

CAROLYN J. BOURDEAUX

ANDREW YOUNG SCHOOL OF POLICY STUDIES, 14 MARIETTA STREET, ATLANTA GA 30302
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PROFESSIONAL EXPERIENCE

GEORGIA STATE UNIVERSITY, CENTER FOR STATE AND LOCAL FINANCE 2014 – CURRENT
Director Atlanta,
GA

Created a new research Center to develop “next generation” executive education, technical assistance, and research in state and local finance. Key initiatives include developing a four course training tied to becoming a Certified Public Finance Officer (CPFO), editing and developing numerous reports on state and local finance that have received state attention and national attention, developing and building a web and social media presence for the Center, and overseeing over \$100,000 in technical assistance projects.

GEORGIA STATE UNIVERSITY 2003 – CURRENT
Associate Professor Atlanta,
GA

Teach and conduct research in the areas of budgeting and public finance, governance, and urban policy. Courses include: Public Service and Democracy, Budgeting and Public Finance, Economic Development Planning and Finance, Ethics in Public Administration.

GEORGIA STATE UNIVERSITY, FISCAL RESEARCH CENTER 2003 – 2014
Associate Director for Research Atlanta,
GA

Manage staff; initiate, edit, and oversee the production of research reports on tax, budgeting and other public finance issues; oversee press efforts to disseminate reports including developing web and social media presence; develop and moderate conferences highlighting key reports; act as a liaison to the community to provide information about the Center’s research; help initiate and support efforts to obtain new and on-going financial support for the Center; oversee the development of internal systems to manage report-writing and fiscal note processes.

GEORGIA SENATE BUDGET AND EVALUATION OFFICE 2007 - 2010
Director (on administrative leave from Georgia State University) Atlanta,
GA

Managed a staff of 10 to provide support to the Senate Appropriations Committee in developing the state budget for the Georgia Senate. Work included running the Georgia Senate Appropriations process, writing the budget for the Senate, developing consensus in the Senate and negotiating with the House and Governor on key initiatives, as well as oversight of staff research and production of legislation, reports, evaluations, and other products related to the state budget.

Honors: Recognized in Senate Resolution 1598 (April 29, 2010) for significant public service to the State of Georgia.

Major Accomplishments:

- Worked with members of the Georgia General Assembly, the Governor and executive and legislative staff to develop solutions to FY2009-FY2011 fiscal crisis, including identifying hundreds of millions in strategies to reduce or restructure the budget, as well as initiating and overseeing staff work to craft a bill to comprehensively review and raise user fees.

- Provided staff support to the Lieutenant Governor's Blue Ribbon Task Force on Budget Reform to identify aggressive savings strategies for the state.
- Worked with Senators to develop legislation to initiate a state Tax Expenditure Budget as well as a document that would periodically review and update information on state user fees.
- Worked with Senators and staff to develop a needs based scholarship for Georgia college students.
- Worked with staff to develop a series of documents to help legislators review the budget, integrating a detailed look at programmatic spending patterns. These documents were part of an effort to provide a platform for performance based budgeting for the legislature.

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.

SEPT. 1997-AUG. 2002

Senior Associate

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

DEC. 1993-AUG. 1997

Legislative Aide

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

JAN.-DEC. 1993

Grants Manager/Legislative Aide

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.

EDUCATION

MAXWELL SCHOOL, SYRACUSE UNIVERSITY

Doctor of Philosophy in Public Administration

2003

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

Master of Public Administration

1998

Los Angeles, CA

YALE UNIVERSITY

Bachelor of Arts, History and Economics

1992

New Haven, CT

PAPERS AND PUBLICATIONS

Journal Articles

“The Political Economy of Cutting Budgets,” *Journal of Public Administration Research and Theory*, revise and resubmit.

“Cutback Budgeting Revisited,” *American Review of Public Administration*, revise and resubmit.

“The Decline of Federal Redistributive Policy in the United States,” (with Peter Bluestone) *Publius*, revise and resubmit.

“Applying Behavioral Economics to the Public Sector,” (2014) *Review of Public Economics*, 206 (3), pp. 91-134.

- “A Review of State Tax Reform Efforts,” (2011) *State Tax Notes*, March 21, 2011, p. 859.
- “The Problem with Programs: Multiple Perspectives on Program Structures in Program-Based Performance-Oriented Budgets” (2008) *Public Budgeting & Finance*, 28(2), pp. 20-47.
- “Integrating Performance into Legislative Budget Processes.” (2008) *Public Performance and Management Review*, 31(4), pp. 547-569.
- “Legislative Influences on Performance Management Reform” (with Grace Chikoto) (2008) *Public Administration Review*, 68(2), pp. 253-265.
- “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*, 18(3), pp. 349-373.
- “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.

Book Chapters

- “The Future of State Expenditures” Chapter in *Sustaining the States: The Fiscal Viability of American State Governments*. 2014. Katherine Willoughby and Marilyn Rubin (eds.), New York: Routledge: Taylor and Francis Group.
- “Pullback Management: State Budget Execution During Periods of Rapidly Declining Revenues” (with Bart Hildreth) Chapter in *Oxford Handbook on US State and Local Finance*, 2012. Robert Ebel and John Peterson (eds.), Oxford University Press, 816-842.

Research Reports and Professional Publications

- “Georgia’s Taxes: A Summary of Major State and Local Government Taxes,” (with Robert Buschman and Richard Hawkins) 20th Edition. FRC Annual Publication A(20), January 2014.

- “School District Education Expenditures in Response to the Great Recession.” (with Nicholas Warner) Fiscal Research Center Report 265, Andrew Young School of Policy Studies, Georgia State University, January 2014.
- “Georgia’s Taxes: A Summary of Major State and Local Government Taxes,” (with Richard Hawkins, Peter Bluestone, and Robert Buschman) 19th Edition. FRC Annual Publication A(19), January 2013.
- “Georgia’s Revenue and Expenditure Portfolio in Brief, 1989-2010,” (with Nicholas Warner, Sandy Zook, and Sungman Jun). Fiscal Research Center Brief 254, Andrew Young School of Policy Studies, Georgia State University, January 2013.
- “A Snapshot of Georgia School District Expenditures and the Response to the 2008 Recession,” (with Nicholas Warner). Fiscal Research Center Brief 252, Andrew Young School of Policy Studies, Georgia State University, November 2012.
- “Georgia’s Revenue and Expenditure Portfolio in Brief, 1989-2009 (with Sungman Jun and Nicholas Warner). Fiscal Research Center Brief 249 Andrew Young School of Policy Studies, Georgia State University, August 2012.
- “Georgia’s Taxes: A Summary of Major State and Local Government Taxes” (with Richard Hawkins), 18th edition. FRC Annual Publication A(18). January 2012.
- “Criteria for Expanding the Sales Tax Base: Services and Exemptions” (with David Sjoquist and Peter Bluestone), Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, January 2011.
- “Comparing Georgia’s Revenue Portfolio to Regional and National Peers,” (with Sungman Jun), Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, January 2011.
- “A Review of State Tax Reform Efforts,” Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, December 2010.
- “Estimating Georgia’s Structural Budget Deficit,” (with David Sjoquist) Fiscal Research Center, Andrew Young School of Policy Studies, Georgia State University, July 2010.
- “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 21st Century (TEA-21) outreach publication, (with Sarah Siwek) U.S. Department of Transportation, 1998.

Other Publications

Carolyn Bourdeaux. “Could Medicaid be a Moneymaker?” OpEd for *Governing*, July 2013.

Carolyn Bourdeaux. “The Future of State and Local Finances: There’s a Rainbow, But No Pot of Gold,” *Georgia Cities Newspaper*, a publication of the Georgia Municipal Association. May 3, 2011.

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

“The Political Economy of Cutting Budgets, Part II” at the Association for Budgeting and Financial Management Annual Conference, New York, NY, October 13, 2012.

“Pullback Management: State Budget Execution During Periods of Rapidly Declining Revenues” (with W. Barley Hildreth) at the National Tax Association, New Orleans, LA, November 2011.

“Impact of Federal Stimulus Funds on State Budget Conditions” (with Soyoung Park) at the Association for Budgeting and Financial Management, Washington, DC, October 2011.

“Bringing Policy Analysis into the Budget Process” at the Association for Budgeting and Financial Management, Washington, DC., October 2011.

“The Political Economy of Cutting Budgets” at the Association for Budgeting and Financial Management Annual Conference, Washington, DC., October 2011.

“Fiscal Federalism in the 21st Century” (with Peter Bluestone) at the American Political Science Association Annual Conference, Seattle, WA. September 2011.

“Managing the Downturn in Georgia: An Analysis of Executive and Legislative Choices for Reducing the State Budget,” at the Association for Budgeting and Financial Management Annual Conference. Washington, DC. October 2009.

- “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

"Georgia's Fiscal Year 2014-2015 Budget," Georgia Partnership for Excellence in Education. Atlanta, GA. November 13, 2013.

"The Kansas Experiment: Considering Dynamic Effects," Kansas Economic Policy Conference, Institute for Social & Economic Policy, University of Kansas, Lawrence, KS. October 23, 2013.

"Baselines and Budgets," (with Laura McGuffey) Association for Budgeting and Financial Management Annual Conference, Washington, DC. October 3, 2013.

"Getting Adjusted to the New Normal. Local Government Finance in Georgia Post-Recession." National Law Enforcement Leadership Forum, Atlanta, GA. March 28, 2013.

“A Briefing on Georgia’s Budget and TABOR” to the Georgia Chapter of the AARP, Atlanta, GA, November 28, 2012.

“A Briefing on Georgia’s Budget” to the Georgia Partnership for Excellence in Education, Atlanta, GA, November 14, 2012.

“The Changing Shape of State Spending” to the Southern Legislative Conference, September 25, 2012.

Organized and moderated half day conference “Weathering the Perfect Storm: A Forum on Options and Issues for the Future of School Finance in Georgia.” Georgia State Fiscal Research Center, Atlanta, GA. November 1, 2012.

“State Tax Reforms in the 21st Century – Issues and Trends” at the New Mexico Tax Research Institute Annual Conference, May 2011.

“Georgia’s Budget Outlook” at the Georgia Municipal Association Annual Meeting, October 20th, 2010.

“Georgia’s Tax Revenue Portfolio” at the first meeting of the Special Council on Tax Reform and Fairness for Georgians, Atlanta, GA, July 28th, 2010.

“Georgia’s Budget Outlook” at the Federal Reserve of Atlanta, Atlanta, GA, September 24, 2010.

“Georgia Budget Outlook” at the Georgia Municipal Association Annual Meeting, Athens, GA, October 20, 2010.

“Georgia’s Tax Revenue Portfolio” at Trinity Presbyterian Church, Atlanta, GA, November 19, 2010.

“Georgia’s Budget Outlook and the Future of Managed Care in Georgia” to the Marwood Group, hedge fund and mutual fund managers, August 6, 2010.

“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 Favre, 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.

EXTERNAL FUNDING

Funding Secured on Behalf of the Fiscal Research Center (with the Director of the Fiscal Research Center):

- FY2013-14: \$100,000 added to the FY2013 Georgia General Budget to help fund fiscal notes.
- FY2012-14: \$118,000 added to FY2012 Georgia General Budget to help fund tax expenditure budget.
- FY2011: \$80,000 from the Georgia Office of Planning and Budget for development of fiscal notes.
- FY2011: \$40,000 from the Georgia Department of Audits and Accounts to help fund the tax expenditure budget.

Other:

- FY2012 (Principal Investigator): \$10,000 from the Senate Budget and Evaluation Office for training in performance budgeting.
- FY2011 (Principal Investigator): \$10,000 from the Senate Budget and Evaluation Office for training in performance based budgeting.
- FY2008 (Principal Investigator): \$100,000 contract with the State of Georgia. 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.
- FY2005 (Principal Investigator): \$10,000 from the Senate Budget and Evaluation Office for training in performance based budgeting.

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.

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

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)

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 PROGRAM AND PERFORMANCE BUDGETING (JULY 2011, JULY 2012): Developed and implemented four day training course on performance budgeting, program evaluation and cost analysis for members of the House and Senate budget and research offices.

SENATE BUDGET AND EVALUATION OFFICE, TRANSITION ASSISTANCE (MAY 2010-JULY 2010): Assisted the Senate with finding a new Director, including interviewing and answering candidate questions. Assisted budget office staff in managing the transition and currently, provide on-going support in answering questions about prior year policies, reviewing work products as needed, and advising on the appropriations process.

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 Management and Policy

CHAIR, SCHOLARSHIPS AND AWARDS (2011-2013)

Major Accomplishments/Responsibilities:

- Rewrote Departmental plan for use of endowed scholarships, awards, and fellowships to create more scholarship and fellowship programs for recruitments and student retention. Rewrote all MOUs for scholarships and awards to better streamline with Departmental objectives.
- Created, managed, and promoted the Senate Budget and Evaluation Office Legislative Budget Fellowship. Continue to advise on administration of other scholarships and awards.

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 UNIVERSITY AND DEPARTMENTAL SERVICE ACTIVITIES

- Faculty Advisor, PMAP Public Finance Club (2013-current)
- Member, AYSPS Curriculum Review Committee (2013-current)
- Member, PMAP Executive Committee (2012-current)
- Member, Jorge Martinez Post-Tenure Review Committee (2014)
- Chair, PMAP 8111/8210 Review Committee (2013-current)
- Member, Public Budgeting and Finance PhD Comprehensive Exam Committee (2012-current)
- Chair, AdHoc Committee to Revise Public Budgeting and Finance PhD Program Curriculum (2013)
- Member, Katherine Willoughby Post-Tenure Review Committee (2013)
- Member, AYSPS Faculty Affairs Committee (2011-2013)
- Chair of the MPA WEAVE Review Committee (2010-2011)
- Member of Second Century Initiative (2CI) Search Committee for Evidence Based Policy-Making Public Management faculty position (2010-2011)
- Member of the Faculty Awards Committee (2011).
- 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 (2004-2007): 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 (2004-2007)
- 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

- Vice-Chair/Conference Chair/Chair, Association for Budgeting and Financial Management (ABFM), (elected in 2013, 2014-2016)
- Executive Council Member, Association for Budgeting and Financial Management (ABFM), (2011-2013). Served on the Howard Award Committee (2011). Served on Howard and Curro Award Committees (2012)
- 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). Chaired committee for Daniel Elazar Award for lifetime achievement in Federalism and Intergovernmental Relations (2009); Served on committee to nominate members to the Executive Committee (2010)
- 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: *Political Studies*, *State and Local Government Review*, *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*, *Political Studies*, *Journal of Public Administration Research and Theory*.
- Professional Affiliations: Association for Budgeting and Financial Management, American Political Science Association, American Society for Public Administration.