

# CAROLYN J. BOURDEAUX

ANDREW YOUNG SCHOOL OF POLICY STUDIES, 14 MARIETTA STREET, ATLANTA GA 30302  
PHONE (404) 463-1971 FAX (404) 413-0104 • E-MAIL [CBOURDEAUX@GSU.EDU](mailto:CBOURDEAUX@GSU.EDU)

## EDUCATION

---

**MAXWELL SCHOOL, SYRACUSE UNIVERSITY** **2003**  
*Doctor of Philosophy in Public Administration* *Syracuse, NY*  
Areas of concentration: public administration theory, public finance, urban policy and governance

**Dissertation:** Can Public Authorities “Just Get Things Done”? An Analysis of Politically Buffered Institutions in a Contentious Policy Arena

- *Winner of the National Association of Schools of Public Affairs and Administration (NASPAA) Annual Dissertation Award (2004)*

**UNIVERSITY OF SOUTHERN CALIFORNIA** **1998**  
*Master of Public Administration* *Los Angeles, CA*

**YALE UNIVERSITY** **1992**  
*Bachelor of Arts, History and Economics* *New Haven, CT*

## PROFESSIONAL EXPERIENCE

---

**GEORGIA SENATE BUDGET AND EVALUATION OFFICE** **2007 - CURRENT**  
*Director (on administrative leave from Georgia State University)* *Atlanta, GA*

Manage and direct a staff of 10 in researching and producing reports, evaluations, and other products related to the state budget. Manage and direct staff and guide the Senate through the process of developing the overall State budget. Major part of job entails implementation of prioritized program budgeting reform for legislature.

**GEORGIA STATE UNIVERSITY** **2003 - CURRENT**  
*Assistant Professor* *Atlanta, GA*

Specialized in governance, budgeting and public finance, and urban policy. Courses: Budgeting and Public Finance, Economic Development Planning and Finance, Democracy and the Public Service, Ethics in Public Administration.

*Principal Investigator (Fall 2007):* Managed a team of five researchers and developed initial strategy for a comprehensive study of the efficiency of operations of counties Atlanta region and on the costs associated with the creation of new county. \$100,000 contract with the State of Georgia and in partnership with the Vinson Institute.

**GEORGIA SENATE BUDGET AND EVALUATION OFFICE** **SPRING, FALL 2005**  
*Consultant/Budget Analyst (Executive Loan)*

Oversaw budget development for the Senate Appropriations Criminal Justice Committee for the FY05 amended and FY06 budget. Trained staff and selected legislators in program and performance budgeting.

**MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS** **AUG. 1999-JUNE 2002**  
*Research Associate/Teaching Assistant* *Syracuse, NY*

*Research Associate at the Campbell Institute (1999-00) and the Center for Policy Research (2000-02):* Assisted faculty with research and analysis of variety of policy issues, including environmental dispute resolution,

performance based management, and bureaucracy and discretion (see publications and manuscripts); conducted intensive analysis of whole school reform implementation in selected New York City schools.

*Teaching Assistant for Executive Leadership class (Summer 2001, 2002):* Designed and led three week simulation of Congressional budget debate; lectured on Congressional processes; developed and graded assignments for class.

*Teaching Assistant for Program Evaluation class (Spring 2002):* Assisted students with applied statistics and program evaluation design assignments.

**SARAH J. SIWEK & ASSOCIATES**

**ALDARON, INC.**

*Senior Associate*

**SEPT. 1997-AUG. 2002**

*Los Angeles, CA*

Senior associate with consulting companies that specialize in providing staff support services for transportation finance and policy-making organizations. Work included research and analysis of transportation policy-making, organizing and staffing committees to develop transportation policy initiatives, and grant writing.

**OFFICE OF SENATOR RON WYDEN**

*Legislative Aide*

**DEC. 1993-AUG. 1997**

*Washington, DC*

Drafted bills and built nationwide coalitions to pass legislation; devised and implemented politically feasible ways to solve State, local, and individual constituent problems; assessed legislation in order to advise Senator how to vote; directed junior staff, legislative fellows, and interns in developing projects; wrote and edited speeches, letters, press releases, other official documents.

**OFFICE OF REPRESENTATIVE ROBERT MENENDEZ**

*Grants Manager/Legislative Aide*

**JAN.-DEC. 1993**

*Washington, DC*

Helped community groups identify appropriate grants; coordinated community resources for grant applications; wrote monthly newsletter on grant availability; researched and advised Congressman on ways legislative and administrative policy changes affected federal assistance to northern New Jersey areas.

Tracked legislation and federal programs in policy areas; advised Congressman on votes; wrote constituent mail and other official correspondence.

**OFFICE OF REPRESENTATIVE JIM OLIN**

*Legislative Correspondent/Systems Manager*

**JUNE-DEC. 1992**

*Washington, DC*

Tracked legislation; briefed Congressman on bills in policy areas; responded to constituent letters and phone calls; managed computer system and constituent database.

**CONNECTICUT CONFERENCE OF MUNICIPALITIES**

*Research Associate*

**1989-1990, 1991**

*New Haven, CT*

Researched and responded to questions from Connecticut municipalities about operations and management of local government. Work included designing and conducting surveys of municipalities in the state and nationally, and writing reports on a variety of issues including personnel practices, ways to combine municipal functions, municipal self-insurance policies, and local economic development strategies and policies.

**NINTH SQUARE ASSOCIATION**

*Program Manager*

**1990-1992**

*New Haven, CT*

Developed and implemented programs for a downtown redevelopment district. Work included efforts to improve streetscape design, managing an anti-graffiti campaign, acting as a liaison between businesses and the local government, and overseeing day-to-day operations of a downtown farmers market.

## PAPERS AND PUBLICATIONS

---

### *Journal Articles (Peer Reviewed)*

---

- “The Problem with Programs: Multiple Perspectives on Program Structures in Program-Based Performance-Oriented Budgets” *Public Budgeting & Finance*, forthcoming.
- “Integrating Performance into Legislative Budget Processes.” *Public Performance and Management Review*, forthcoming.
- “Politics Versus Professionalism: The Effect of Institutional Design on Democratic Decision-Making in a Contested Policy Arena.” (2007) *Journal of Public Administration Research and Theory*, forthcoming.
- “Legislative Influences on Performance Management Reform” (with Grace Chikoto) (2008) *Public Administration Review*, 68(2), pp. 253-265.
- “Conflict, Accommodation, and Bargaining: The Implications of Structural Devolution for Handling Controversial Policy-Making” (2007) *Governance*, 20(2), pp. 279-303.
- “A Legislative Perspective on Program Budgeting for Public Health in Georgia,” (with Jason Fernandes) (2007) *Journal of Public Health Management and Practice*, 13(2), pp 180-187. Winner of *Best Policy Article* in Special Public Finance Issue.
- “Re-examining Public Authority Efficacy” (2007) *Administration & Society*, 39 (1) pp. 77-106.
- “Do Legislatures Matter in Budgetary Reform?”(2006) *Public Budgeting & Finance*, 26 (1) pp.120-142.
- “Georgia’s Redevelopment Powers Law: A Guide to the Evaluation and Use of Tax Allocation Districts” (with John Matthews) (2005) *State Tax Notes*, December 2005.
- “A Question of Genesis: An Analysis of the Determinants of Public Authorities,”(2005) *Journal of Public Administration Research and Theory* 15(3), pp. 441-462.
- “Professional Researcher as Change Agent.”(with William Coplin and Astrid Merget) (2002) *Public Administration Review* 62(6), pp. 699-711.
- “Control, Communication and Power: ADR at the EPA.” (with Rosemary O’Leary, and Richard - Thornburgh) (2001) *Negotiation Journal* 17(2), pp. 172-191.

### *Research Reports and Professional Publications*

---

- “Budget Stabilization Funds: A Cross-State Comparison.” Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University. August 2007.
- “An Analysis of the Implementation of Program Budgeting in Georgia.” Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, March 2007.
- “Georgia’s Budget Reserves.” Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, October 2006.

“Legislative Influences on Performance Based Budgeting Reform.” Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, May 2006.

“Do Whole-School Reform Programs Boost Student Performance? The Case of New York City,” (with Robert Bifulco, William Duncombe and John Yinger). Final Report submitted to the Smith Richardson Foundation. May 2002.

“The Public Debate: A Case Study of the Onondaga County Resource Recovery Agency.” Professional Training Document for the Environmental Finance Center, Maxwell School, Syracuse University. Spring 2001.

“Managing in Times of Financial and Political Uncertainty: A Case Study of the Onondaga County Resource Recovery Agency.” (with Larry Schroeder) Professional Training Document for Environmental Finance Center, Maxwell School, Syracuse University. Fall 2000.

*Transportation Planning and ITS: Putting the Pieces Together*, (with Sarah Siwek) U.S. Department of Transportation, 1998.

*Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21)* outreach publication, (with Sarah Siwek) U.S. Department of Transportation, 1998.

### ***Other Publications***

---

Carolyn Bourdeaux and John Matthews. “Georgia’s Redevelopment Powers Law: A Guide to the Evaluation and Use of Tax Allocation Districts, Executive Summary” *Atlanta Business Chronicle*. November 2004.

Carolyn Bourdeaux. “You Can’t Just Throw Buses at It,” OpEd for Point/Counterpoint on Transit v. Planning: Will Buses Relieve Congestion? *Gwinnett Business Journal*. October 2003.

### ***Papers Presented at Academic Conferences***

---

“Dimensions of Legislative Budgetary Control,” at the Midwest Political Science Association Annual Conference. Chicago, IL. April 2008.

“Dimensions of Legislative Budgetary Control,” at the Association for Budgeting and Financial Management Annual Conference. Washington, DC. October 2007.

“Perceptions of Legislative Accountability for State Budget Problems.” (with Grace Chikoto) Poster Session. American Political Science Association Annual Conference. Chicago, IL. August 2007.

“Perceptions of Legislative Accountability for State Budget Problems.” Midwest Political Science Association Annual Conference. Chicago, IL. April 2007.

“Integrating Performance into Legislative Budget Processes.” American Society for Public Administration Annual Conference. Washington, DC. March 2007.

“The Problem with Programs” at the Association for Budgeting and Financial Management Annual Conference. Atlanta, GA. October 2006.

“Expertise and Power” at the American Political Science Association Annual Conference, Philadelphia, PA. August 2006.

- “Loose Cannons on the Deck: Conundrum of Administrative Strategies to Address Contentious Public Sector Decision-Making” at the Southern Political Science Association Annual Conference, Atlanta, GA. January 2006.
- “Loose Cannons on the Deck: Conundrum of Administrative Strategies to Address Contentious Public Sector Decision-Making” presented at the Southeast Conference on Public Administration Annual Conference, Little Rock, AR. October 2005.
- “Understanding Autonomy: The Implications of Using Public Authorities to Govern Public Airports.” Poster session at the Association for Public Policy Analysis and Management, Washington, DC. November 2005.
- “Do Legislatures Matter in Budgetary Reform?” at the Association for Budgeting and Financial Management, Washington, DC. November 2005.
- “Structure, Behavior and Financial Performance: An Empirical Analysis of American Airports” at the Association for Budgeting and Financial Management Conference, Chicago, IL. October 2004.
- “Legislative Barriers to Budgetary Reform” at the Association for Budgeting and Financial Management Conference, Chicago, IL. October 2004.
- “Can Public Authorities ‘Just Get Things Done?’ An Analysis of Politically Buffered Institutions in a Contentious Policy Arena” at the American Political Science Association Meeting, Chicago, IL. September 2004.
- “Legislative Barriers to Budgetary Reform” at the Western Social Science Association Conference, Salt Lake City, UT. April 2004.
- “Can Public Authorities ‘Just Get Things Done?’ An Assessment of the Efficacy of Special Districts in Developing Solid Waste Infrastructure” poster session at the Association for Public Policy and Management, Dallas, TX. November 2002.
- “A Question of Genesis: Why Counties Chose Public Authorities to Manage and Finance their Solid Waste Systems” at the Association for Budgeting and Financial Management, Kansas City, MO. October 2002.
- “Passing the Buck(s): Debt Finance and Public Authorities” at the Association for Budgeting and Financial Management, Washington, DC. January 2002.

### ***Recent Professional Presentations***

---

- “Budgeting in Georgia: Program Budgeting” at the Fiscal Managers Council Annual Meeting. Athens, GA, April, 2008.
- “Georgia’s Redevelopment Powers Law” at City Council Meeting and series of 4 televised Town Forums in the City of Columbus, GA. August-October 2007.
- “Multiple Perspectives on Program Based Performance Oriented Budgeting” at the PPM Balanced Scorecard Institute, October 2006.
- “Georgia’s Redevelopment Powers Law: A policy guide to the evaluation and use of Tax Allocation Districts” (with John Matthews) at Southface Conference, April 2006.
- “Performance Measures and Management” to the Georgia State Department of Human Resources

Leadership Team. February 2006.

“Setting the Performance Bar” for the Georgia Senate Appropriations Committee. January 2006.

“Georgia’s Redevelopment Powers Law: A policy guide to the evaluation and use of Tax Allocation Districts.” (with John Matthews) at a Town Hall Meeting with City Councilmember Ann Favvre, over 100 in attendance; featured on Channel 11 Alive (NBC).

“Georgia’s Redevelopment Powers Law: A policy guide to the evaluation and use of Tax Allocation Districts.” (with John Matthews) At the Research Atlanta Forum. Atlanta, GA, over 125 in attendance, March 2005.

“Can Public Authorities "Just Get Things Done?" An Analysis of Politically Buffered Institutions in a Contentious Policy Arena” at the Federation of New York State Solid Waste Associations Conference, May 2004.

## GRANTS AND AWARDS

---

**WINNER OF THE BEST POLICY PAPER AWARD (2007).** *Journal of Public Health Management and Practice* (with Jason Fernandes). Cash prize of \$1000 awarded by the Robert Wood Johnson Foundation.

**WINNER OF THE NATIONAL ASSOCIATION OF SCHOOLS OF PUBLIC AFFAIRS AND ADMINISTRATION (NASPAA) ANNUAL DISSERTATION AWARD (2004).** Award for the best dissertation in the field of public administration for that year.

**WINNER OF THE MAXWELL SCHOOL ANNUAL DISSERTATION AWARD (2004)**

**MENTORSHIP GRANT (FY05-06).** Internal Georgia State University grant to develop research on legislative use of information in budgeting (with Katherine Willoughby).

**SYRACUSE UNIVERSITY GRADUATE FELLOWSHIP (FALL 2002-SPRING 2003).** Full scholarship to cover expenses during dissertation research.

**ROSCOE MARTIN GRANT (SPRING 2002).** Maxwell School of Citizenship and Public Affairs grant program to support dissertation research.

**UNIVERSITY SUMMER GRANT (SUMMER 2002).** Syracuse University grant program to support dissertation research.

**DEAN’S SCHOLARSHIP (FALL 1997-FALL 1998):** Full scholarship through the University of Southern California to complete Masters program in Public Administration.

## SERVICE

---

### *Community*

**TRAINING ON BUDGETING AND FINANCIAL MANAGEMENT (FALL 2007):** Worked with Dr. Katherine Willoughby to develop budget and financial management training for international public officials.

**TRAINING IN BUDGETING TECHNIQUES (FALL 2006):** Developed and implemented 10 session training program for the City of Atlanta Budget Office. Taught 4.5 of the sessions.

**TRAINING ON PROGRAM AND PERFORMANCE BUDGETING (SEPT. 2005):** Developed and implemented three day training program on program and performance budgeting for Georgia's legislative budget staff.

**CONSULTING ON IMPLEMENTATION OF PROGRAM AND PERFORMANCE BUDGETING (2003-CURRENT):** Assisted staff of the Georgia Senate Budget and Evaluation Office with collecting information on building legislative budget capacity and reviewed implications of Georgia's budgetary reforms.

***Georgia State University***  
***Department of Public Administration and Urban Studies***

---

**CHAIR, ADMISSIONS AND RECRUITMENT COMMITTEE (2004-2007)**

*Major Accomplishments/Responsibilities:*

- Designed and initiated the Legislative Budget Fellowship – developed a blended graduate research assistantship with a paid internship with the Georgia Senate Budget and Evaluation Office.
- Designed and initiated the Dan Sweat Fellowship – a full scholarship for outstanding MPA candidates; developed and implemented proposals to improve recruitment, including targeted Graduate Research Assistantships.
- Authored text and oversaw design, development, and placement of ads, posters, and electronic materials to promote MPA and MSUPS programs; managed student assistant responsible for outreach activities.
- Hired graduate assistants to promote and market the MPA program; played a major role in hiring Jim Martin to assist Department in marketing the MPA program.
- Oversaw and managed spring and fall admissions Academic Year 2004-05, 2005-06, 2006-07, 2007-08.

**OTHER MAJOR DEPARTMENTAL SERVICE ACTIVITIES**

- Member of the Fiscal Research Center Strategic Planning Committee (2007).
- Lead member of MPA Revitalization and Curriculum Reform Committee (2006-2007).
- Member of NASPAA Accreditation Committee (2006).
- Member of PAUS Search Committee for Faculty Position (2006).
- PAUS Representative on Advisory Committee for Law School Urban Fellows Program, Center on the Comparative Study of Metropolitan Growth (2004-Current): responsibilities include overseeing annual recruitment for program; advising MPA or MSUPS students who participate; and overseeing and evaluating selected student research papers produced in conjunction with the seminar.
- Georgia State University representative on the Economic Development Comprehensive Exam Committee for the joint GSU-Georgia Tech Ph.D. program in public policy. Exam is offered almost every semester; committee develops questions and grades comprehensive exams in economic development.
- Member of PAUS Search Committee for Non-Profit Management and Finance Position (2005)
- Member of the PAUS Curriculum Committee (2004-2005)
- PAUS Representative on the Student Funds Committee (2003-2004)

***Professional Affiliations and Service***

---

- Executive Council Member, Federalism and Intergovernmental Relations Chapter of the American Political Science Association (2007-08).
  - Served on committee for Martha Derthik Award for the best book on Intergovernmental Relations (2008).

- Attended Atlanta Regional Commission Regional Leadership Institute (2007)
- Served as reviewer for the Better Business Bureau “Torch Awards” for ethics in business practice (2006, 2007).
- Served as a reviewer for the National Association of Schools of Public Affairs and Administration annual dissertation award, reviewed 22 dissertations (2005).
- Served as referee for: *Public Finance Review*, *Journal of Public Administration and Management*, *Public Administration Review*, *Journal of Public Health Management and Practice*, *Journal of Urban Affairs*, *American Review of Public Administration*, *Journal of Public Budgeting and Financial Management*.
- Professional Affiliations: Association for Budgeting and Financial Management, American Political Science Association, Association for Public Policy Analysis and Management, American Society for Public Administration