack Rabin, general editor, Marc Holzer and Hwang-sun Kang, area editors, New York: Dekker, 2003, 21-25.

2d ed., Evan Burman, general editor, New York: Taylor and Francis.

3d ed., Mel Dubnick, general editor, New York: Taylor and Francis, in press.

"Fiscal Health in New Jersey's Largest Cities." Publication Series, Dennis Gale, ed. Newark, NJ: Joseph C. Cornwall Center for Metropolitan Studies, 2001.

"Urban Fiscal Health: How Do New Jersey Cities Compare to Other American Cities?" Publication Series, Dennis Gale, ed. Newark, NJ: Joseph C. Cornwall Center for Metropolitan Studies, 2001.



"Performance Base Budgeting in the context of the history of budget reform." In Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin, eds., Performance-Based Budgeting. Boulder, Colorado: Westview Press, 2001, 1-13. With W. Bartley Hildreth and Jack Rabin.

"Nonconventional Budgets: Interpreting Budgets and Budgeting Interpretations." In Aman Khan and W. Bartley Hildreth, eds., Budget Theory in the Public Sector. New York, NY: Greenwood Publishers Group, 2002, 77-103.

"Tax Expenditures." In W. Bartley Hildreth, ed., Handbook of Taxation. New York: Marcel Dekker, 1998, 801-810. With Frederic Bogui.

"Capital Asset Financing." In Robert T. Golembiewski and Jack Rabin, eds., Public Budgeting and Finance, 4th ed. New York Marcel Dekker, 1997, 633-652.

"Risk Assessment in Government Capital Budgeting." In Handbook of Debt Management. New York: Marcel Dekker, 1996, 161-182.

Reprinted in Handbook of Fiscal Policy, edited by Jack Rabin and Glenn L. Stevens, New York: Dekker, 2001.

"Capital Investment Strategy." In Handbook of Debt Management. New York: Marcel Dekker, 1996, 183-206.

"Stability and Turnover in Self-Serving Debt Networks." In Handbook of Debt Management. New York: Marcel Dekker, 1996, 379-394.

"Staffing Ratios and Productivity Review of the New Jersey Superior Court: Final Report." In Marc Holzer, ed., Publication Series. Newark, NJ: National Center for Public Productivity, 1996. With Paul Epstein, William Gay, Andrea Lange, Dominic Sale, and Richard Semiatin.

"Can the Riverside Community Afford a Massive Debt-financed Capital Improvements Program?" In Aman Khan and W. Bartley Hildreth, eds., Case Studies in Public Budgeting and Financial Management. New York: Kendall-Hunt, 1995, 183-200. With W. Bartley Hildreth.

Reprinted in Aman Khan and W. Bartley Hildreth, eds., Case Studies in Public Budgeting and Financial Management, 2d ed. Revised and expanded. New York: Marcel Dekker, 2003, 273-283.

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"Public Authorities and Contemporary Debt Finance." In Jerry Mitchell, ed., Public Authorities and Public Policy: The Business of Government. Greenwood, Conn.: Greenwood Press, 1992, 71-82. With Jerry Mitchell.

"Productivity and the Budgeting Process." In Marc Holzer, ed., Public Productivity Handbook. New York: Marcel Dekker, 1992: 227-251.

"Cost Benefit Analysis." In Marc Holzer, ed., Public Productivity Handbook. New York: Marcel Dekker, 1992: 253-279.

"Preface." In Jack Rabin, Bibliography on Public Budgeting, Decision making and Financial Management. Garland Publishing Co., 1992: vi-vii.

"Capital Investment and Budgeting." In Jack Rabin, ed. Handbook of Budgeting. New York: Dekker, 1992: 419-502.

"An Experimental Test of the Social Construction of Government Revenue Forecasts." In Barry Bozeman, ed., Proceedings, National Public Management Research Conference, Syracuse, New York, 1991, 100-111.

"The Concept of Strategic Management in Public Organizations: An Introduction." In Jack Rabin, Gerald J. Miller, and W. Bartley Hildreth, eds., Handbook of Strategic Management. New York: Dekker, 1989: ix-xxi.

"V. O. Key and the Ambiguities of Choice." New Directions in Public Administration Research 2 (1), 97-101.

"State and Local Officials and Their Personal Liability." In Jack Rabin and Don Dodd, eds., State and Local Government Administration. New York: Dekker, 1985.

"Motivating the Individual in the Public Organization." In Michael Cohen and Robert T. Golembiewski, eds., Public Personnel Update. New York: Dekker, 1984.

"Budgeting," "Decision Making," and "Organization Development and Change." In Jack Rabin, S. Humes and B. Morgan, eds., Managing Administration. New York: Dekker, 1984.

"Compensation and Rewards Systems: Public Sector Pay and Employee Benefits." In Jack Rabin, Tom Vocino, W. Bartley Hildreth and Gerald J. Miller, eds. Handbook of Public Personnel Administration and Labor Relations. New York: Dekker, 1983. With W. Bartley Hildreth.

"Risk Management and Pension Systems." In Jack Rabin and Thomas D. Lynch, eds. Handbook on Budgeting and Financial Management. New York: Dekker, 1983. With W. Bartley Hildreth.

"Organization Environments." In Robert T. Golembiewski and Frank K. Gibson, eds., Readings in Public Administration, 4th ed. New York: Houghton Mifflin, 1983, 90-99.

"Advantages of a Risk Management Program" and "Pension Policy and Management" in Jack Rabin, W. Bartley Hildreth and Gerald J. Miller, eds., Budget Management. Athens, Ga.: Carl Vinson Institute of Government, 1983, 175-182, 182-189, respectively.

"Small Groups in Political Science: Perspectives on Significance and Stuckness." In Samuel Long, ed., Handbook on Political Behavior, v. 2, 1-71. New York: Plenum, 1981. With Robert T. Golembiewski.

"Public Bureaucracy." In Jack Rabin and Tom Vocino, eds., Contemporary Public Administration. New York: Harcourt, Brace, Jovanovich, 1981, 41-63. With Jack Rabin, W. Bartley Hildreth, and Thomas D. Lynch.

"The Liability of Federal Officials: Administrative Malpractice Policy Before and After Butz v. Economu." The Bureaucrat, 9:4 (Winter, 1980-81), 25-32.

"The MARTA Relocation Appeals Panel." UMTA Case Study Project on MARTA Management. April, 1978.

Abstract published and case distributed by Intercollegiate Case Clearing House, Harvard University, Cases in Public Policy and Management, (Spring, 1979).

"Developing an Arbitration Process for Resolving Contract Disputes: Preparing for the Worst While Hoping for the Best." In Robert T. Golembiewski, ed., Mass Transit Management: Case Studies of the Metropolitan Atlanta Rapid Transit Authority: Final Report, March 1981. Urban Mass Transportation Administration Case Study Project on Metropolitan Atlanta Rapid Transit Authority Management. With Jeffrey B. Trattner.

Published and distributed by the Intercollegiate Case Clearing House, Harvard University, Cases in Public Policy and Management (Spring, 1979).

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Published with modifications as "Designing an Arbitration System for a Mass Transportation Construction Project." Dispute Resolution Journal (formerly Arbitration Journal), 34:3 (September, 1979), 14-24. With Robert T. Golembiewski and Jeffrey B. Trattner.

Reprinted in Yearbook of Construction Articles, Anthology Edition, Vol. 1, Justin Sweet, ed., Washington, DC: Federal Publications, 1983.

"MARTA Acquires the Atlanta Transportation System: Who Assimilated Whom and to What Degree." UMTA Case Study Project on MARTA Management. June, 1978. With Robert T. Golembiewski.

Abstract published and case distributed by the Intercollegiate Case Clearing House, Harvard University, Cases in Public Policy and Management, (Spring, 1979).

"Suing Federal Executives for Damages." The Bureaucrat, 8:1 (Spring, 1979), 54-56. With Jack Rabin and W. Bartley Hildreth.

Reprinted in Federal Administrative Agencies, Howard Ball, ed., Englewood Cliffs, NJ, Prentice-Hall, 1984.

"The Civil Rights Improvements Act of 1977." Personal Liability Digest, 1:2-4 (May, August, November, 1978).

"Sensitivity Training." In R. Herink, ed. The Psychotherapy Handbook. New York: New American Library, 1980. With Robert T. Golembiewski.

"Licensing." Personal Liability Digest, 1:1 (February, 1978).

"Simulation-Gaming: An overview." In Jack Rabin, ed. Drug Education. Washington, DC: Special Action Office for Drug Abuse Prevention, Executive Office of the President, 1973.

### **Book Reviews:**

Greg G. Chen, Dall W. Forsythe, Lynne A. Weikart, and Daniel W. Williams, *Budget Tools: Financial Methods in the Public Sector* (Washington, DC: CQ Press, 2009), Public Administration Review, 69 (6), 1184-1186, 2009.

"What Is Financial Management? Are We Inventing a New Field Here? (Review essay of financial management textbooks). Public Administration Review, 54 (2), 209-213, 1994.

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Laverne Burchfield Award, American Society for Public Administration, 1994.

Timothy J. Conlan, Margaret T. Wrightson, and David R. Beam, *Taxing Choices: The Politics of Tax Reform*. Public Budgeting and Finance, 12 (2), 115-116, 1992.

Herbert Kaufman, *Are Government Organizations Immortal?* Southern Review of Public Administration, 1 (1), 1977.

### **Simulations and Games:**

"The Parks and Recreation District Authority" (2000), a simulation that carries the student through line-item, program, performance, activity base, zero base, and target base budget reforms.

"The Samoan Church Council" (1999), a simulation that places students in the roles of representatives of one of several groups and also one of several congregations organized as the Samoan Church Council of Southern California, a nonprofit organization, whose task is to determine how to use what is predicted to be \$30,000 in additional revenue over the previous year's budget.

"Tax Reform" (1994), a simulation of the dynamics of legislative conference committee decision making regarding the reform of the income tax rate structure, the application of normative tax system attributes, and the distribution of benefits and burdens through taxation (5 people).

"Tax Rate" (1994), a simulation of the process of fiscal and economic forecasting with special emphasis on the property tax.

"Bids at Auction" (1991), a simulation of the dynamics underlying tax abatements and economic and business development competition among cities and states.

Bids at Auction with variations used as the laboratory experiment in "Auctioning off the farm: Signaling, politics, and economic development." Public Budgeting, Accounting and Financial Management, 18 (3), 307-350, 2006. With Donijo Robbins.

"Bargain" (1988), a simulation of the collective bargaining process with special attention to management science and cost accounting applications.

"Ratings" (1986), a simulation of the financial analysis of local governments, especially the financial reports and fundamental economic trends that credit rating agencies pursue in assessing debt repayment capacity; this simulation is used in conjunction with a course simulating the infrastructure financing process which local governments throughout the United States employ.

"Troika" (1986), a simulation of econometrics and economic forecasting methods and practices in public administration at the national level.

"Investigation" (1986), a simulation of intra-bureau politics, illustrating the organization behavior concepts of influence, motivation and due process.

"Logrolling" (2d edition, 1983), a simulation of a legislative conference committee which must reconcile two different appropriations bills passed by each house in a bicameral state legislature. Seven roles, undergraduate and graduate classes. With Jack Rabin.

"Director's Dilemma" (1983), a simulation of conflict among the members of the city finance director's office which confronts the issue of reconciling department budget requests to compile an executive budget in a city manager- council city. Seven roles, graduate classes.

"Mayor's Dilemma" (1981), a simulation of intragroup conflict on an ad hoc local government committee convened to deal with the threat of a municipal liability suit. Seven roles, undergraduate and graduate class use. With Jack Rabin and W. Bartley Hildreth.

"Director's Review" (2d edition, 1981), a simulation of budgeting and decision making conflict on the staff of the director of the U.S. Office of Management and Budget. Undergraduate and graduate class use. With Jack Rabin.

"Governor's Dilemma" (1978), a simulation illustrating small group decision making under risk and the personal liability of public officials. Seven roles, graduate classes.

Reprinted in Personal Liability in Government. Montgomery, AL: American Society for Public Administration, 1978. With Jack Rabin and W. Bartley Hildreth.

"Maximizing or Satisficing in Prattville" (1973), a simulation of conflict among citizens and elected officials over land use and zoning. Seven roles, graduate classes. With Jack Rabin.

### **Symposia Edited:**

"Public Budgeting." Encyclopedia of Public Administration and Public Policy. New York: Marcel Dekker, 2003. With Donijo Robbins.

"Citizen Participation and Budgeting." Journal of Public Budgeting, Accounting and Financial Management, 14(2), 225-319 and 14(3), 421-485, 2002. With Kathe Callahan.

"Annual Review of Public Budgeting and Finance - 1987" International Journal of Public Administration, 11 (5), entire issue, 1988. With Jack Rabin and W. Bartley Hildreth.

"Annual Review of Public Budgeting and Finance - 1986" International Journal of Public Administration, 7 (4), entire issue, 1985. With Jack Rabin and W. Bartley Hildreth.

"Public Administration and the Litigious Citizen" Public Administration Quarterly 10 (4), entire issue, 1987.

"The Personal Liability of Federal Employees" The Bureaucrat, 9 (3), entire issue, 1980. With Jack Rabin and W. Bartley Hildreth.

### **Plenary Conference Sessions Convened and Led:**

"State of Tax Law and Policy, Setting the Stage for Informed, Objective Deliberation on Property Taxes," June 3, 2005, Rutgers University-Newark, Institute on Education Law and Policy Conference. Participants were Howard Chernick (Professor, Economics, Hunter College, CUNY Graduate School); Michael Guariglia (Attorney, McCarter and English, Newark); Ernest C. Reiock, Jr. (Emeritus Professor of school finance, Rutgers University); and Henry A. Coleman, (Professor, state and local public finance, Rutgers University).

"State Revenue Estimation Models, Practices, and Legitimacy Threats of Large Errors." Association for Budgeting and Financial Management National Conference, Washington, DC, September 19, 2003. Participants were Dr. James Richardson, Public Administration Institute, Louisiana State University and Member, Revenue Estimating Conference, Louisiana (1987 to present); Dr. John Wong, Hugo Wall School of Urban and Public Affairs, Wichita State University, Consensus Revenue Estimating Group, State of Kansas, Department of Administration, Division of the Budget (1996-present); Dr. Ranjana Madhusudhan, New Jersey Department of Treasury, Revenue and Economic Analysis; Ms. Judy-Lynne Peters, Doctoral Candidate, Department of Public Administration, Rutgers University, Campus at Newark (on New York State); Dr. John Mikesell, School of Public and Environmental Affairs, Indiana University, Revenue Forecast Technical

Committee of the Indiana State Budget Committee (last twenty years); Harley Duncan, Executive Director, Federation of Tax Administrators, Washington, DC; and Dr. Marilyn Marks Rubin, Department of Public Administration, John Jay College of Criminal Justice, City University of New York, Member of the Economic Advisory Board of the New York State Assembly Ways and Means Committee.

**Papers Delivered at Meetings:**

"Utilizing non-governmental organizations to create transparency with public agencies. Presented to the American Society for Public Administration Conference, Chicago, Illinois, March 9, 2015. With Jake Smithwick and Kenneth Sullivan.

"Who benefits (and who pays): Competing designs in doing federal expenditure analysis. Presented to the Association of Budgeting and Financial Management 2014 Conference, Grand Rapids, Michigan, October 3. With W. Bartley Hildreth.

"Is a fair and adequate tax system possible?" Presented to the Western Social Science Association 2014 Conference, Albuquerque, April 3. With Seeun Ryu.

"Can states collect enough revenue when they tax people fairly?" Presented to the American Society for Public Administration 2014 Conference, Washington, DC, March 15. With Seeun Ryu.

"Estimating Net Resources in Capital Improvement Planning." Presented to the Association of Budgeting and Financial Management 2013 Conference, Washington, DC, October 5. With Seeun Ryu,

"Behind the Headlines of Debt 'Disasters'." Presented to the American Society for Public Administration 2013 Conference, New Orleans, March 15. With Jonathan B. Justice.

"Stupid debt tricks." Presented to the Association for Budgeting and Financial Management 2012 Conference, New York, October 11, 2012. With Jonathan B. Justice.

"State government catastrophe risk financing and the capital markets." Presented to the National Tax Association, 2011 Conference, New Orleans, November 17, 2011. With W. Bartley Hildreth.

"How city and county managers responded to the 2009 fiscal crisis." Presented to the Western Social Science Association, Reno, Nevada, April 14, 2010.



"Debt management networks and the proverbs of financial management: Principles and interests in the New York Metropolitan Transportation Authority debt restructuring." Presented to the Western Social Science Association, Albuquerque, New Mexico, April 16, 2009. With Jonathan Justice.

"Debt networks and accountability: The case of the New York Metropolitan Transportation Authority's capital program and debt restructuring." Presented to the American Society for Public Administration, Dallas, Texas, March 9, 2008. With Jonathan Justice.

"Performance Budgeting, Fiscal Policy and Tax Revolts from the U. S. and Canadian Subnational Government Perspectives." Presented to the Canadian Political Science Association. June 4, 2008, Vancouver, British Columbia by panel chair Genevieve Tellier.

"Performance Budgeting in Cutting Edge Management Reform States and Cities." Presented to the Association for Budgeting and Financial Management conference, Atlanta, Georgia, October 20, 2006. With D. J. Robbins and Jaeduk Keum.

"What Problem did Executive Budgeting Solve?" Presented to the American Political Science Association, Philadelphia, Pennsylvania, September 2, 2006. With D. J. Robbins.

"Incentives, Certification and Targets in Performance Budgeting." Presented at the Second Transatlantic Dialogue: A Performing Public Sector, Leuven, Belgium, June 2, 2006. With D. J. Robbins and Jaeduk Keum.

"What Can the 'Price of Government' Predict?" Presented to the National Tax Association, Miami, Florida, November 19, 2005. With Weiwei Lin and Hua Xu.

"Debt Networks and Accountability: The Case of the New York Metropolitan Transportation Authority's Capital Program and Debt Restructuring." Presented to the Association for Budgeting and Financial Management, Washington, DC, November 10, 2005. With Jonathan B. Justice.

"What Difference Does Having an MPA Make?" Presented to the American Society for Public Administration, Milwaukee, April 5, 2005. With Samuel J. Yeager, W. Bartley Hildreth, and Jack Rabin.

"American State Debt Accumulation and Affordability." Presented to the National Tax Association, Minneapolis, November 12, 2004. With W. Bartley Hildreth.

"Lusting after Other People's Money While Saving One's Own." Presented to the Association for Budgeting and Financial Management, Chicago, October 8, 2004. With W. Bartley Hildreth, Samuel J. Yeager and Jack Rabin.

"Financing E-Government Technology Expenditures to Maintain Equity and Efficiency. Presented to the Association for Budgeting and Financial Management, Chicago, October 9, 2004. With Donijo Robbins.

"City Financial Condition: Testing Newark with the Berne and Citizen's Budget Commission Models." Presented to the Faculty Luncheon Seminar sponsored by the Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University, Newark, New Jersey, April 5, 2004.

"How Ethical Supervisors Make a Difference: Does Gender Matter?" Presented to the American Society for Public Administration, Portland, Oregon, March 26, 2004. With Sam Yeager, W. Bartley Hildreth and Jack Rabin.

"Trends in Local Government Budget and Finance: Municipal Financial Condition." Presented to the Association of Government Accountants, West Windsor, New Jersey, October 31, 2003.

"Practice as Interpretation in Public Financial Management: Rational Actors All." Presented to the Southeastern Conference on Public Administration (SECOPA), October 14, 2003.

"State Debt Affordability Studies: The Results They Produce." Presented to the Association for Budgeting and Financial Management National Conference, Washington, DC, September 18, 2003. With W. Bartley Hildreth.

"Finance Managers' Propensity to Save." Presented to the Association for Budgeting and Financial Management National Conference, Washington, DC, September 19, 2003. With W. Bartley Hildreth, Sam Yeager and Jack Rabin.

"Auctioning Off the Farm: Signaling, Politics, and Economic Development." Presented to the Midwest Political Science Association National Conference, Chicago, Illinois, April 3, 2003. With Donijo Robbins.

"Revitalization, Art and Sport Performance Spaces, and their Financing in Newark (New Jersey)." Presented to the Urban Affairs Association, Cleveland, Ohio, March 27, 2003. With Jonathan B. Justice.

"Men and Women near the Top of the Organization: Revisiting Corson and Paul: Ethical Behavior." Presented to the American Society for Public Administration, Washington, DC, March 17, 2003. With Samuel J. Yeager, W. Bartley Hildreth, and Jack Rabin.

"An Interpretive Approach to Public Financial Management." Presented at the Association for Public Budgeting and Financial Management, Kansas City, Missouri, October 10, 2002.

"Local Government Finance Officials Deeply Involved in Budgeting: Initial Career Characterizations." Presented at the Association for Public Budgeting and Financial Management, Kansas City, Missouri, October 11, 2002. With W. Bartley Hildreth, Sam Yeager, and Jack Rabin.

"City Fiscal Policies on the Web." Presented at the Association for Public Budgeting and Financial Management, Kansas City, Missouri, October 12, 2002.

"How financial managers deal with ethical stress." Presented at the American Society for Public Administration, Phoenix, Arizona, March 24, 2002. With Sam Yeager, W. Bartley Hildreth, and Jack Rabin.

"Managing principals and interests at New York's Metropolitan Transportation Authority." Presented at the Association for Budgeting and Financial Management, Washington, DC, January 18, 2002. With Jonathan B. Justice.

"Who's in charge here? Debt management, principals and interests at the New York Metropolitan Transportation Authority." Presented at the New York Political Science Association, New Paltz, New York, May 5, 2001. With Jonathan B. Justice.

"Interpreting budgets and budgeting interpretations: The case of the earned income tax credit, the working poor, and tradeoffs between conventional expenditure and tax expenditure." Presented at the American Society for Public Administration, Newark, New Jersey, March 13, 2001.

"The influence of United States governmental budgets: Calculating the reach of U. S. governments' conventional and nonconventional expenditures." Presented to the delegation from the Peoples Republic of China at the American Society for Public Administration, Newark, New Jersey, March 12, 2001.

"Risk management and the capital markets." Presented at the Association for Budgeting and Financial Management conference, Kansas City, Missouri, October 6, 2000. With W. Bartley Hildreth.

"Public economic development competition and the winner's curse." Presented at the Association for Budgeting and Financial Management conference, Kansas City, Missouri, October 5, 2000. With Donijo Robbins.

"Budgeteers' Attitudes and Roles in Citizen Participation." Presented at the American Society for Public Administration conference, San Diego, April, 2000. With Lyn Evers

"Financial control in nonprofit organizations." Presented at the Governor's Faith-based Initiative Conference, Kean University, Union, New Jersey, March, 2000.

"Municipal Bonds and Capital Budgeting as a Laboratory in Preparation for the Web and Distance Learning." Presented at the 23d Annual Conference on Teaching Public Administration, January, 2000, Fort Lauderdale, Florida.

"Credit ratings, political strategies, and popular support for government debt." Presented to the 20th Seminar of the Public Administration Graduate Association, Rutgers-Newark, December, 1999.

"Financing infrastructure projects with traditional and creative approaches." Presented to the New Jersey Institute of Technology Seminar on Infrastructure Planning, Newark, November, 1999.

"Debt and the Local Economy: Problems in Benchmarking Local Government Debt Affordability." Presented to the Association for Budgeting and Financial Management, Washington, DC, October, 1999. With W. Bartley Hildreth.

"The Public Budgeting Laboratory as a Machine-based Interactive Exercise." Presented to the American Society for Public Administration, Orlando, Florida, March, 1999.

"Accreditation of Budget and Finance Offices." Presented to the Association for Budgeting and Financial Management, Washington, DC, November, 1998.

"Court Consolidation, Performance Budgeting, and Competition among the Courts." Presented to the Association for Public Policy and Management, Chicago, October, 1994.

"English and American Local Government Finance Officials: Comparisons of Socio-economic characteristics, Training, and Careers." Presented to the Association for Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October, 1994.

"The European Commission Directorate-General XIX: The Characteristics of Staff Members of the Budget Division of an International Organization." Presented to the Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 1993.

"English Local Finance Reform: Constructing Reality and the Contradictions of Public Policy." Presented to the Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October 1992.

"Financial Management Research and Its Effort to Interpret Reality." Presented to the Southeastern Conference on Public Administration, Montgomery, Alabama, October 1992.

"Performance Budgeting." Invited presentation to the Government Finance Officers Association, Orlando, Florida, May, 1992.

"Financial Management Theories Implied by Bond Rating Criteria." Presented to the Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, 1991.

"Investment Strategy as Capital Budgeting Theory." Presented to the Section on Budgeting and Financial Management, American Society for Public Administration, Washington, DC, October, 1991.

"An Experimental Test of the Social Construction of Government Revenue Forecasts." Presented to the National Public Management Research Conference, Syracuse, New York, 1991.

"Modern Organization Theory Insights into Management Assistance to Third World Countries." Presented to the American Society for Public Administration, Washington, DC, 1991.

"The Social Construction of Government Revenue Forecasts." Presented to the Section on Public Budgeting and Finance, American Society for Public Administration, Washington, DC, 1990.

"An Alternative Theory of Public Financial Management." Presented to the South East Conference on Public Administration, Clearwater, Florida, 1990.

"The Municipal Debt Financing as a Network Political Economy: Network Stability and Market Efficiency." Presented to the American Political Science Association, Washington, DC, 1988. With W. Bartley Hildreth.

"Thucydides, Herodotus, Chandler and the Making of Modern Public Organization Theories of Strategy." Presented to the Annual meeting of the Academy of Management, New Orleans, 1987.

"Chester A. Barnard: The Significance of a Practitioner- Theorist on Social Science Theory Building and Empirical Research with Special Attention to Codes of Morals." Presented to the annual meeting of the American Society for Public Administration, Boston, 1987.

"The Capital Asset Financing Laboratory: Human-Computer Interface for Research and Learning for Public Financial Management." Presented to the annual meeting of the Eastern Regional American Society for Public Administration, Philadelphia, 1986.

"The Individual's Responsibility to Self: Chester Barnard's Significance Today." Presented to the annual meeting of the Southeastern Conference on Public Administration (SECOPA), Pensacola, 1986. With Jack Rabin.

"The National Debt and Government Use of Long-term Financing Tools: Preliminary Results from the Longitudinal Study in Public Budgeting and Financial Management." Presented to the annual meeting of the American Society for Public Administration, Los Angeles, 1986.

"Professionalism and Organization Theory: The Body of Knowledge Component in the Study of the Profession of Public Administration." Presented to the annual meeting of the American Society for Public Administration, Detroit, 1981.

"The Timid Manager: A Slow-Moving Target for Civil Suits." Presented to the 22nd Annual Personnel Manager's Conference, Lawrence, Kansas, 1981.

"Legislating Administrative Responsibility: Models at Organizational and Individual Levels." Presented to the annual meeting of the American Society for Public Administration, San Francisco, April, 1980.

"The Personal Liability of Public Officials: The Threat and Its Various, but Partial, Solutions." Presented to the annual meeting of the Public Risk and Insurance Management Association, Memphis, Tennessee, June, 1980.

"Municipal Liability and its Portent for the Management of Risk." Presented to the annual meeting of the American Risk and Insurance Association, Chicago, August, 1980.

"Public Officials' Liability Exposure: An Overview of Risk Management Strategies." Presented to the annual meeting of the American Risk and Insurance Association, Chicago, 1980. With W. Bartley Hildreth.

"Personal Liability of the Public Administrator." Presented to the annual meeting of the Milwaukee Area Society for Public Administration, Milwaukee, Wisconsin, 1980. With W. Bartley Hildreth.

"Developing Recognition of Administrative Responsibility and Ethics among Graduate Public Administration Students: Theory and Method." Presented to the annual meeting of the Southern Political Science Association, Atlanta, November, 1980.

"The Budget Simulation Laboratory." Presented to the annual meeting of the American Society for Public Administration, April 9-12, 1978, Phoenix, Arizona. With W. Bartley Hildreth.

"Using Simulation in Classroom Teaching: The Equal Rights Amendment and the Legislative Process." Presented to the annual meeting of the Southern Political Science Association, November 2-6, 1977, New Orleans, Louisiana. With W. Bartley Hildreth.

"The Civil Liability of Public Officials under the Civil Rights Act of 1871: Dimensions Relevant for Public Administration." Presented to the South-eastern Region Convention, American Society for Public Administration, October 12-14, 1977, Knoxville, Tennessee. With W. Bartley Hildreth.

"Balancing Teaching Goals through a Mixture of Methods: A Survey of Teaching Assistants." Presented to the annual meeting of the Southern Political Science Association, November 4, 1976, Atlanta, Georgia. With W. B. Hildreth.

**Dissertations Directed:**

Seeun Ryu, Revenue Strategies of US States under Conditions of Economic and Political Stress: Revenue Diversification 1980 to 2011, July 2013.

Chimezie N. Ozurumba, Gambling Taxes and State Budgets: Does Taxing Corporate Casinos Improve the Quality of Fiscal Systems, December 2006.

Shelley R. Rice, The Economic Motivations of Prison Privatization: Assessing Convict Labor's Influence on the Drive to Privatize Prisons, May 2006.

Anthony M. Trotta, Budget Arguments and Military Spending in the Immediate Post-World War Two Era, May 2006.

Terry-Marie Konn, Interorganizational Regulation: Theory and Evidence Characterizing Public Agency Influence on Quality Assessment -- The Medical Imaging Experience, May 2005.

Helisse Levine-Schayowitz, Borrowing Cost Implications of Debt Management Policies on State Government Municipal Bond Issuers, December 2004.

Judy-Lynn Peters, State Government Revenue Forecasting, May 2004.

Neil De Haan, Jr., Justice, Health Care, and Budgeting. May 2004.

Frederic Bogui, Comparing Public and Private Organizations: Cash Investment Practices. May 2001.

Patricia Moore, The Equity Value in Public Administration: An Investigation of School Resource Equity in New Jersey during the 1990s. February 2001.

Donijo Robbins, The Public Investment Pattern: Specific Actions Pursued by Local Government Officials in the State of New Jersey to Stimulate Private Economic Development and Growth. October 1998.

### **Dissertation Committee Membership**

Ljubinka Andonoska, 2013, Accomplishments and Challenges of the Round Three Federal Empowerment Zone Program: The Case of Tucson.

Evgenia Gorina, 2013, Fiscal Sustainability of Local Governments: Effects of Government Structure, Revenue Diversity, and Local Economic Base.

Jeongwoo Kim, 2010, Prudent Management of Local Government Investment Pools.



Weerasak Krueathep, 2010, Bad Luck or Bad Budgeting: A Comparative Analysis of Municipal Fiscal Conditions in Thailand.

Emily M. Michaud, 2009. A Case Study of Consecutive Reorganizations Of the Science Laboratories at the NASA-Goddard Space Flight Center.

Sock Hwan Lee, 2009, Tax Competition among Governments and the Effects on Government Performance: Empirical Evidence from Local Governments in New Jersey.

Alicia M. Schatterman, 2008. Information Versus Communication: Municipal Performance Reporting in Ontario Medium-Sized Cities.

Mona Choudhary, 2007, Citizen Discourses and the Logic of Policy Deliberation: A Postpositivist Evaluation of the Narmada Dam Conflict in India.

Lyubov Palyvoda, 2006, Roles of Ukrainian Charity Foundations in Delivering Public Services.

Jaeduk Keum, 2006, The Effectiveness of Deliberative Performance Measurement System

Young Cheoul Kang, 2005, Understanding the Applicability of Strategic Management in the Public Sector: Does the Goal-Setting Process Enhance Productivity Improvement in U.S. State Governments?

Lung-Teng Hu, 2004, Toward a Human-Centered Knowledge Transfer in the Public Sector: Discrepancies and Commonalities between Different Generations of Employees Perceptions

Seok-Hwi Song, 2004, Workplace Friendship and Its Impact on Employees' Positive Work Attitudes

Ann F. Medinets, 2004, Determinants of School Effectiveness and Student Satisfaction in Colleges and Universities (in Rutgers Business School)

Isabelle Beveridge, 2003, When Contracts Fail: The Response of Skilled Nursing Facilities to Changes in Government Fiscal Policy in the 1990s

Ray Antioco Gonzales, 2003, Enhancing the Utility of Human Service Performance Measurement Systems

G. L. A. Harris, 2003, The Impact of Monetary Strategies on Organizational Commitment in the Military

Jonathan Burton Justice, 2003, Business Improvement Districts, Reasoning, and Results: Collective Action and Downtown Revitalization

Glenda Kirkland, 2003, The Correlates of Homelessness in New Jersey, 1980-2000

Sarmistha Rina Majumdar, 2003, The Potential of Prospect Theory in Public Administration: Can It Help Explain California's Mandate on Zero-Emission Vehicles?

Sharon McCrone, 2003, A Study of Outsourcing in Human Services in Pennsylvania Counties: Adoption – Selection – Performance Measurement

Mwabilu Lubamba Ngoyi, 2003, Outcome Budgeting: Assessing the Integration of Management Tools Into Budgeting Systems

Anita Puran, 2003, Stakeholders' Perceptions Regarding Hospital Quality

Kaifeng Yang, 2003, An Empirical Analysis of Public Administrators' Trust in Citizens: A Missing Link in Citizen-Centered Administrative Reforms

James Melitski, Jr., 2002, The Adoption and Implementation of E-Government: The Case of E-Government in New Jersey

Hwang-Sun Kang, 2001, Establishing Sustainable Performance Measurement Systems in the Public Sector: Performance Measurement as a Facilitator for Learning Government

Changhwan Mo, 2001, Privatization and Public Accountability: A Comparison between Private and Public Bus Operations

Seok-Hwan Lee, 2000, A Multidimensional View Of Public Sector Employee Commitment And Willingness To Support Productivity Improvement Strategies: A Comparative Study Of Public Employees At The Managerial Level Between The United States And South Korea

Kathleen Morley Callahan, 1999, Citizen Participation: The Utilization and Effectiveness of Citizen Advisory Committees in Local Government

Vatche Gabrielian, 1998, Toward a Discursive Comparative Public Management: Study of Privatization in the United States, United Kingdom, and Russia

---

Philip Michael Nufrio, 1998, Changing Organizational Culture: The National Performance Review (NPR) Experience

Nicholas A. Giannatasio, 1997, The Essence of Decision-Making: The Utility of Decision Models and Decision Techniques in Public Administration

**External Funding** (Principal investigator unless otherwise noted):

"Coping with Tough Economic Times through Innovation," International City/County Management Association, November 2008, \$20,040, Co-Principal Investigator with Jim Svava.

"The Government Tax and Spending Decision Project – What Predicts Citizen Revolt?" for the Fulbright Visiting Chair in Governance and Public Administration, University of Ottawa, Canada (January 2007-August 2007), Council for the International Exchange of Scholars and Bureau of Educational and Cultural Affairs, U. S. Department of State (competitive), \$25,000.

"The New Jersey Counties Financial Condition Benchmarking Project" (2002), Joseph C. Cornwall Center for Metropolitan Studies, Faculty of Arts and Sciences, Rutgers University (competitive), \$7,000.

"The New Jersey Cities Performance and Benchmarking Project" (2001), Joseph C. Cornwall Center for Metropolitan Studies, Faculty of Arts and Sciences, Rutgers University (competitive), \$10,000.

"Benchmarking Newark, New Jersey with Public Financial Data" (2000), Joseph C. Cornwall Center for Metropolitan Studies, Faculty of Arts and Sciences, Rutgers University, \$5,000.

"Accountability and Performance Measures: Staffing Ratios and Productivity Review of the New Jersey Superior Court" (1994) for the Administrative Office of the Courts, State of New Jersey. (My part of the grant was \$7,000 and the project was directed by Marc Holzer and Paul Epstein; the total amount of the grant was \$80,000).

"Performance Budgeting and Resource Allocation to Aid Unification of County and State Courts" (1994), Administrative Office of the Courts, State of New Jersey, \$9,290.

"Careers, Roles and Attitudes of Budget and Finance Officers in English Local Government and the European Commission DG (Directorate General) Budget," (1992-93), Rutgers University Faculty Academic Study Program, \$24,000.

"Debt Affordability for Governments and Public Agencies in the Greater Baton Rouge, Louisiana Metropolitan Area" (1991), Greater Baton Rouge Chamber of Commerce, \$25,000. Co-directed with W. Bartley Hildreth.

"Cross-cultural Comparisons of Minority Set-aside Programs: Quebec and New Jersey" (1990), Government of Quebec (competitive), \$2,500.

"The County Executive Form of Government in New Jersey: Unique Routines and Problems Related to Spending and Taxing" (1987), Essex County Charter Study Commission, Essex County, New Jersey, \$20,000. Co-directed with Robert Klein.

"Base Calculations and Their Effect on Budgetary Decision Making Theory" (1985), Rutgers University General Research Program (competitive), \$2,100.

"Budgeting and Policy-making at Chief Executive Levels in State Government Organizations" (1984), Rutgers University General Research Program (competitive), \$2,800.

"The Kansas City Metropolitan Area Capital Stock and Tax Base Information System Feasibility Study" (1982), Civic Council of Greater Kansas City, (competitive), \$22,000.

"Preliminary Assessment of Specific Dimensions of Balanced Base Budgeting, State of Kansas" (1981), Division of Budget and Kansas University Capitol Complex Center, State of Kansas, \$10,500.

"The Relationship between Personal Ambition of Governors and State Policymaking Impact" (1980), University of Kansas General Research Program (competitive), \$6,675.

"Bureaucratic Learning, Moral Development and their Relationship to Perceptions of Organization Success" (1979), University of Kansas General Research Program, \$4,488.

### **Service to Extra-University Organizations:**

Head, Secretariat, Association for Budgeting and Financial Management, 2006-2010.

Government Finance Officers of Arizona (Training in current budget practices). Prescott, Arizona, February 17, 2010.

Alliance for Innovation, Danish Municipal Officials (Training in the current state of the fiscal crisis and techniques for managing its effects). Phoenix, Arizona, October 21, 2009.

League of Arizona Cities and Towns (Training in the current state of the fiscal crisis and techniques for managing its effects). Tempe, Arizona, June 12, 2009.

International Association of Law Enforcement Planners (Training in navigating the fiscal crisis). Scottsdale, Arizona, May 12, 2009.

City of Phoenix, Arizona Executive and Management Leadership Team, (Training in navigating the fiscal crisis). April 24, 2009.

International City/County Management Association, research on urban fiscal crisis management.

Gerald J. Miller and James H. Svara "Navigating the Fiscal Crisis: Tested Strategies for Local Leaders: A White Paper Prepared for ICMA by the Alliance for Innovation" November-January 2008-2009.

National League of Cities, State League Directors (Training in fiscal crisis management), January 25, 2009.

World Bank, Poverty Reduction and Economic Management Division (Local Government Debt Management), 2006.

New Jersey State Police (Training in budgeting and research design for senior officers), September, 2004.

State of New Jersey, Office of the Attorney General, Domestic Security Preparedness Task Force, and the Police Institute, 2004, (Training in budgeting, risk management, and resource development)

Executive Committee, Association for Budgeting and Financial Management, 2003-2006. (Governing board of the major association for public sector-oriented research and teaching in these areas).

New Jersey State Police (Training in budgeting and research design for senior officers), October-November, 2003.

Faculty Advisory Council, Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University, 2003-2007.

State of New Jersey, Department of Education (Research on removing state control of the Newark, Paterson, and Jersey City school districts and resuming local control, benchmarking local school districts, performance measurement, internal control evaluation), 2001-2002.

Developing a plan for reestablishing local control in the state-operated school districts: A final report to the New Jersey Department of Education, May 23, 2002. Institute on Education Law & Policy and the Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University, Campus at Newark.

Volume 1: Executive Summary and Recommendation; New Jersey's Experience with State Intervention and Operation of Local School Districts

Volume 2: State Intervention in Local School Districts: The National Picture and Best Practices; State Intervention in Municipal Government; Educational Policy Considerations; Incorporating Best Practices and Educational Policy Considerations into New Jersey's System of State Intervention; A Process of Reestablishing Local Control; Conclusions, Recommendations and a Roadmap for Reestablishing Local Control in New Jersey's State-operated School Districts

Volume 3: A – School District Performance Standards; B – New Jersey Department of Education Task Force Model for Technical Assistance Systems Review Template; C – 50-State Report on Accountability, State Intervention and Takeover; D – Annotated Bibliography: Takeovers and Accountability; E – Annotated Bibliography: Educational Practices

Volume 4: F – Municipal Intervention Case Studies; G – Annotated Bibliography: Municipal Takeovers

Government Accounting Standards Board, Task Force on Deposit and Investment Risks Disclosures (Development of Proposed Statement).

Deposit and Investment Risk Disclosures, Statement No. 40 of the Governmental Accounting Standards Board (an amendment of GASB Statement No. 3), No. 216-A, March, 2003.

Borough of Middlesex, New Jersey (Training in council deliberations with a new city manager), 2000.

Pittsburgh Tribune Review, Pittsburgh, Pennsylvania (Research on the financial condition of the City of Pittsburgh), 2000.

The Unisys Corporation, Blue Bell, Pennsylvania (Training in government operations and policy making, 1992.

Coalition to Improve Management in State and Local Government, Carnegie Mellon University and the Lily Endowment (Organizing the transition for newly elected mayors in mayor-council cities), 1990-91.

State of New York, Department of Social Services (Training in financial auditing), 1989.

State of New Jersey, Department of Personnel (Training with Certified Public Manager Program), 1985.

Civic Council, Kansas City, Missouri (Kansas City Metropolitan Area tax base information system feasibility study), 1983.

The Kansas City Metropolitan Area Capital Stock and Tax Base Information System Feasibility Study. Kansas City, Missouri: Civic Council of Greater Kansas City, January, 1983.

State of Kansas Division of Budget, Topeka, Kansas (Evaluation of a new budgeting and resource allocation system, Balanced Base Budget System), 1981-82.

Preliminary Assessment of Specific Dimensions of Balanced Base Budgeting, State of Kansas. Topeka, Kansas: Division of Budget, State of Kansas, December, 1982.

City of Merriam, Kansas (Evaluation of city financial condition and assembly of data to create a financial trend monitoring system), 1981-82.

Minnesota City Attorneys Association, St. Paul, Minnesota (Liability of public administrators, training), 1981.

International City Management Association, Washington, DC. (Liability of public administrators research project), 1978-80.

"Municipal Liability and Risk Management." In Paula Valente, ed., Directory of Risk Management Practices. Washington, DC: International City Management Association, 1980. With Jack Rabin and W. Bartley Hildreth.

Public Officials Liability. Washington, DC: International City Management Association, 1979. With Jack Rabin and W. Bartley Hildreth.

Reprinted with modifications in Public Officials Handbook, Carl Valente (Ed.), Washington, DC: International City Management Association, 1983.

Personal Liability in Government: A Workbook on the Tort Liability of Government Officials. Montgomery, AL: American Society for Public Administration, 1978. Edited with Felix A. Nigro, Jack Rabin and W. Bartley Hildreth.

Public Risk and Insurance Management Association/International City Management Association (Liability of public administrators, training), 1980.

U.S. Department of Labor, Kansas City, Missouri (Political context of administrative decision making, training), 1980.

U.S. General Accounting Office, Atlanta, Georgia (Budgeting and financial management training), 1979.

Metropolitan Atlanta Rapid Transit Authority, Atlanta, Georgia (Planned change program), 1979.

Fernbank Science Center, Decatur, Georgia (Planned change program), 1979.

Bureau of Governmental Research and Service, University of South Carolina, Columbia, South Carolina (Budgeting and financial management training), 1978.

State of Georgia, Board of Pardons and Paroles (Comparative state policy research), 1975.

Clemency in State Government: A Report to the State of Georgia Board of Pardons and Paroles. Athens, Ga. Institute of Government, University of Georgia, 1975. With Frank K. Gibson.

Special Action Office for Drug Abuse Prevention, Executive Office of the President, Washington, DC (Budgeting and financial planning), 1973.



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**Publishing and Editorial Activities:**

## Editorial Boards:

State and Local Government Review, 2013-present.

International Journal of Organization Theory and Behavior, 1998-present.

Public Administration and Management, 1997-present.

Municipal Finance Journal, 1990-present.

Public Performance and Management Review, 1990-present.

Journal of Public Budgeting, Accounting and Financial Management, 1989-present.

International Journal of Public Administration, 1979-present.

Series Editor, Palgrave Studies in Public Debt, Spending, and Revenue, 2014-2017.

Editor, Book Review Section, Public Administration Quarterly, 1978-2012.

Editor, Urban Interest (now Journal of Urban Affairs), 1982.

Managing Editor, Annals of Public Administration, 1979- 1983.

**Service to Arizona State University**

School of Public Affairs Ad Hoc Personnel Committee on Full Professor Promotions,  
2013

University Promotion and Tenure Review Committee, 2013-2016.

College of Public Programs, Dean Search Committee, 2011-2012.

College of Public Programs, By Laws Revision Committee, 2010.

College of Public Programs, Personnel Committee (Tenure and Promotion), 2008-2010,  
2011-2012, 2013-2014.

School of Public Affairs, 3 Search Committees, 2011-2014

School of Public Affairs, Financial Markets Boot Camp Planning Committee, 2010, 2012-  
2013.

School of Public Affairs Strategic Focus Committee, 2008-2011.

School of Public Affairs, Masters of Public Administration/ Masters of Public Policy  
Committee, 2008-2010, 2011-2014.

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School of Public Affairs, J Committee (Review and Accreditation by Arizona Board of Regents and National Association of School of Public Affairs and Administration), 2008-2010.

**Review Activities for Book Publishers:**

Brooks/Cole Publishing Company  
Georgetown University Press  
Little, Brown and Company  
Marcel Dekker, Inc.  
Oxford University Press  
Prentice-Hall, Inc.  
Routledge

**Peer Review Activities for Journal Editors:**

Journal of Public Administration Research and Theory  
Administration and Society  
Micropolitics  
Public Administration Review  
Public Budgeting and Finance  
Public Voices  
State and Local Government Review  
Urban Interest  
Western Political Quarterly

**Honors and Fellowships:**

School of Public Affairs, Arizona State University, Distinguished Teaching Award, 2012-2013.

Aaron B. Wildavsky Award for Lifetime Scholarly Achievement in the Field of Public Budgeting and Finance, Association for Budgeting and Financial Management, American Society for Public Administration, 2011.

School of Public Affairs, Arizona State University, Distinguished Research Award, 2010-2011.

Fulbright Visiting Chair in Governance and Public Administration at the University of Ottawa, Canada, January 2007-August 2007.

University of Medicine & Dentistry of New Jersey, School of Public Health-Rutgers University-New Jersey Institute of Technology-Public Health Research Institute Student Government Association Excellence in Teaching Award, 2004.

Laverne Burchfield Award, American Society for Public Administration, 1995.

Outstanding Academic, New Jersey Municipal Managers Association, 1995.

Phi Kappa Phi, 1979.

Pi Alpha Alpha, 1977.

President, University of Georgia Chapter, 1977-1979.

Faculty Advisor, Rutgers University, Campus at Newark Chapter, 1994-2004.

Organizational Consortium, Academy of Management, 1977.

Pi Sigma Alpha, 1974.

**Professional Organization Affiliation:**

Association for Budgeting and Financial Management  
Government Finance Officers Association  
National Federation of Municipal Analysts  
American Society for Public Administration

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**References:**

Provided as requested.