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PROFESSIONAL EXPERIENCE

University of Maryland, School of Public Policy (2011-Present)

In position as **Senior Associate Dean (2015-Present)**, am responsible for faculty mentoring and development, coordination of school research activities, overview of budget priorities, curriculum development, and many other day to day administrative responsibilities. Also represent the school on many university-wide committees and task forces. In 2014, served as **Interim Dean**. In position as **Professor of Public Policy (2011-Present)**, chiefly teach core and elective courses in the Public Financial Management area of concentration and in the School's undergraduate major in Public Policy. Research interests include the Congressional budget process, state and local budgeting, and the use of performance information for budgeting.

The George Washington University, School of Public Policy and Public Administration (1999-2010)

In position as **Professor of Public Policy and Public Administration**, mainly taught courses in the Department's Master of Public Administration (M.P.A.) program and Ph.D. program. Chiefly taught core and elective courses in the area of public finance and budgeting. Research focused on performance measurement, the federal budget process, and the effect of fiscal rules on budgeting outcomes and processes. Also **Director of PhD Program in Public Policy and Administration (2009-2010)**.

Syracuse University, Maxwell School of Citizenship and Public Affairs (1995-1999)

In position as **Assistant Professor of Public Administration**, taught courses in the Master's in Public Administration program. Courses taught included public budgeting, intergovernmental relations, and public administration and democracy. Research focused on the use of performance measures for decisions, budget reform, and intergovernmental fiscal relations. Also Senior Associate in both the Center for Policy Research, and the Campbell Institute of Public Affairs.

United States Congress, Congressional Budget Office (1991-1995)

In position as **Principal Analyst, Special Studies Division**, studied issues relating to the federal budget process and budget reform. Prepared CBO studies and briefed CBO senior staff on policy issues that are of interest to Members of Congress and Congressional committees. Between 1992 and 1995 drafted testimony for the CBO director on the balanced budget amendment, the line item veto, biennial budgeting, budget enforcement, and Congressional reform. Also served as staff liaison on budget process issues to the Joint Committee on the Organization of Congress (1993).

University of Kentucky, Martin School of Public Administration (1989-1990)

In position as **Assistant Professor of Public Administration**, taught Master's level and undergraduate courses in public finance, public budgeting, financial management, bureaucratic politics and general public administration. Research focused on budgetary relationships between legislatures and executive branch agencies, state and local tax and spending limitations, and personnel policy.

State of Illinois, Department of Corrections (1983-1986)

Served as **Executive Assistant** to the Deputy Director for Community Services, who oversees the statewide parole and work release programs. Directly supervised a staff of nine employees. Responsible for contract negotiation, development and management of a \$20 million annual budget, inspection of approximately 40 facilities statewide, and other projects.

State of Illinois, Executive Office of the Governor, Bureau of the Budget (1979-1983)

Served as **Program Analyst** for the executive budget office. Duties included financial and programmatic analysis of agency budget requests, presentation of oral and written recommendations to the budget director and Governor, and negotiation with agencies on budget allocation levels.

EDUCATION

Syracuse University, Maxwell School of Citizenship and Public Affairs

Ph. D. in Public Administration (1990)

Dissertation title: "Congressional Oversight and Geographic Budget Allocation: A Comparison of Five Federal Agencies"

Fields of Specialization: Public Budgeting and Financial Management, Public Finance, and Bureaucratic Politics/Democratic Theory

The Pennsylvania State University, Institute of Public Administration

Master's Degree in Public Administration (1979)

Thesis: "The Effect of Federal Grants-in-Aid on Local Budget Decision-Making"

Thiel College (Greenville, Pennsylvania)

Bachelor of Arts (1978)

Major: History. Graduated cum laude with departmental honors.

BOOKS

Public Budgeting Systems, 9th Edition (with Robert D. Lee and Ronald W. Johnson), Jones and Bartlett Publishers, 2013.

The Congressional Budget Office: Honest Numbers, Power and Policy Making, Georgetown University Press, 2011.

Public Budgeting Systems, 8th Edition (with Robert D. Lee and Ronald W. Johnson), Jones and Bartlett Publishers, 2008.

Public Budgeting Systems, 7th Edition (with Robert D. Lee and Ronald W. Johnson), Jones and Bartlett Publishers, 2004.

Government Performance: Why Management Matters (with Patricia Ingraham and Amy Donahue), Johns Hopkins University Press, 2003.

REFEREED JOURNAL ARTICLES

"The Congressional Budget Office at Middle Age," Congress and the Presidency 43, Number 3 (Fall 2016), pp. 279-299.

Transparency and Accountability in the Federal Budget: How is the Obama Administration Building on the Legacy of Federal Performance-Informed Budgeting?" Public Administration Review (May/June 2011), pp. 356-367.

“Public Budgeting in 2020: Return to Equilibrium, or Continued Mismatch Between Demands and Resources?” (with Scott Pattison), Public Administration Review (Special Issue, December 2010), pp. s24-s32.

“Does More (or Even Better) Information Lead to Better Budgeting?: A New Perspective,” Journal of Policy Analysis and Management (Autumn, 2008), pp. 945-959.

“Policy Analysis Can Inform Federal Budgeting Choices, But only if There is Political Will,” Journal of Policy Analysis and Management (Autumn, 2008), pp. 972-975.

“The Congressional Budget Process at 30: Is it Worth Saving?” (with Roy T. Meyers), Public Budgeting and Finance (Special Issue 2005), pp. 68-82.

“Federal Budgeting After September 11th: A Whole New Ballgame, or is it Déjà vu All Over Again?”, Public Budgeting & Finance 25, Number 1 (Spring 2005), pp. 15-31.

“A Framework for Analyzing Emergency Management With an Application to Federal Disaster Budgeting,” (with Amy K. Donahue) Public Administration Review 61, Number 6 (November/December 2001), pp. 670-682.

“What’s So Magical About Five Percent?: A Nationwide Look at Factors that Influence the Optimal Size of State Rainy Day Funds,” Public Budgeting & Finance Vol. 21, Number 2 (Summer 2001), pp. 62-87.

“Budgeting During the Clinton Presidency,” (with Roy T. Meyers) Public Budgeting & Finance Vol. 21, Number 1 (Spring 2001), pp. 1-21.

-Reprinted in The Presidency: Classic and Contemporary Readings, Jeffrey Cohen and David Nice, eds. (McGraw-Hill, 2003).

“The Federal Line Item Veto Experiment: After the Supreme Court Ruling, What’s Next?,” Public Budgeting & Finance 18, Number 4 (Winter 1998), pp. 3-21.

“Introduction: Reflections on Two Decades of Congressional Budgeting,” (with Louis Fisher), Public Budgeting & Finance 17, Number 3 (Fall 1997), pp. 3-9.

“The Future of Federal Budgeting: What Will the Government Do? How Will it Make its Choices?” Journal of Budgeting, Accounting and Financial Management (Spring 1997), pp. 63-75.

“The Federal Line Item Veto: What Is It And What Will It Do? (with Robert Reischauer),” Public Administration Review 57, Number 2 (March/April 1997), pp. 95-104.

-Reprinted in Government Budgeting, 3rd edition, Albert C Hyde, ed. (Wadsworth, 2002).

“Appraising Budget Appraisal: Can You Take Politics Out of Budgeting?” Public Budgeting & Finance 16, Number 4 (Winter 1996), pp. 21-25.

“Jesse Burkhead and the Multiple Uses of Federal Budgets: A Contemporary Perspective,” Public Budgeting & Finance 16, Number 2 (Summer 1996), pp. 59-75.

"Congressional Budget Reform: The Unanticipated Consequences for Federal Policymaking," Public Administration Review 56, Number 4 (July/August 1996), pp. 317-325.

-Reprinted in Introduction to Public Administration: A Book of Readings, J Steven Ott and E.W. Russell, eds. (Longman, 2000)

"Tax and Expenditure Limitations and State and Local Fiscal Structure: An Empirical Analysis," (with Daniel Mullins), Public Budgeting & Finance 16, Number 1 (Spring 1996), pp 75-101.

"The Effect of Underforecasting on the Accuracy of Revenue Forecasts by State Governments" (with Robert Rodgers), Public Administration Review 56, Number 1 (January/February 1996), pp. 48-56.

"Using Performance Measures in the Federal Budget Process: Proposals and Prospects," Public Budgeting & Finance 13, No. 4 (Winter 1993), pp. 3-17.

-Reprinted in Government Budgeting, 3rd edition, Albert C Hyde, ed. (Wadsworth, 2002).

-Reprinted in Classics of Public Administration, Jay Shafritz and Albert Hyde, eds. (Harcourt Brace and Company, 1997).

"The Reiterative Nature of Budget Reform: Is There Anything New in Federal Budgeting?" Public Budgeting & Finance 13, No. 3 (Fall 1993), pp. 36-48.

-Reprinted in Budgeting and the Management of Public Spending, edited by Donald Savoie, for the International Library of Comparative Public Policy (London: Edward Elgar, 1996).

-Translated and reprinted in "Problemi di Amministrazione Pubblica", No. 1-1995, published by IL MULINO (Italy).

"Deficit Budgeting, the Federal Budget Process and Budget Reform" (with Robert Reischauer), Harvard Journal on Legislation 29, No. 2 (Summer 1992), pp. 429-453.

"Changes in the Budget Enforcement Act: Congress Hears From Experts," Public Budgeting & Finance 12, No. 1 (Spring 1992), pp. 16-22.

"The Changing Fiscal Structure of the State and Local Public Sector: The Impact of Tax and Expenditure Limitations" (with Daniel Mullins), Public Administration Review 51, No. 3 (May/June 1991), pp. 240-254.

"An Analysis of the Factors Affecting the Employment Tenure of Federal Political Executives", Administration and Society, 22, No. 1 (May 1990), pp. 127-145.

PUBLISHED STUDIES, BOOK CHAPTERS AND WORKING PAPERS

"Committees and Legislatures," Chapter 10 of Policy Analysis in the USA (John Hird, ed.), Bristol, UK: Policy Press, 2018.

"The Congressional Budget Office," in The Encyclopedia of the Middle Class (Robert Rycroft, ed.), Greenwood Press, 2017.

"Goals and Rules for Fiscal Sustainability: Reforming the Budget Process," Chapter 5 of Fixing Fiscal Myopia: Why and How We Should Emphasize the Long-Term in Federal Budgeting, Bipartisan Policy Center, December 2016 (with William Hoagland).

"Establishing Norms and Institutions to Support a Multi-Year Focus for the Congressional Budget Process," paper prepared for the National Budgeting Roundtable and published as part of Working Paper Series on New Ideas for Federal Budgeting, George Mason University, April 2016.

"The Congressional Budget Office at Middle Age," paper prepared for the Hutchins Center on Fiscal and Monetary Policy, The Brookings Institution, February 2015.

"Budgetary and Fiscal Policy," Chapter 28 of Public Economics in the United States: How the Federal Government Analyzes and Influences the Economy, Steven Payson, ed. (Praeger, 2014), pp. 699-723.

"The Role of Fiscal Councils in Promoting Fiscal Responsibility," in Marco Cangiano, Teresa Curristine, and Michael Lazare, eds., Public Financial Management and its Emerging Architecture (Washington: International Monetary Fund, 2013).

The Costs of Budget Uncertainty: Problems Created by Late Appropriations (IBM Center for the Business of Government, November 2012).

“Performance-Informed Budgeting: A Global Reform,” (with Rita M. Hilton), Handbook of Public Administration, Jon Pierre and B. Guy Peters, eds., Sage Publications, 2012.

Performance-Informed Budgeting in the United States National Government: An Evolutionary Approach and a Work in Progress, World Bank, Special Series on Nuts and Bolts of M&E Systems, Number 19, July 2012.

“Linking Performance and Budgeting: Opportunities for Federal Executives,” Chapter 3 of Performance Management and Budgeting: How Governments Can Learn From Experience (F. Stevens Redburn, Robert J. Shea, and Terry F. Buss, eds., M.E. Sharpe, 2008), pp. 49-66.

“Strengthening the President’s Management Hand: Budgeting and Financial Management,” (with F. Stevens Redburn) Chapter 18 of Performance Management and Budgeting: How Governments Can Learn From Experience (F. Stevens Redburn, Robert J. Shea, and Terry F. Buss, eds., M.E. Sharpe, 2008), pp. 330-340.

“Linking Performance and Budgeting Under the Separation of Powers: The Three Greatest Obstacles Created by Independent Legislatures,” Performance Budgeting: Linking Results and Funding (Marc Robinson, ed., Palgrave-Macmillan, 2007), pp. 442-461.

“Issues in Government Performance Measurement,” in proceedings of a conference at Xi’an Jiaotong University, Xi’an, People’s Republic of China, 2006 (translated into Chinese).

“Performance-Based Budgeting,” in proceedings of a conference held in Guangzhou, Guangdong Province, People’s Republic of China, 2006 (translated into Chinese).

“Linking Performance and Budgeting,” Chapter 12 of Getting Results: A Guide for Federal Leaders and Federal Managers, Barry White and Kathryn Newcomer, ed. (Management Concepts, 2005), pp. 195-218.

Slovenia: Performance Information to Support Better Budgeting (with Jim Brumby and Holger Van Eden), International Monetary Fund, Fiscal Affairs Department, October 2004.

Linking Performance and Budgeting: Opportunities in the Federal Budget Process (IBM Center for the Business of Government, October 2003—2nd Printing January 2004).

- Reprinted as Chapter 2 of The Budget Office of Tomorrow, Jonathan D. Breul and Carl Moravitz, eds. (Rowman and Littlefield, 2007), pp. 19-70.
- Reprinted as Chapter 3 of Managing for Results 2005, John Kamensky and Albert Morales, ed. (Rowman and Littlefield, 2005), pp. 83-140.

“Performance Information and Budgeting in Historical and Comparative Perspective,” (with Rita M. Hilton), Handbook of Public Administration (Sage Publications, 2003), pp. 402-412.

“Using Performance Information for Budgeting: Clarifying the Framework and Investigating Recent State Experience,” (with Susan Tompkins), Chapter 5 in Meeting the Challenges of Performance-Oriented Government, Kathryn Newcomer, et. al., eds. (Washington: American Society for Public Administration, 2002), pp. 61-96.

“Beyond the Government Performance and Results Act: Moving Toward Managing for Results,” in Mark Abramson, ed., Memos to the President: Management Advice from the Nation’s Top Public Administrators (Rowman and Littlefield, 2001).

“Performance-based Budgeting,” chapter in the Handbook of Government Budgeting, Roy Meyers, ed. (San Francisco: Jossey-Bass, 1999), pp. 597-619.

“Using Performance Measures for Budgeting: A New Beat, or is it the Same Old Tune?,” Chapter 4 of Using Performance Measurement to Improve Public and Nonprofit Programs, Kathryn Newcomer, Ed. (San Francisco: Jossey-Bass Publishers, 1997), pp. 45-61.

“Budget Reform” entry in the International Encyclopedia of Public Policy and Administration, Jay Shafritz, ed. (Boulder, CO: Westview Press, 1997), pp. 276-281.

“Congressional Budget Process,” entry in the International Encyclopedia of Public Policy and Administration, Jay Shafritz, ed. (Boulder, CO: Westview Press, 1997), pp. 492-497.

-Reprinted in Jay M. Shafritz, ed., Defining Public Administration (Boulder, CO: Westview Press, 2000)

"Using This Volume's Options for Deficit Reduction," Chapter 1 of Reducing the Deficit: Spending and Revenue Options (Washington, D.C., Congressional Budget Office, March 1995).

"Curbing the Long-Run Growth of the Federal Budget Deficit Requires Further Policy Actions," Chapter 1 of Reducing the Deficit: Spending and Revenue Options (Washington, D.C., Congressional Budget Office, March 1994).

Using Performance Measures in the Federal Budget Process (Washington, D.C., Congressional Budget Office, July 1993).

"Policy Actions, Not Process Changes are Key to Reducing the Federal Budget Deficit," Chapter 1 of Reducing the Deficit: Spending and Revenue Options (Washington, D.C., Congressional Budget Office, February 1993).

"The Budget Process and Deficit Reduction" (with Jim Horney), Chapter 6 of The Economic and Budget Outlook: Fiscal Years 1994-1998 (Washington, D.C., Congressional Budget Office, January 1993).

Budgeting for Administrative Costs Under Credit Reform (Washington, D.C., Congressional Budget Office, January 1992).

"State by State Data on Formula Grant Programs: Report to the Senate Committee on Rules and Administration" (Washington, D.C., Congressional Budget Office, May 1991).

"The Nebraska State and Local Revenue and Expenditure System: A Comparative Analysis of Structure and Levels" (with Jerry Miner), Chapter 1 of Nebraska Comprehensive Tax Study (Syracuse, N.Y., Metropolitan Studies Program, 1988).

BOOK REVIEWS

"The Politics of Public Budgeting," Public Budgeting and Finance 11, No. 3 (Fall 1991), pp. 97-98.

"Public Budgeting Systems" Public Administration Review 50, No. 5 (September/October 1990), pp. 583-584.

COLUMNS AND OP-EDS

"Getting Serious About Evidence-Based Public Management," Governing, November 14, 2018.

"The Complex Problems that Government Can't Solve by Itself," Governing, August 8, 2018.

"Management Strategies for an Era of Budget Uncertainty," Governing, July 12, 2017.

“What Government CAN Learn from Business,” Governing, March 28, 2017.

“The Myth of Running Government Like a Business,” Governing, December 14, 2016.

“How Academia Is Failing Government,” Governing, August 31, 2016.

“The Difference Between Promising and Governing,” Governing, May 25, 2016.

“5 Ways to Get Millennials to Choose Government,” Governing, February 24, 2016.

“The Continuing Costs of Budget Uncertainty,” Governing, November 4, 2015.

“The Dark Side of Government in the Sunshine,” Governing, May 6, 2015.

“What Budgets Count and What They Don't,” Governing, February 4, 2015.

“The Culture of Ethics That the Public Sector Needs,” Governing, October 15, 2014.

“When Performance Measurement Goes Wrong in Government,” Governing, July 16, 2014.

“Is the Era of Unfunded Federal Mandates Over?” Governing, April 16, 2014.

“Lessons in Leadership from a Hundred Years Ago,” Governing, January 21, 2014.

“Raze the Debt Ceiling,” Baltimore Sun, October 11, 2013 (with Roy Meyers).

“Outsourced Government: Have We Gone Too Far?” Governing, October 9, 2013.

“Spending Cuts and the Termites in the Basement,” Governing, July 10, 2013.

“Managing Through Endless Fiscal Uncertainty,” Governing, Apr 17, 2013.

“The Costs of Budget Uncertainty,” Governing, February 6, 2013.

“Governing with One Hand Tied Behind Your Back,” Governing, September 12, 2012.

“Investing in People in a Post-Scandal World,” Governing, July 11, 2012 (with Rita Hilton).

“Lessons from an 'Over-the-Top' Scandal,” Governing, April 25, 2012.

“How Will You Lead?” Governing, February 15, 2012.

“The Elusive Goal of 'Unfair' Budgeting,” Governing, September 14, 2011.

“The Balanced Budget Amendment: Here’s Why It’s a Bad Idea,” Baltimore Sun, July 21, 2011.

“Lessons in Management and Leadership from the Congressional Budget Office,” Governing, May 11, 2011.

“Obama's Performance Measurement Agenda,” Governing, Mar 23, 2011.

PARTICIPATION IN PROFESSIONAL WORKSHOPS AND CONFERENCES

“Taking Stock of the Status of Performance Budgeting in the United States, presented at the annual conference of the Association for Public Policy Analysis and Management, Washington,, DC, November 10, 2018.

“Another Attempt at Federal Budget Reform: Will Anything Come of It?,” presented at the fall conference of the American Association for Budget and Program Analysis, Washington, DC, November 6th, 2018.

“Another Attempt at Federal Budget Reform: Will Anything Come of It?,” presented at the annual conference of the Association for Budgeting and Financial Management, Denver, Colorado, October 5th, 2018.

How Can Experiences From Abroad Shape US Federal Budgeting? The Case Of Fiscal Rules, Multi-Year Budgeting, and Accrual Budgeting (with Juan Pablo Martinez Guzman), presented at the annual conference of the Association for Budgeting and Financial Management, Denver, Colorado, October 4th, 2018.

“Goals and Rules for Fiscal Sustainability: Reforming the Budget Process,” Bipartisan Policy Center, December 1, 2016.

Panel Discussion on House Budget Committee Proposals for Budget Reform, Brookings Institution, November 30, 2016.

“The Federal Budget Process: Turning Reform into Political Reality,” Brookings Institution, October 18, 2016 (co-sponsored with National Academy of Public Administration).

“The Congressional Budget Office at Middle Age,” Hutchins Center on Fiscal and Monetary Policy, The Brookings Institution, February 23, 2015.

“Research on Federal Budgeting: Is it Worth Doing Anymore?”, presented at the 2014 conference of the Association for Budgeting and Financial Management, October 2014.

“The Costs of Budget Uncertainty,” presented at the annual conference of the Association for Budgeting and Financial Management, New York, New York, October 12, 2011

"Empowering the Congress: The Impact of the Congressional Budget Office on Executive Budgeting", presented at the annual conference of the Association for Budgeting and Financial Management, Washington, DC, October 14, 2011.

“Public Budgeting in 2020: Return to Equilibrium, or Continued Mismatch Between Demands and Resources?”, presented at the annual conference of the American Society for Public Administration, Baltimore, MD, March 2011.

“Transparency and Accountability in the Federal Budget: How is the Obama Administration Building on the Legacy of Federal Performance-Informed Budgeting?”, presented at the annual conference, American Society for Public Administration, San Jose, CA, April 2010.

“Transparency and Accountability in the Federal Budget: How is the Obama Administration Building on the Legacy of Federal Performance-Informed Budgeting?” presented at the annual conference, Association for Budgeting and Financial Management, Washington, DC, October 2009.

“Budgetary Powers and Budgetary Capacity by Independent Legislatures,” remarks at Workshop on the Legislature, Budget Supervision, and Public Finance, Beijing, People’s Republic of China, May 2006.

“Linking Performance and Budgeting Under the Separation of Powers: The Three Greatest Obstacles Created by Independent Legislatures,” International Monetary Fund, Washington, D.C., December 2005.

“Issues in Government Performance Measurement,” presentation at Xi’an Jiaotong University, Xi’an, People’s Republic of China, June 2005.

“Performance-Based Budgeting,” presentation to the Department of Finance, Guangdong Province, People’s Republic of China, June 2005.

“The Government Performance Project: Lessons from the States 2005,” American Society for Public Administration, Milwaukee, Wisconsin, April 2, 2005.

“Linking Performance and Budgeting: Opportunities in the Federal Budget Process”, American Society for Public Administration, Portland, Oregon, March 28, 2004.

“Linking Performance and Budgeting: Opportunities in the Federal Budget Process”, American Association for Budget and Program Analysis, Washington, DC, March 24, 2004.

“Linking Performance and Budgeting: Opportunities in the Federal Budget Process”, Chief of Staff Retreat, Mercatus Center, Philadelphia, Pennsylvania, February 20, 2004.

“Performance-Informed Budgeting in the Federal Government: An Update,” presented at the annual conference of the Association for Budgeting and Financial Management conference, Washington, DC, September 19, 2003.

“Performance-informed Budgeting: Two Cases from the District of Columbia,” (with Rita Hilton) presented at the annual conference of the American Society for Public Administration, Washington, DC, March 16, 2003.

“Federal Budgeting After September 11th: A Whole New Ballgame, or is it Déjà vu all over again,” presented at the annual conference of the American Society for Public Administration, Washington, DC, March 18, 2003.

“A Framework for Performance-informed Budgeting,” presentation to the Thought Leadership Forum, Queenstown, MD, March 31, 2003.

“Federal Budgeting After September 11th: A Whole New Ballgame, or is it Déjà vu all over again,” presented to the American Association of Budget and Program Analysis, Washington, DC, November 13, 2002.

“Performance-based Budgeting,” presentation to the American Evaluation Association, Washington, DC, November 6, 2002.

“Federal Budgeting After September 11th: A Whole New Ballgame, or is it Déjà vu all over again,” presented at the Association for Budgeting and Financial Management conference, Kansas City, Missouri, October 12, 2002.

“Federal Budgeting After September 11th: A Whole New Ballgame, or is it Déjà vu all over again,” presented at the Woodrow Wilson International Center for Scholars, Washington, DC, September 13, 2002.

“Federal Revenues: Recent Trends and Future Issues,” prepared for the 2002 Annual Conference of the American Society for Public Administration, Phoenix, AZ, March 25, 2002.

“Using Performance Information in the Budget Process: Recent Experiences of the United States Coast Guard and the Veterans Health Administration,” (with Rita Hilton) presented at the annual conference of the Association for Budgeting and Financial Management, Kansas City, Missouri, October 5, 2000.

“Agency Budgeting,” moderator for a panel at the annual conference of the Association for Budgeting and Financial Management, Kansas City, Missouri, October 5, 2000.

“Using Performance Information for Budgeting: Clarifying the Framework and Investigating Recent State Experience,” presented at the annual conference of the American Society for Public Administration, San Diego, CA, April 6, 2000.

“Using Performance Information for Budgeting: Clarifying the Framework and Investigating Recent State Experience,” presented at the conference of the Center for Accountability and Performance, American Society for Public Administration, Washington, D.C., February 12, 2000.

“An Intergovernmental Framework for Understanding Emergency Management Competencies and Incentives With and Application to Federal Disaster Budgeting,” presented at the annual conference of the American Society for Public Administration, Orlando, Florida, April 20, 1999.

“Toward an Integrated Model of Government Performance,” paper presented at the Public Management brown bag at the World Bank, Washington, D.C., November 18, 1997.

“An Overview of the Government Performance Project,” presented at the annual conference of the Association for Budgeting and Financial Management, Washington, D.C., November 6, 1997.

“The Federal Line Item Veto,” (with Robert Reischauer) presented at the annual conference of the Association for Budgeting and Financial Management, Washington, D.C., October 13, 1996.

“Using Performance Measures for Federal Budgeting,” presented at the annual conference of the Association for Budgeting and Financial Management, Washington, D.C., October 13, 1996.

“Implementing the Unfunded Mandate Reform Act of 1995,” presented at the annual conference of the Association for Budgeting and Financial Management, Washington, D.C., October 13, 1995.

“The Unanticipated Consequences of Federal Budget Reform,” presented at the annual conference of the Association for Budgeting and Financial Management, Washington, D.C., October 12, 1995.

“Intergovernmental Aspects of Environmental Finance,” moderator for panel at the 1995 annual conference of the American Society for Public Administration, San Antonio, Texas, July 25, 1995.

“Using Performance Measures for Federal Budgeting: Proposals and Prospects for Legislative Support,” presented at the annual conference of the National Capital Area Chapter of the American Society for Public Administration, Washington, DC, April 22, 1995.

"Changes to the Congressional Budget Process Over the Past Twenty Years: Smart Bombs or Nuclear Winter?," presented at the annual meeting of the Association for Public Policy Analysis and Management, Chicago, Illinois, October 29, 1994.

"Federal Budgeting: 1994," moderator for panel at the 1994 conference of the Association on Budgeting and Financial Management, American Society for Public Administration, Washington, D.C., October 14, 1994.

"Proposals for Biennial Budgeting," presented at the 1994 annual conference of the American Society for Public Administration, Kansas City, Missouri, July 25, 1994 (Also served as panel moderator).

"Performance Measurement: Achieving Budget and Policy Results" (with Cheryle Broom, Lynn McGuire and Joel Alter), presented at the 1994 annual conference of the American Society for Public Administration, Kansas City, Missouri, July 24, 1994.

"Tax, Expenditure and Debt Limitation and State and Local Fiscal Structure" (with Daniel Mullins), presented at the annual meeting of the Southern Economic Association, New Orleans, Louisiana, November 21-23, 1993.

"Using Performance Measures in the Federal Budget Process: Proposals and Prospects," presented at the 1993 annual conference of the American Society for Public Administration, San Francisco, California, July 18, 1993.

"Innovation in the Federal Budget Process," presented at the 1992 annual conference of the Section on Budgeting and Financial Management, Arlington, VA, October 17, 1992.

"Laboratories of Budgeting?: Lessons of Spending Limits and Balanced Budget Requirements in the States" (with Daniel Mullins), presented at the 1992 annual conference of the Section on Budgeting and Financial Management, Arlington, VA, October 16, 1992.

"The Changing Fiscal Structure of the State and Local Public Sector" (with Daniel Mullins), presented at the 1990 annual conference of the Southeastern Conference on Public Administration, October 21, 1990.

SPONSORED RESEARCH AND CONSULTING EXPERIENCE

Bipartisan Policy Center, project on changing the federal budget process to focus on long-term issues, July-December 2016,

International Bank for Reconstruction and Development, Technical Assistance Project assisting the government of the Philippines in designing a new budget law, December 2014-March 2015.

International Bank for Reconstruction and Development, Technical Assistance Project on evaluation, Santiago, Chile, December 2013-February 2014.

United Nations Development Programme, project on performance budgeting in Guyana, 2009-2010.

International Bank for Reconstruction and Development, Technical Assistance Project on performance-based budgeting in Bulgaria, May 2008-January 2009.

Government Performance Project, funded by The Pew Charitable Trusts, January 2007-July 2008.

Government Performance Project, funded by Pew Charitable Trusts, January 2004—June 2006.

International Monetary Fund, Technical Assistance Project on performance-based budgeting in Slovenia, April-May, 2004.

International Bank for Reconstruction and Development, project on performance-based budgeting in Mexico, March-July 2004.

International Monetary Fund, Project on United States Report on Fiscal Standards and Codes (ROSC), August 2002-June 2003.

Council for Excellence in Government, September 1999-July 2000.

Federal Performance Project, funded by the Pew Charitable Trusts, January 2000-June 2004, Principal Investigator.

Government Performance Project, funded by the Pew Charitable Trusts, October 1996-1999 (Grant provided to the Alan K. Campbell Public Affairs Institute, Syracuse University).

International Bank for Reconstruction and Development, Poverty and Social Policy Department, February--June 1996.

TRAINING EXPERIENCE

Executive Education programs, University of Maryland, 2011-2018.

The Capitol.net, training sessions on “Congressional Budgeting”, 1999-2018.

International Program for Development Evaluation and Training, Ottawa, Ontario, Workshops on Performance Budgeting and Cost-Benefit Analysis, 2007-2015.

International Monetary Fund, delivery of program on “Fiscal Institutions and Fiscal Discipline,” Kuwait City, Kuwait, October 2013.

International Monetary Fund, delivery of program on “Fiscal Institutions and Fiscal Discipline,” Kuwait City, Kuwait, March 2012.

Contemporary Executive Development Programs, The George Washington University, Washington, D.C., 1999-2010.

Center for Excellence in Municipal Management, The George Washington University, Washington, D.C., 2002-2005.

National Security Studies program, Syracuse University, Syracuse, New York, October 1999.

Patent and Trademark Office, Washington, DC, February 1999, September 1999, November 2001.

Defense Security Service, Washington, DC, June 1999.

National Security Studies program, Syracuse University, Syracuse, New York, May 1996, October 1997, October 1998, October 1999.

National Forum for Black Public Administrators, Executive Leadership Institute, Washington, DC , March 1996, February 1997, March 1998, February 1999

New York State, Governor’s Office of Employee Relations, on “Performance Measurement and Budgeting,” Auburn, New York, October 1997.

Congressional Quarterly Incorporated, training sessions on “Congressional Budget Process”, November 1996, March 1997, June 1997, and December 1997 (4 sessions).

Brookings Institution, training session on “The Line Item Veto Act,” Washington, D.C., June 1997.

Federal Executive Institute, Seminar on Financial Management, Charlottesville, VA, January 1996--November 1996, Charlottesville, VA (5 separate sessions).

Executive Leadership program, U.S. Defense Department, Washington, D.C., December 1995, January 1996, December 1996, and January 1997.

Training Session for Federal Executive Institute Alumni Association on performance measurement, Reston, VA, March 1995.

State of Pennsylvania, Budget Office, Training Program on Performance Auditing, Harrisburg, PA, March 1994.

State of Pennsylvania, Office of Comptroller, Training Program on Performance Auditing, Harrisburg, PA, November 1993.

Participated in approximately 30 training sessions for various international and federal employee groups on the federal budget process while employed at the United State Congressional Budget Office, 1991-1995.

LEGISLATIVE TESTIMONY

Testified before Committee on the Budget, U.S. House of Representatives, May 25, 2016, on "Reclaiming Congressional Authority through the Power of the Purse".

Testified before Committee on the Budget, United State Senate, April 20, 2016, on "The Costs of Budget Uncertainty".

Testified before Committee on the Budget, U.S. House of Representatives, November 18, 2015, on "Biennial Budgeting".

Testified before the Subcommittee on Federal Spending Oversight and Emergency Management, Committee on Homeland Security and Governmental Affairs, United States Senate, September 30th, 2015, on "Prudent Planning or Wasteful Binge? A Look at End of the Year Spending".

Testified before Committee on the Budget, U.S. House of Representatives, July 28, 2015, on "First Principles of Congressional Budgeting".

Testified before Committee on Homeland Security and Governmental Affairs, United State Senate, May 13, 2013, on "The Costs and Impacts of Crisis Budgeting".

Testified before Committee on the Budget, U.S. Senate, October 13, 2011, on "Joint Budget Resolution".

Testified before Committee on the Judiciary, U.S. House of Representatives, October 5, 2011, on "Balanced Budget Amendment to the Constitution".

Testified before Committee on the Budget, U.S. House of Representatives, September 20, 2011, on "Budget Process Reform Proposals".

Testified before the United States House of Representatives, Committee on Rules, on "Biennial Budgeting," March 2000.

Testified before the United States House of Representatives, Committee on Rules, Subcommittee on Legislative and Budget Process, on "The Line Item Veto Act," July 1999.

Testified before the United States House of Representatives, Committee on Rules, Subcommittee on Legislative and Budget Process, on "The Line Item Veto Act," April 1998.

Testified before the State of New York, Assembly Task Force on Budget Reform, March 1998.

OTHER HONORS, AWARDS AND RESPONSIBILITIES

Recipient of Aaron Wildavsky Award, for lifetime contributions the scholarship on budgeting and financial management, Association for Budgeting and Financial Management (2012).

Recipient of Joseph Wholey Award, given by the American Society for Public Administration's Center for Accountability and Performance for the best article on performance measurement in 2011 (2012).

Executive Council, Network of Schools of Public Affairs and Administration (2017-2020).

Editor, Public Budgeting & Finance (2011-18)

Recipient of Elmer Staats Award, National Association of Schools of Public Affairs and Administration (October 2009).

Fellow, National Academy of Public Administration (2005-)

Member, Arlington County (VA) School Board Budget Advisory Committee (2006-2012), Chair (2007-2009).

Member, National Science Foundation Business and Operations Advisory Committee (2005- 2010)

Associate Editor, Public Budgeting and Finance (1994-2011).

Editorial Board, Public Administration Review (2012-14).

Editorial Board, Journal of Public Affairs Education (2001-2006)

Editorial Board, Journal of Public Administration Research and Theory (1998-2008)

Editorial Board, The Public Manager (1997-2000)

Recipient of the Jesse Burkhead Award, given for best article written by a practitioner and appearing in Public Budgeting and Finance in 1993 (1994).

Recipient of the Congressional Budget Office Director's Award for Distinguished Service (1992).

Recipient of Tuition and Stipend Scholarship and Graduate Fellowship for Graduate Studies at Syracuse University (1986-1988).

Named by Illinois Governor James Thompson to serve on the Governor's Task Force on Homelessness (1986) and the Governor's Cost Control Task Force (1985).

Member of the following professional organizations: American Society for Public Administration (Chair, Center on Accountability and Performance, 2001-2003) and the ASPA Association on Budgeting and Financial Management, American Association for Budget and Program Analysis (Board of Directors, Past President).

References Available Upon Request