

CURRICULUM VITA (August 2015)

KENNETH A. KLAASE

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EDUCATION

Bachelor of Arts, Ohio State University, 1970, International Studies.

Master of Business Administration, Auburn University, 1981.

Doctor of Public Administration, University of Georgia, 1989. Concentration in Public Budgeting and Finance and Public Policy Analysis.

ACADEMIC POSITIONS

2011- present: Associate Professor, Department of Political Science, University of North Carolina at Greensboro. Graduate level instruction in the Master of Public Affairs (MPA) program: Budget and Fiscal Administration, Public Personnel Management, Nonprofit Financial Management and Budgeting, Ethics in Public Administration, Federalism & Intergovernmental Relations, Governmental Accounting & Reporting, Financial Analysis Techniques, Grants & Contract Administration; Undergraduate instruction: Public Affairs Internship.

2001- 2010: Associate Professor and MPA Director, Department of Political Science, University of North Carolina at Greensboro.

1995-2001: Associate Professor, Division of Public Administration, School of Applied Social Sciences, West Virginia University.

1989-1995: Assistant Professor, Department of Public Administration, West Virginia University. Graduate level instruction in public administration: Public Budgeting, Public Financial Management, Public Administration and Policy Development, MPA Capstone Seminar, Public Planning, and Healthcare Finance.

1987-1989: Instructor, Department of Urban Studies and Public Administration, Old Dominion University, Norfolk, Virginia. Graduate level instruction in public administration and urban studies. Public Budgeting, Public Financial Management, Research Methods in Public Administration, Advanced Research Methods and Decision-Making Techniques, Microcomputers in Public Organizations.

1985-1987: Instructor: Political Science Department; and Research Associate, Center for Governmental Services, Auburn University. Instruction and research in political science and public service extension activity involving technical assistance and applied research services to governmental units with emphasis in financial management programs.

RESEARCH

ACADEMIC AND PROFESSIONAL JOURNALS AND BOOK CHAPTERS:

“The Effects of Benchmarking of Public Works Performance Measures on the Cost Effectiveness of Service Delivery: Evidence from the North Carolina Benchmarking Project,” Public Works Management & Policy, Vol. 19, Nr.3 (2014), pp.277-298.

Klase, Kenneth. "Capital Budgeting and Finance: A Guide for Local Governments," Public Budgeting and Finance, Vol. 32, Issue 2 (2012), pp. 115-118.

“The Intersection of Flexible Budgeting and Cutback Management: Factors Affecting the Responses of Selected States to Recent Economic Recessions,” Public Finance and Management, Vol.11, No. 2 (2011), pp.197- 230.

“E-Government and its Potential to Facilitate Citizen Participation in State Budget Deliberations,” Chapter in Ed Downey, Carl D. Ekstrom, and Matthew A. Jones, Eds., *E-Government Website Development: Future Trends and Strategic Models*, Hershey, PA: IGI Global Publishing (2011), pp. 342-362. Joint Author with Michael Dougherty.

“Fiscal Retrenchment in State Budgeting: Revisiting Cutback Management in a New Era,” International Journal of Public Administration, Vol. 32, No. 7 (2009), pp. 593-619. Joint Author with Michael Dougherty.

“Service Challenges and Governance Issues Confronting Counties in the 21st Century: An Overview,” State and Local Government Review, Volume 40, No. 1 (2008): 54-68. Joint Author with J. Edwin Benton, Jacqueline Byers, Beverly A. Cigler, Donald C. Menzel, Tanis J. Salant, Gregory Streib, James H. Svara, and Willaim Waugh.

“Switching Roles from Administrator to Mayor: Winston-Salem, North Carolina,” Chapter in Svara, James H. *The Facilitative Leader in City Hall: Reexamining the Scope and Contributions*, Boca Raton, FL: Routledge, Taylor & Francis Group, LLC. (2008).

“The Impact of Performance Budgeting on State Budget Outcomes,” Journal of Public Budgeting, Accounting & Financial Management, Vol. 20, No. 3(2008): 277-298, Primary Author with Michael Dougherty.

“Conducting Research on Counties in the 21st Century: A New Agenda and Database Considerations,” Public Administration Review, Vol. 67, Nr. 6 (November/December 2007), 968-983. Joint Author with J. Edwin Benton, Jacqueline Byers, Beverly A. Cigler, Donald C. Menzel, Tanis J. Salant, Gregory Streib, James H. Svara, and Willaim Waugh.

“New Perspectives on Municipal Government Structure, Performance Management, and Change,” State and Local Government Review, Vol. 38, No.2: (2006): 120-125.

“Financial Resource Management in Local Government,” Chapter in Rabin, Jack, (Ed.), Encyclopedia of Public Administration and Public Policy, New York: Marcel Dekker, Inc., 2003.

“Managerial Necessity and the Art of Creating Surpluses: The Budget Execution Process in West Virginia Cities,” Public Administration Review, Vol. 63, No. 4 (July/August 2003). Joint Author with Michael Dougherty and Soo Guen Song.

“Exploring Within-Year Budget Adjustments in Small to Medium-Sized Cities in West Virginia,” Journal of Public Budgeting, Accounting, & Financial Management , Vol. 13, No. 3 (Fall 2001). Primary Author with Michael Dougherty and Soo Geun Song.

“Evaluating the Influence of the County Manager Form of Government on County Conflict,” Public Administration Quarterly , Vol. 24, No. 3 (Fall 2000). Primary Author with Soo Geun Song.

“West Virginia,” Chapter in Krane, Dale; Platon Rigos, and Mel Hill (Eds.), Home Rule in America. Washington, DC: CQ Press, (2000). Sole Author.

“The Relationships Between Public Finance Issues, Financial Management Issues, and Conditions of Fiscal Stress in Small and Rural Local Governments: The Case of West Virginia,” Journal of Public Budgeting, Accounting & Financial Management, Vol. 12, No. 4 (Winter 2000). Joint Author with Michael Dougherty and Soo Geun Song.

“The Needs and Financial Problems of Small and Rural Localities: the Case of West Virginia,” Public Budgeting & Finance ,Vol. 19, No. 3 (Fall 1999). Joint Author with Michael Dougherty and Soo Geun Song.

"County Conflict and Cooperation," chapter in Donald C. Menzel, ed., The American County: Frontiers of Knowledge, University of Alabama Press, 1996. Primary Author with Gerald Pops and Jin Mok.

"Accounting for Human Resource Development in the Public Sector," International Journal of Public Administration, Vol. 19, No. 5, 1996. Sole Author.

"The Problems of Designing Environmental Mediation for Small Communities," Chapter in J. Walton Blackburn and Willa M. Bruce, eds., Mediating Environmental Conflicts: Theory and Practice (pp.85-100). Westport, CT: Quorum Books, 1995. Sole Author.

"Assessing the Financial Performance of Water and Wastewater Utilities and Its Implications: The Case of West Virginia Municipalities and Public Service Districts," Public Administration Quarterly, Vol. 19, No.3 (Fall), 321-341, 1995. Sole Author.

"Environmental Dimensions of Managing Public Budgets and Public Enterprises in Sub-Saharan Africa," International Journal of Public Administration, Vol. 18, No.9, 1391-1421, 1995. Primary Author with Berhanu Mengistu.

"The Impact of Changing Intergovernmental Revenues on Municipal Construction Expenditures: A Time-Series Analysis," Public Budgeting and Financial Management, Vol.5, No. 3, 597-625, 1993. Secondary Author with Charles Spindler.

"Factors Contributing to Innovations in Local Government Budgeting and Financial Management," Public Budgeting and Financial Management, Vol. 4, No. 3, 551-582, 1992. Sole Author.

OTHER PUBLICATIONS:

“Survey of the Performance of West Virginia Starting Points Family Resource Centers,” West Virginia Governor’s Cabinet on Children and Families, Charleston, June 2000.

“County Conflict in West Virginia,” The West Virginia Public Affairs Reporter, Institute for Public Affairs, West Virginia University, Volume 15, No. 2, Spring 1998. Primary Author with Gerald M. Pops.

"Meeting Fiscal Challenges in the 1990's: Local Government Fiscal Trends in West Virginia," The West Virginia Public Affairs Reporter, Institute for Public Affairs, West Virginia University, Volume 11, No. 2, Spring, 1994. Sole Author.

Public Service Research Report: Small Community Characteristics and Human Resources Affecting Environmental Management: Building the Capacity of Small Communities Through Training National Environmental Training Center for Small Communities, May, 1993. Primary Author.

CONFERENCE PAPERS/PRESENTATIONS:

Conference Paper, "Performance Budgeting and Elected Officials: The Use of Performance Measurement Information in the Budgeting Process by Elected Officials in North Carolina Municipalities." Annual Conference of the Association for Budgeting and (ABFM) of the American Society for Public Administration (ASPA), Grand Rapids, Michigan, October 2-4, 2014.

Conference Paper, "Factors Affecting Performance Budgeting: A Discriminant Analysis of Cost Effectiveness in Budgeting for Municipal Service Delivery," Annual Conference of the Association for Budgeting and (ABFM) of the American Society for Public Administration (ASPA), Washington, D.C., October 3-5, 2013.

Conference Paper, "The Relationship Between Fiscal Stress, Institutional and Political Factors and State Budgeting Strategies Used in Cutback Management," Southeastern Conference on Public Administration (SECOA), a Section of the American Society for Public Administration (ASPA), Charlotte, N.C., September 25-28, 2013.

Conference Paper, "Assessing the Use of Performance Information by Elected Officials in Municipal Budget Deliberations," Annual Conference of the Association for Budgeting and (ABFM) of the American Society for Public Administration (ASPA), New York, New York, October 11-13, 2012.

Conference Paper, "The Effects of Performance Measures on Budgetary Outcomes in Selected North Carolina Municipalities: The Case of the North Carolina Local Government Performance Measurement Project," Annual Conference of the Association for Budgeting and (ABFM) of the American Society for Public Administration (ASPA), Washington, D.C., October 12-15, 2011.

Conference Paper, "The Use of Performance Information in Budget Deliberations by Local Government Elected Officials: What We Know and What We Don't Know," Southeastern Conference on Public Administration (SECOA), a Section of the American Society for Public Administration (ASPA), Wilmington, N.C., October 13-16, 2010,

Conference Paper, "The Utilization of Performance Based Budgeting Information in Budget Deliberations by State Legislators," Annual Conference of the Association for Budgeting and Finance (ABFM) of the American Society for Public Administration (ASPA), Washington, D.C., September 24-26, 2009. Joint Author with Michael Dougherty.

Conference Paper, "The Influence of Performance Based Budgeting on Budget Deliberations: An Exploratory Case Study of Selected State Legislative Committee Hearings," Annual Conference of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration (ASPA), Chicago, IL, October 2008.

Conference Paper, "The Potential to Assess Performance Based Budgeting in the States Using Information on State Budget Deliberations," Annual Conference of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration (ASPA), Washington, D.C., October 2007. Primary Author with Michael Dougherty.

Conference Presentation, Panel on "Crafting a Research Agenda for County Governments: A Scholarly and Practitioner Perspective," 2007 Annual Meeting of the American Society for Public Administration in Washington, D.C. March 23-27, 2007.

Conference Paper, "Availability of Information on State Budget Deliberations: Examining the Context for the Use of Performance Budgeting Information," Annual Conference of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration (ASPA), Washington, D.C., November 2005. Primary Author with Michael Dougherty.

"Establishing a Research Agenda for Empirically Testing the Effects of Performance Budgeting," Annual Meeting of the Association of Budgeting and Financial Management (ABFM) of the American Society for Public Administration (ASPA), Chicago, IL, October 2004. Primary Author with Michael Dougherty.

"Comparing Patterns of County Fiscal Retrenchment to Cutback Management Theory," Southeastern Conference on Public Administration, Charlotte, NC, October 2004. Sole Author.

"Local Government in a New Era of Fiscal Stress: The Causes and Implications of the Budgetary Crisis in American Counties," Midwest Political Science Association Annual Conference, Chicago, IL, April 2004. Sole Author.

"Fiscal Retrenchment in State Budgeting: Revisiting Cutback Management in a New Era," Annual Meeting of the Association of Budgeting and Financial Management (ABFM) of the American Society for Public Administration (ASPA), Washington, D.C., September 2003. Primary Author with Michael Dougherty.

"The Relative Influence of Socio-Economic, Political, and Performance Budgeting Variables on State Budget Outcomes," Annual Meeting of the Association of Budgeting and Financial Management (ABFM) of the American Society for Public Administration (ASPA), Kansas City, MO, October 2002. Primary Author with Michael Dougherty.

"The Effect of Performance Budgeting on State Functional Expenditures," a conference paper for the 2001 Annual Meeting of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration, Washington, D.C., January 2002. Primary Author with Michael Dougherty.

"The Impact of Performance Budgeting on State Budget Outcomes," Annual Meeting of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration, Kansas City, KS, October 2000. Primary Author with Michael Dougherty.

"Patterns of Budget Adjustment by Small and Medium-Sized Municipalities," Annual Meeting of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration, Kansas City, KS, October 2000. Secondary Author with Michael Dougherty.

"Testing a Framework for Understanding Budget Innovation: A Case Analysis of Budget Reform Adopters," Annual Meeting of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration, Washington, D.C., October 1999. Sole Author.

"Why Government Shouldn't Be Run Like A Business," 1999 Southeastern Conference for Public Administration (SECOPA), St. Petersburg, FL, October 1999. Sole Author.

"Evaluating the Influence of the County Manager Form of Government on County Conflict," 1998 Southeastern Conference on Public Administration (SECOPA), Pensacola, FL, January 1999. Primary Author with Soo Geun Song.

"Exploring Within-Year Budget Adjustments in Small to Medium-Sized Cities in West Virginia," Annual Meeting of the Association for Budgeting and Financial Management (ABFM) of the American Society for

Public Administration, Washington, D.C., November 1998. Primary Author with Soo Geun Song and Michael Dougherty.

“A New Model of the Relationship Between Public Finance, Infrastructure, and Economic Development Issues in Small and Rural Governments,” Annual Meeting of the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration, Washington, D.C., November 1997. Primary Author with Soo Geun Song and Michael Dougherty.

“Comparing the Financial Performance of Small and Rural Water and Wastewater Utilities Then and Now: The Case of West Virginia Municipal and Public Service Districts,” Southeastern Conference on Public Administration, Knoxville, TN, September 1997. Sole Author.

“Exploring the Relationship Between Economic Development, Infrastructure, and Public Finance Issues in Small and Rural Governments,” National Conference of the American Society for Public Administration, Philadelphia, PA, July 1997. Secondary Author with Soo Geun Song and Michael Dougherty.

“The Needs and Financial Problems of Local Governments: the Case of Small and Rural Governments in West Virginia,” National Conference of the American Society for Public Administration, Atlanta, GA, July, 1996. Joint Author with Michael Dougherty and Soo Geun Song.

“The Case for Service Efforts and Accomplishments (SEA) Reporting: Improving Budgeting and Financial Reporting Through Financial and Non-Financial Performance Measures,” Annual Conference on Budgeting and Finance sponsored by the Association for Budgeting and Financial Management (ABFM) of the American Society for Public Administration, Washington, D.C., October, 1996. Sole Author.

“Understanding County Conflict: A Causal Model of Conflict in County Governance,” Southeastern Conference on Public Administration, Savannah, GA, October, 1995. Sole Author.

“New Economic Development Paradigms and the Need for Organizational Adaptation of Regional Planning and Development Councils,” Region IV Conference of the American Society for Public Administration, Virginia Beach, VA, September, 1995. Joint Author with L. Christopher Plein.

“Improving Governmental Financial Reporting: Utilizing Financial and Service Efforts and Accomplishments (SEA) Measures for Assessing the Performance of Governmental Entities,” Southeastern Conference for Public Administration, Lexington, KY, October, 1994. Sole Author.

“State-Local Relationships in West Virginia: A Classic Unitary Relationship and Its Implications,” National Conference of the American Society for Public Administration, Kansas City, MO, July, 1994. Sole Author.

“Factors Influencing County Conflict and Cooperation,” Southeastern Conference for Public Administration, Cocoa Beach, FL, October 1993. Primary Author with Gerald M. Pops.

“The Problems of Designing an Environmental Mediation Effort for Small Communities,” Region IV Conference of the American Society for Public Administration, Richmond, VA, September 1993. Sole Author.

“Water Resources Infrastructure Needs and Local Government Capacity to Respond,” National Conference of the American Society for Public Administration, San Francisco, CA, July 1993. Sole Author.

“Environmental Dimensions of Managing Public Budgets and Public Enterprises in Sub-Saharan Africa,” 1992 National Conference of the American Society for Public Administration, Chicago, IL, April 1992. Primary Author with Berhanu Mengistu.

"Meeting the Fiscal Challenges of the 1990's: Local Government Fiscal Trends in West Virginia," Region IV Conference of the American Society for Public Administration, Annapolis, MD, September 1992. Sole Author.

"Assessing the Financial Performance of Water and Sewer Utilities and Its Implications: The Case of West Virginia Municipalities and Public Service Districts," Sole Author. Southeastern Conference on Public Administration, Montgomery, AL, October 1992.

"Conflict in County Government: A Determinant Model," Southern Political Science Association Meeting, Tampa, FL, November, 1991. Co-author with Jin W. Mok and Gerald M. Pops.

"The Effect of Declining Federal Intergovernmental Revenues on State Expenditures for Infrastructure," Southeastern Conference on Public Administration, Charlotte, NC, October 1991. Secondary Author with Charles Spindler.

"Evolving Patterns of Municipal and County Service Delivery: Changes in Georgia during the 1980's," Southeastern Conference on Public Administration, Clearwater, FL, October, 1990. Sole Author.

"Resolving Long-Term Health Care Issues through Public-Private Coalitions," Region IV Conference of the American Society for Public Administration, Pittsburgh, PA, September, 1990.

"Local Government Service Delivery: A Theoretical and Methodological Analysis of Differences Between Counties and Municipalities," First Annual Symposium on Public Administration Research at the National Conference of the American Society for Public Administration, Los Angeles, CA, April 1990.

"An Assessment of Administrative Practices in Four Developing Countries: The Effect of Political Orientation and Socioeconomic Status on the Budgetary Process," 1989 National Conference of the American Society for Public Administration, Miami, FL. Primary Author with Berhanu Mengistu.

"Past, Present, and Future Perspectives on Regionalism," 1988 Region IV Conference of the American Society for Public Administration, Carlisle, PA.

"Measures and Determinants of Service Delivery Patterns for Small and Medium-sized Municipalities," 1986 Southeastern Conference on Public Administration, Pensacola, FL.

"The Crisis in Defense Contracting: Ethical and Administrative Considerations," 1986 National Conference of the American Society for Public Administration, Anaheim, CA.

"Critical Variables in Policy Success or Failure," 1984 meeting of the Georgia Political Science Association, Savannah, GA.

GRANTS AND PROJECTS:

Greensboro Foundations Scholarship Fund (MPA Leaders Program), sponsored by Greensboro area foundations, three year period resulting in funding of \$165,000. 2007-2010.

Community Development Work Study Program Grant, sponsored by the U.S. Department of Housing and Urban Development. Award to the MPA Program at UNCG for three Community Development Intern positions resulting in funding of \$90,000. 2004-2006.

Winston-Salem Foundation Nonprofit Management Fellows Program in Forsyth County, two year period refunding resulting in funding of \$20,000 for 2004-2006.

Winston-Salem Foundation Nonprofit Management Fellows Program in Forsyth County, one year period resulting in funding of \$6,000 for 2003-2004.

Cemala Nonprofit Fellows Program in Guilford County, three year refunding resulting in \$90,000 for 2003-2006.

WVU Public Service Grant, Continuation of "Responding to Local Government Needs in West Virginia: A WVU Public Service Initiative," sponsored by the WVU Faculty Senate Service Committee, resulting in funding of \$5,000. 1996-97.

WVU Public Service Grant, "Responding to Local Government Needs in West Virginia: A WVU Public Service Initiative," sponsored by the WVU Faculty Senate Service Committee, resulting in funding of \$2,500. 1995-96.

Southern Growth Policies Board and Southern Consortium of University Public Service Organizations Collaborative Survey Research Project, "Public Sector Benchmarking and Performance Measurement," sponsored by the West Virginia University Institute for Public Affairs and the Department of Public Administration. 1994.

County Conflict Research Project, "Conflict in County Governments in West Virginia and Maryland," sponsored by the West Virginia University Institute for Public Affairs, resulting in funding of \$3,000. 1993-1994.

United States Geological Survey, Department of Interior, "Water Resources Infrastructure Needs and Local Government Financial Capability to Respond," with Jin W. Mok, a grant through the West Virginia University Water Research Institute resulting in funding of \$35,274. 1991-1993.

Environmental Management Research Project, "Small Community Characteristics and Human Resources Affecting Environmental Management," sponsored by the National Environmental Training Center for Small Communities, resulting in funding of \$3,800. 1992-1993.

National Small Governments Research Network Survey Research Project, "Small Local Government Fiscal Trends," sponsored by the West Virginia University Institute for Public Affairs, resulting in funding of \$2,000. 1991-1992

United States Department of Education, Higher Education Programs, Prepared major portions of successful grant application, 1991-1992 and 1992-1993, under Title IX, Higher Education Act of 1965 for Public Service Education and Graduate and Professional Studies Fellowships, resulting in funding of \$80,000 for the Department of Public Administration.

OTHER RESEARCH, WORKSHOPS, SEMINARS, AND PRESENTATIONS:

"Research on Cutback Management," Invited Guest Lecture, IX Summer School in Public economics, International Center for Public Policy (ICePP), Andrew Young School of Policy Sciences, Georgia State University, Atlanta, GA, July 11, 2013. Sponsored by the Fundacion Tafeal Del Pino and the Instituto de Estudios Fiscales, Spain.

“Developing a Situation Overview Using Focus Groups: The Basis for a Comprehensive Public Relations Plan for Preservation Greensboro, Inc. (PGI),” Research report on a project for Leadership Greensboro, a program of the Greensboro Chamber of Commerce, May 2007.

Workshop: “Managing a Budget Responsibly,” presented as a part of the Leadership Effectiveness and Development Program designed by Training and Development, Department of Human Resources, West Virginia University, May, 1996.

Presentation: “Assessing Local Government Needs in West Virginia,” at the County Commissioners’ Education Series VIII sponsored by the County Commissioners’ Association of West Virginia and the WVU Institute for Public Affairs, Charleston, WV, February, 1996.

Presentation: “Managing County Conflict,” at the Training Series VI “County Management and Communication Techniques,” sponsored by the County Commissioners’ Association of West Virginia and the WVU Institute for Public Affairs, Charleston, WV, February, 1995.

Presentation: “Reinventing Government through Privatization,” at a workshop, “Reinventing Government in West Virginia: Privatization of Local Government Services,” sponsored by the West Virginia City Management Association and the West Virginia Chapter of the American Society for Public Administration, June, 1995.

Presentation: "Annexation by Minor Boundary Adjustment in West Virginia," to the Marion County Commission, April 1994.

Presentation: "County Budgeting in West Virginia," to the County Commissioners' Training Meeting held in Charleston, WV, in January 1993.

Presentations to the initial statewide conference in Charleston (February 1993) and a subsequent follow-on regional conference in Martinsburg, WV (May 1993) sponsored by the League of Women Voters of West Virginia on "Realistic Approaches to Local Government Finance in West Virginia."

Workshops: "Water and Wastewater Management in West Virginia," in Morgantown and Pipestem, WV, in June 1993.

Presentation: West Virginia University Institute for Public Affairs Policy Roundtable, "Water and Wastewater Management in West Virginia," July 1992. With Jin W. Mok.

Editor, Alabama County Finance Manual, 1987.

"Improving Alabama's Revenue System: Achieving Fiscal Policy Goals through Reduction of Tax Expenditures," monograph with Keith Ward and Elton Smith, 1987.

City/county consolidation study for Athens/Limestone County, Alabama, 1986.

City/county consolidation study for Macon/Bibb County, Georgia, 1985.

ADMINISTRATIVE EXPERIENCE

1985-1987: Research Associate and Research Coordinator, Center for Governmental Services, Auburn University. Public service extension activity involving technical assistance and applied research services to governmental units with emphasis in financial management programs.

1983-1985: Research Specialist, Governmental Research and Services Division, Institute of Government, University of Georgia. Technical assistance and research to state and local governments related to management and personnel policies, consolidation, and community development/growth.

1980-1981: Assistant to Director, Continuing Education and Services, School of Business, Auburn University. Program planning and administration of extension activities in management development and financial management for School of Business continuing education programs.

1970-1979: U.S. Navy Supply Corps Officer.

1980-1997: Continued active service in the U.S. Naval Reserve. Retired in 1997 as Commander, Supply Corps, U.S. Naval Reserve.

Graduate, U.S. Navy Supply Corps School, Athens, Georgia, 1970. Assignments afloat and ashore in administration, planning, financial management, data processing, and logistic support. Foreign travel in Europe, Mediterranean area, Middle East, and Caribbean. Significant personnel management experience as Division Officer/Director for organizational units from 30 military personnel to 200 civil service employees. Data Processing Coordinator for ADP program planning related to equipment acquisition/ installment and implementation of software systems. Financial management experience as Disbursing Officer and Comptroller for several organizations. Budgeting experience in staff and field activities. Reserve assignments in Navy and Defense units dealing with contracting, auditing, and supply management.

Reserve Assignments:

Navy Regional Contracting Unit, Defense Finance and Accounting Center, Cleveland, OH, 1994-97

Navy Inspector General's Office, Washington Navy Yard, Washington, D.C. , 1992-94

Navy Supply Systems Command Headquarters, Washington, D.C. , 1987-92

Navy Advance Supply Base Unit, Atlanta, GA, 1984-87

Navy Supply Center Charleston Unit, Charleston, S.C., 1982-84

Navy Inshore Undersea Warfare Unit, Mobile, AL, 1980-82

Active Duty Assignments:

Assistant Storage and Inventory Control Officer, Naval Supply Center, Norfolk., VA, 1979-1980

Comptroller, Administrative Support Unit, Bahrain, Persian Gulf, 1978-1979

ADP Plans Officer and Assistant to Supply Officer, Naval Air Station, Cecil Field, FL, 1976-1978

Supply Officer, USS W. S. Sims (FF1059), 1974-1976

Disbursing Officer and Assistant Supply Officer, Naval Weapons Station, Yorktown, VA, 1972-1974

Disbursing Officer and Assistant Supply Officer, USS Aylwin (FF-1081), 1970-1972

OTHER SERVICE ACTIVITIES

Service to the University, College, and Department:

Member, Promotion and Tenure Committee, College of Arts and Sciences, University of North Carolina at Greensboro, 2015 - present.

Chair, Graduate Studies Committee, University of North Carolina at Greensboro, 2013-2015; Member, 2010-2015; Chair, Policies and Procedures Sub-Committee, 2011-2012.

Member, University Task Force on Curricular Change Processes: Task Force reviewing University-wide Curriculum Processes to make Recommendations to the Provost, 2014-2015

Member, Graduate Committee, Department of Political Science, University of North Carolina at Greensboro, 2001-present. Chair, 2001- 2010.

Member, Faculty Search Committee for Gerontology Position, Department of Gerontology, University of North Carolina at Greensboro, 2007-2008.

Member, Faculty Search Committee for Public Administration, Nonprofit Management, Philanthropy, and Public Administration Position, Department of Political Science, University of North Carolina at Greensboro, 2007-2008.

Member, Faculty Search Committee for Public Administration, Policy and Urban Position, Department of Political Science, University of North Carolina at Greensboro, 2005-2006.

Member Faculty Search Committee for Urban Politics Position, Department of Political Science, University of North Carolina at Greensboro, 2002-2003.

Member, College Budget and Planning Committee, College of Arts and Sciences, University of North Carolina at Greensboro, 2003-2004.

Member, College 2008 Strategic Planning Committee, College of Arts and Sciences, University of North Carolina at Greensboro, 2003.

Member, College Research Assignment Committee, College of Arts and Sciences, University of North Carolina at Greensboro, 2002.

Member, Dean's Advisory Committee, Eberly College of Arts and Sciences, West Virginia University, 1997.

Member, University Graduate Council, West Virginia University, 1997-2001. Chair, University Graduate Council, West Virginia University, 1999-2000.

Member, Research and Graduate Studies Committee, Eberly College of Arts and Sciences, West Virginia University, 1996-2001.

Member, Tenure and Promotion Committee, Eberly College of Arts and Sciences, West Virginia University, representing the Division of Public Administration, 1996-2001.

Member, Promotion and Tenure Joint Committee, School of Social Work and Public Administration, West Virginia University, 1999- 2001.

Member, University Board of Trustees Graduate/Professional Program Review Committee, West Virginia University, 1998-1999 and 1999-2000.

Member, Nonprofit Management Program Development Committee, School of Social Work and Public Administration, West Virginia University, 1999- 2001.

Member, Doctoral Degree Planning Committee, School of Social Work and Public Administration, West Virginia University, 1999- 2000.

Member, Dean's Advisory Committee, Eberly College of Arts and Sciences, West Virginia University, 1997.

Member, Master of Regional and Rural Planning Committee, and interdisciplinary committee investigating the feasibility of a joint degree program, West Virginia University, 1996.

Member, Tenure and Promotion Committee, Department of Public Administration, West Virginia University, 1989-1995.

Service to the Profession:

Member, Executive Board, Public Financial Publications, Inc. (PFP) the publication board for *Public Budgeting and Finance*, the journal of the Association of Budgeting and Financial Management (ABFM) Section of the American Society for Public Administration (ASPA) for the period 2008- 2013.

Member, Executive Board, Association of Budgeting and Financial Management (ABFM) Section of the American Society for Public Administration (ASPA), Elected for the period 2003-2005.

Book Review Editor, *Public Budgeting and Finance*, 2010 – 2014.

Editor, ABFM Newsletter, “Line Item,” Association of Budgeting and Financial Management (ABFM) Section of the American Society for Public Administration (ASPA), 2004-2010.

Member, Doctoral Dissertation Committee for Marian Graebert, School of Music, Theater and Dance, University of North Carolina at Greensboro, 2014 – 2015.

Member, Doctoral Dissertation Committee for Martha Rogers, Department of Political Science and Public Administration, North Carolina State University, 2005-2006.

Member, Program Committee, Annual Meeting of the Association of Budgeting And Financial Management (ABFM) Section of the American Society for Public Administration (ASPA), Chicago, IL, October 2004.

Member Program Committee, Southeastern Conference on Public Administration (SECOPA), Charlotte, NC, October 2004.

Member, Board of Editors for The Korean Review of Public Administration (KorPA), 1996-present.

Currently reviewer for State and Local Government Review , Public Budgeting,Accounting and Financial Management, Urban Affairs Review, Public Performance and Management Review .

West Virginia Chapter of the American Society for Public Administration, Member of the Chapter Council 1989-2002; President 1993-94, 95-96, 97-98.

Piedmont Triad Chapter of the American Society for Public Administration, Member of the Chapter Council, 2002-present, Vice President, 2002, President, 2003.

Public Service:

Member, Guilford County Commission on Aging, 2012- present; Member, Budgeting Committee, 2013-present.

Member, Board of Directors, Adult Center for Enrichment, Greensboro, N.C., 2005- 2011; Treasurer, 2006-2011; Member, Finance Committee, 2005- present; Member, Personnel Committee, 2005-present.

Member, Planning Commission, City of Morgantown, West Virginia, 1993-2001; Vice Chairman, 1995-1998; Chairman, 1998-2001.

PROFESSIONAL ASSOCIATION MEMBERSHIPS

American Society for Public Administration

ACADEMIC HONORS AND ACTIVITIES

Phi Kappa Phi

Pi Alpha Alpha, Public Administration Honorary