

VITA
Greg Streib
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Education:

Doctor of Philosophy in Political Science (1984) from Northern Illinois University, DeKalb, Illinois, with an emphasis on public administration theory, policy analysis, and American government.

Master of Arts in Public Administration (1981) from Northern Illinois University,¹ DeKalb, Illinois, with an emphasis on local government, budgeting and finance, and program evaluation.

Bachelor of Arts in Psychology (1978) from Southern Illinois University, with an emphasis on social psychology and research methods.

Dissertation:

"A Study of Professionalism and Democratic Responsibility Among Local Government Department Heads: A Survey and Empirical Analysis." Committee Chairman: James M. Banovetz.

Interests:

Public Management, Public Budgeting and Finance, State and Local Governance, Policy Analysis and Evaluation, and E-government

¹ http://www.mpa.niu.edu/pub_ad/mpa_program/index.shtml. I worked for a local agency in Rockford Illinois tasked with evaluating CETA summer programs for youth for 18 months after finishing my undergraduate degree and then finished an MPA in that same amount of time.

Courses Taught:

I teach a range of classes at the graduate and undergraduate levels. Common graduate courses include Budgeting and Finance,² Local Local Government Management, and Public Management Systems. Also at the graduate level, I taught courses in applied research methods for many years. I have taught the Research Seminar in Public Policy at the Doctoral level. My undergraduate classes include Governmental Budgeting, Local Governance, and Critical Policy Issues.

Academic Experience:

Director of the Public Performance and Management Center in the Andrew Young School of Policy Studies (May 2011/Present). I created this center when I was department chair and collaborated with the Director Deon Locklin in the intervening years. I took over when Deon retired last spring. Major projects include assessing customer and employee satisfaction in State of Georgia departments. My leadership role involves expanding the prominence of this center through collaboration, outreach, proposal writing, and through the use of social media.

Department Chair of the Department of Public Management and Policy in the Andrew Young School of Policy Studies (July 2005/July 2008). As chair, I had a leadership role in the following department accomplishments:

- Creation of an undergraduate public policy major.³
- Restructuring an MPA degree, a masters in urban studies (to create an MPP), and a doctorate in public policy.
- Completion of an "A" graded NASPAA self-sudy report.⁴
- Development of a stronger student support structure, including: the design and implementation of a student career week, a spring speaker series, an open house, yearly student surveys, and a student organization.
- Creation of a public management research center.⁵
- Development of several international shared-program relationships and a three week summer program in Europe.⁶

² <http://www2.gsu.edu/~padgds/PAUS8161Fall2008.htm>

³ <http://aysps.gsu.edu/BSPuP.html>

⁴ <http://www.naspaa.org/accreditation/institute/document/Georgia%20State%20SSR%20Vol%201%2007-08.pdf>

⁵ <http://www.ppmgsu.org/>

⁶ <http://www2.gsu.edu/~padgds/PMAP%20Maymester%20in%20Europe%20Information.html>

- Development of an alumni outreach program, including: creation of an alumni club, an improved alumni data base, and the collection of alumni profiles.
- Collaborating with a new MPA Program Development Director to develop a marketing plan for the MPA degree.
- Developed a number of plans and projects to boost enrollment, increase student learning and intensify the classroom focus on creative thinking.
- Implementation of a program assessment system that built upon the “Weave” system that was available at GSU at the time. I also developed surveys for current and former students that were used to prove additional performance data. Refining the MPA mission was essential to the application of these assessment tools.
- Development of a department newsletter, the *Informer*.

Professor of Public Administration, in the School of Policy Studies at Georgia State University. Promotion was awarded in May of 1997. Responsibilities include: teaching in an accredited master's degree program in public administration, university service, research, and community service. *Primary teaching responsibilities include Measurement and Statistics, Communication Skills for Public Leaders, Budgeting and Finance, and Public Program Analysis.*

Associate Professor of Public Administration, in the School of Policy Studies at Georgia State University. Promotion was awarded in May of 1992. *Primary teaching responsibilities included Introduction to Public Administration, Urban Management, Public Management, Measurement and Statistics, Public Program Analysis, and Management Systems and Strategies.*

Assistant Professor of Public Administration and Political Science, Institute of Public Administration and the Department of Political Science at Georgia State University (September, 1986 to February, 1992). *Primary teaching responsibilities included Introduction to Public Administration, Human Resource Management, Urban Management, Public Management, Measurement and Statistics, and Public Program Analysis.*

Visiting Assistant Professor of Political Science, Department of Political Science, Virginia Polytechnic Institute and State University (September 1984 to August 1986). Teaching responsibilities included undergraduate courses in Public Policy, American Government, Public Administration, and graduate courses in Intergovernmental Relations and Government Personnel.

Publications:

“Writing Public Administration,” (In Progress).

“Professionalization and the Future of Public Management” (In Progress). Co-Author, Hyunghoon Kim.

“The Need for Stress Testing of FMIS/APS (System) Installations: A Case Study Documenting Threats to Internal Control,” Co-Author, Michael J. Bell.

“Professional Associations and Public Administration Excellence: The Case of Public Procurement” (In Progress). Co-Author, Hyunghoon Kim.

“Advancing Local E-Government: Acknowledging and Developing the CFO Role,” in Chris Aikins, ed. *Managing E-Government Projects: Concepts, Issues and Best Practices*. IGI Global: Hershey, PA, 2011. (Forthcoming).

“Information Management,” in John Bartle, Bart Hildreth and Justin Marlowe. eds. *Managing Policies in Local Government Finance*, 6th edition. (Forthcoming).

“E-government as a Public Management Reform: The Experience in the States,” pp. 171- in G. David Garson, ed. *The Handbook of Public Information Systems*, Third Edition, Taylor and Francis Publishers, 2010. Co-author, Katherine Willoughby.

“Assessing the Profession: Practitioner Perspectives on Procurement Certifications,” *Government Procurement Magazine* (2009), August/September, 15 and 37. Co-author, Hyunghoon Kim.

“Administrative Leadership and the Electronic City: Challenges and Opportunities,” in Vishanth Weerakkody, ed. *Social and Organizational Developments through Emerging E-Government Applications: New Principles and Concepts* (Advances in Electronic Government Research series). IGI Global: Hershey, PA, 2009. Co-author, Ignacio Nararro.

“City Managers and E-Government Development,” in Chris Reddick, ed. *Handbook of Research on Strategies for Local E-Government Adoption and Implementation: Comparative Studies*. IGI Global: Hershey, PA, 2009. Co-author, Ignacio Nararro.

“Assessing the Ethical Knowledge of City Managers,” *Public Integrity* (2009). Co-Author, Mark Rivera (2009), vol, 12, no. 1: pp 1-9. Co-author, Mark Rivera.

“Service Challenges and Governance Issues Confronting American Counties in the 21st Century: An Overview,” *State and Local Government Review* (2008), vol. 40, no. 1, 54-68. Co-Author, Don Menzel, et al.

"City Managers and E-government Development: Assessing Technology Literacy and Leadership Needs." *International Journal of Electronic Government Research* (2008), vol. 4, no. 4, pp. 37-53. Co-author, Ignacio Navarro.

"Human Resource Management," in Carl Stenberg, ed., *Managing Local Government Services*, pp. 100-123. Washington, D.C.: International City Management Association, 2007. Co-author, David Pitts.

"Conducting Research on Counties in the 21st Century: A New Agenda and Database Considerations," *Public Administration Review* (November/December 2007), pp. 968-983. Co-Author, Don Menzel, et al.

"Collaboration and Leadership for Effective Emergency Management," *Public Administration Review—Special Issue on Collaborative Public Management (December 2006)*, pp. 131-140. Co-author, William Waugh.

"Citizen Demand for Interactive E-Government: The Case of Georgia Consumer Services," *American Review of Public Administration* (2006), vol. 36, no. 2: pp. 288-300. Co-author, Ignacio Nararro.

"Local Governments as E-Governments: Meeting the Implementation Challenge," Symposium on the Limitations of Implementation Research, Edited by James Slack. *Public Administration Quarterly* (2005), vol. 29, no. 1: pp. 77-109. Co-author, Katherine Willoughby.

"Performance on the ICMA Applied Knowledge Assessment: Trends and Patterns," *The Municipal Yearbook 2005*, pp. 34-40. Co-authors Mark Rivera and Ignacio Navarro.

"Quantifying the Knowledge of Public Management Professionals: Developing a Knowledge Assessment Tool for Local Government Managers," *Public Performance and Management Review* (2005), vol. 28, no. 3: pp. 418-436.

"E-Democracy, E-Commerce, and E-Research: Examining the Electronic Ties between Citizens and Government" *Administration and Society* (2005), vol. 37, no. 3: 259-280. Co-author, John Clayton Thomas.

"Elements of Strategic Planning and Management," *Public Administration Review* (January/February, 2005), pp. 45-56. Co-author, Ted Poister.

"Strengthening Public Administration Research: Barriers and Horizons," *International Journal of Public Administration* (2005), vol. 28, no. 1 and 2: pp. 37-55. Co-author, Christine Roch.

"Assessing the Effects of September 11 Events On Flight Training," *Journal of Aviation/Aerospace Education & Research* (2005), vol. 14, no. 3: pp. 31-44.

"Exploring Internet Options: The Case of Georgia Consumer Services," in G. David Garson, ed. *The Handbook of Public Information Systems, Second Edition, 2005*. Co-author, Katherine Willoughby.

"Evaluation of the National School Health Coordinator Leadership Institute," *Journal of School Health* (2004), vol. 74, no. 5: pp. 170-176. Co-authors, Judith Ottoson, John Clayton Thomas, Mark Rivera, and Beth Stevenson.

"Pay-for-Performance in Local Governments: The Views of Personnel Directors" in Jack Rabin, Robert Munzenrider, and Sherrie Bartell, eds. *Principles and Practices of Public Administration*, section 7.5. Taylor and Francis CRC Press, 2003. Co-author, Lloyd Nigro.

"The New Face of Government: Citizen-Initiated Contacts in the Era of E-Government," *Journal of Public Administration Research and Theory* (2003), vol. 13, no. 1: pp. 83-102. Co-author, John Clayton Thomas.

"The Use of Strategic Planning in Municipal Governments." *The Municipal Yearbook, 2002*, pp. 18-25. *The International City/County Management Association*. Washington, DC. Co-author, Ted Poister.

"Local Governments Becoming E-Governments: Getting the Sizzle, Avoiding the Fizzle." In H. George Frederickson, ed., *The Future of Local Government Administration: The Hansell Symposium*, pp. 199-208, International City/County Management Association, 2002. Co-author, Katherine Willoughby.

"Public Administration Research from a Practitioner Perspective." *Public Administration Review* (September/October, 2001). Co-authors, Bert Slotkin and Mark Rivera.

"Assessing the Value of a Statewide Immunization Registry: The Pediatricians' Perspective." *Policy Studies Review* (2001), vol. 18, no. 2: pp. 194-204. Co-author, Katherine Willoughby.

"Reinventing Council-Manager Cities: Examining the Role of City Managers." *Public Productivity and Management Review* (2000), vol. 24, no. 2: pp. 121-132. Co-authors, Mark Rivera and Katherine Willoughby.

"Planning Centralized Immunization Registries: Disease Prevention, Cost Reduction, and Implications for Privacy," in G. David Garson, ed., *The Handbook of Public Information Systems*, pp. 345-362. New York: Marcel Dekker, 2000. Co-author, Katherine Willoughby.

"Performance Measurement in Municipal Governments: Assessing the State of the Practice." *Public Administration Review* 59 (July/August, 1999), pp. 325-335. Co-author, Ted Poister.

"Municipal Management Tools from 1976 to 1993: An Overview and Update." in Richard C. Kearney and Evan M. Berman, eds., *Public Sector Performance: Management, Motivation, and Measurement*. Boulder, Colorado: Westview Press, 1999. Co-author, Ted Poister.

"Strategic Management in the Public Sector: Concepts, Models, and Processes." *Public Productivity and Public Management Review* (1999), vol. 22: pp. 308-325. Co-author, Ted Poister.

"Assessing the Validity, Legitimacy, and Functionality of Performance Measurement Systems in Municipal Government." *American Review of Public Administration* (1999), vol. 29, pp. 107-123. Co-author, Ted Poister.

"State Immunization Registries and Public Opinion: The Case of Georgia." *State and Local Government Review* (1998), vol. 30, pp. 194-204. Co-author Katherine Willoughby.

"Performance Measurement in Municipal Governments," in *The Municipal Yearbook 1998*. International City/County Management Association. Washington, DC, p. 9-15. Co-author, Ted Poister.

"Exploring the Relationship Between Hotel Characteristics and Crime." *FIU Hospitality Review* (1998), vol. 16: pp. 81-93. Co-authors W.S. Wilson Huang and Michael Kwag.

"Strategic Management: A Core Responsibility of Local Government Administrators," in John J. Gargan, ed., *Local Government Management*. Marcel Decker, 1996. Co-author, Ted Poister.

"Strengthening County Government Management Skill," in Don Menzel, ed., *The American County: Frontiers of Knowledge*. The University of Alabama Press, 1996.

"Municipal Health Benefits: A First Step Toward a Useful Knowledge Base." *The American Review of Public Administration* 26 (September, 1996), pp. 345-360.

"Specialty Health Care Services in Municipal Government." *Review of Public Personnel Administration* (1996), 16, pp. 57-72.

"Pay-for-Performance in Local Governments: The View from the Personnel Director's Office." *International Journal of Public Administration* (1995), vol. 18: pp. 1775-1794. Co-author, Lloyd Nigro.

Health Care for Municipal Employees: Plans, Options, and Costs. Washington, D.C.: International City Management Association, 1995 (ISBN: 0-87326-099-6).

"Strategic Capacity in Council-Manager Municipalities: Exploring Limits and Horizons," in H. George Frederickson, ed., *Ideal and Practice in Council Manager Government.* Washington, D.C.: International City Management Association, 1995.

"Total Quality Management in City Government: An Update." *National Civic Review* (1995), vol. 84, pp. 72-76. Co-author, Ted Poister.

"Municipal Health Benefits: An Assessment of Cost Control Strategies." *Public Productivity and Management Review* (1995), vol. 19: pp. 187-199.

"MBO in Municipal Government: Variations on a Traditional Management Tool." *Public Administration Review* 55 (January/February, 1995), pp. 48-56. Co-author, Ted Poister.

"Educating Local Government Managers: A National Survey of MPA Programs." *International Journal of Public Administration* (1995), vol.18, no. 6, pp. 915-940.

"Applying Strategic Decision Making in Local Government," in Arie Halachmi and Marc Holzer, eds., *Competent Government Theory and Practice: the Best of Public Productivity and Management Review 1985-1993.* Burke, Virginia: Chatelaine Press, 1994.

"Personnel Management," in James M. Banovetz, John W. Swain, and Drew A. Dolan, eds., *Managing Small Cities and Counties: A Practical Guide,* pp. 261-290. Washington, D.C.: International City Management Association, 1994.

"Municipal Management Tools from 1976 to 1993: An Overview and Update." *Public Productivity and Management Review* (1994), vol.18: pp. 115-125. Co-author, Ted Poister.

"The County Perspective on Intergovernmental Relations and Government Capacity." *International Journal of Public Administration* (1994), vol. 17, no. 5, pp. 971-993. Co-author, William Waugh.

"Pay-for-Performance in Local Government: A Look at the Extent of Use and Perceptions of Effectiveness," in *The Municipal Yearbook,* pp. 50-56. Washington, D.C.: International City Management Association, 1993. Co-author, Lloyd Nigro.

"Pay-for-Performance in Local Governments: Programmatic Differences and Perceived Utility." *Public Productivity and Management Review* (1993), vol. 17: pp. 145-159. Co-author, Lloyd Nigro.

"County Capacity and Intergovernmental Relations." In David Berman, ed., *County Government in an Era of Change*, pp. 43-52. Westport CT: Greenwood Press, 1993. Co-author, William Waugh.

"Setting a Research Agenda for the American County." *Public Administration Review* 52 (March/April, 1992), pp. 173-180. Co-authors, Donald Menzel, et al.

"Applying Strategic Decision Making in Local Government: Does the Promise Justify the Challenge?" *Public Productivity and Management Review* (1992), vol. 15: pp. 341-354.

"Strategic Capacity in Council-Manager Municipalities," *The International Journal of Public Administration* (1992), vol.15: pp. 1737-1755.

"Professionalism and Support for Democratic Principles: The Case of Local Government Department Heads in Northern Illinois," *Administration and Society* (1992), vol. 24: pp. 22-40.

"Ethics and Expertise in the Public Service: Maintaining Democracy in an Era of Professionalism," *Southeastern Political Review* (1992), vol. 20: pp. 122-143.

"Administrative Capacity and the Barriers to Effective County Management," *Public Productivity and Management Review* (1991), vol.15: pp. 61-70. Co-author, William Waugh.

"The Changing Responsibilities of County Governments: Data from a National Survey of County Leaders," *American Review of Public Administration* (1991), vol. 21: pp. 139-156. Co-author, William Waugh.

"Probing the Limits of County Reform in an Era of Scarcity," *Public Administration Quarterly* (1991), vol.15, no. 3: pp. 378-395. Co-author, William Waugh.

"Strategic Decision Making in Council-Manager Governments: A Status Report," in *The Municipal Yearbook*, pp. 14-23. Washington, D.C.: International City Management Association, 1991.

"County Officials' Perceptions of Local Capacity and State Responsiveness After the First Reagan Term," *Southeastern Political Review* (1990), vol.18: pp. 27-50. Co-author, William Waugh.

"Dusting Off a Forgotten Local Government Management Tool: Taking a New Look at Citizen Surveys," *Public Management* (1990), pp. 17-19.

"Strategic Planning in U.S. Cities: Patterns of Use, Perceptions of Effectiveness, and an Assessment of Strategic Capacity," *American Review of Public Administration* (1990), vol. 20: pp. 29-44. Co-author, Theodore Poister.

"Sifting Through the Past: A Ten Year Perspective on the Annual Conference on Teaching Public Administration," in *The International Journal of Public Administration* (1990), vol.13: pp. 415-433. Co-author, Edith Kelley Manns.

"An Update on Municipal Manager's Concerns for Productivity Improvement," *Public Productivity and Management Review* (1989), vol. 13, pp. 3-11. Co-author, Theodore Poister.

"Established and Emerging Management Tools: A 12-Year Perspective," in *The Municipal Yearbook*, pp. 45-54. Washington, D.C.: International City Management Association, 1989. Co-author, Theodore Poister.

"Management Tools in Municipal Management Government: Trends Over the Last Decade," in *Public Administration Review* 49 (May/June, 1989), pp. 240-248. Co-author, Theodore Poister.

"Sifting Through the Past: A Ten Year Perspective on the Annual Conference on Teaching Public Administration," in *The Proceedings of the Eleventh National Conference on Teaching Public Administration* (Atlanta, Georgia: Georgia State University, 1988). Co-author, Edith Kelley Manns.

"Personnel Administration: The Managing of Human Resources in Small Cities and Counties," in James M. Banovetz, ed., *Managing Local Services: A Guidebook*, pp. 248-276. Washington, D.C.: International City Management Association, 1984.

Recent Op-Eds

"Next mayor can't do it alone,"⁷ *Atlanta Journal and Constitution*, November 4, 2009, Page Number: A21. Co-author, Katherine Willoughby.

"Here's how Atlanta can get back on Track," *Atlanta Journal and Constitution*, June 21, 2009, Page Number: B4.

⁷ <http://www.ajc.com/opinion/atlanta-s-next-mayor-185065.html>

Recent Monographs and Reports:

DeKalb County Organizational Structure and Staffing Analysis. Report being prepared for the DeKalb County Board of Commissioners. April 15, 2010 by Deon Locklin, Greg Streib, Doug Wilson.

"Evaluation for the Governor's Council on Developmental Disabilities: Georgia Voices that Count and Partners in Policymaking," Report prepared for the Governor's Council on Developmental Disabilities. April 15, 2008 by Greg Streib, Elnora Kelley, Larry Tracy, Robert Nicholas and Jung-In Soh.

"Identity Theft and Georgia Citizens: Threats Posed and Possible Solutions," Report prepared for the Georgia Governor's Office of Consumer Affairs. December 19, 2005 by Gregory Streib, Katherine Willoughby, Samira Outler, and Jason Lee.

"PDP Performance Review: An Independent Performance Review of the Professional Development Program Operated by the Atlanta Union Mission." Prepared for the Atlanta Union Mission. August 25, 2003 by Greg Streib and Chad Gorman.

"Consumer Problems in Georgia: Findings from a Series of Four Telephone Polls." Prepared for the Georgia Office of Consumer Affairs, Office of the Governor, State of Georgia. December 23, 2002 by Greg Streib and Katherine Willoughby.

"The Challenges Facing Hispanic Consumers in Georgia." Prepared for the Georgia Office of Consumer Affairs, Office of the Governor, State of Georgia. August 15, 2003 by Katherine Willoughby and Greg Streib (September, 2001).

"Consumer Services in Georgia: Charting a Course for a Changing World." Report for the Office of Consumer Affairs, Office of the Governor, State of Georgia. February 28, 2002. Greg Streib and Katherine G. Willoughby.

"Identifying Consumer Education Needs in Georgia." Report for the Office of Consumer Affairs, Office of the Governor, State of Georgia. September 20, 2001. Greg Streib and Katherine G. Willoughby

"Evaluation Report: The National School Health Coordination Leadership Institute." Prepared for the American Cancer Society by Judith Ottoson, Greg Streib, John Clayton Thomas, Mark Rivera, and Esra Alkan (August, 2001).

"The ICMA/SPS Knowledge Based Assessment Instrument for Local Government Managers." This was an assessment instrument developed in conjunction with the staff of the International City/County Management Association by Gregory Streib, Mark Rivera, Katherine Willoughby, Theodore Poister, Lloyd Nigro, and Gary Henry (February 1999).

"Benefits and Costs of a Statewide Immunization Registry: Pediatricians' Views." A report prepared for the Georgia Department of Human Resources. Co-authors Katherine Willoughby and Rick Powell (May, 1998).

"Rules and Regulations for a Georgia Immunization Registry." A report prepared for the Georgia Department of Human Resources. Co-author Katherine Willoughby. (September 1997).

"The Project Fulton Evaluation: Interim Report." This report presented a process evaluation of the first year of a welfare reform effort, operating under a federal waiver. This program will be operating for at least one more year and then a final report will be prepared. The interim report was completed in (August 1996).

"Pollution Prevention Poll: Summary and Findings." A Report prepared for the Pollution Prevention Assistance Section of the Georgia Environmental Protection Division. Co-authors, Edith Kelley Manns and Katherine Basile. (August 1994).

"Georgia State University Fairlie-Poplar District Study." A Report prepared with Gary Henry for Georgia State University. (June 1992).

"A Solid Waste Management Action Plan for the City of Atlanta." A report prepared with other members of the Atlanta Solid Waste Advisory Commission. (December 1991).

"Report of the President's Task Force on Academic Computing at Georgia State University." An analysis of university computer needs prepared with a number of faculty from Georgia State University. (June 1991).

"The Attitudes of Douglas County, Georgia Residents Toward Basic Issues of County Governance and Public Policy." An analysis of a survey conducted of key community leaders in Douglas County, Georgia. (August 1989).

"Report of the Special Task Force on the Fulton County Department of Voter Registration," prepared with Clarence Coleman, Betty Groepper, and Lloyd Nigro. A report of an investigation into the management practices of the departments of Registration and Elections in Fulton County, Georgia. (December 1987).

Recent Academic Papers and Presentations:

Panel chair and paper presenter at the 2008 annual meeting of the Southeastern Chapter of the American Society for Public Administration. Panel title: Local Government Capacity for Innovation. Paper title: Assessing the Ethical Knowledge of City Managers. Co-author, Mark Rivera.

Paper presented at the 2007 annual meeting of the American Society of Public Administration. Title: "Crafting a Research Agenda for County Governments: A Scholarly and Practitioner Perspective." Co-authors, Don Menzel, William Waugh, James Svava, and others.

Participation on a Career Roundtable at the 2006 annual meeting of the American Society of Public Administration.

Paper presented at the 2003 Annual meeting of the Southeastern Chapter of the American Society for Public Administration. Title: Strategic Management in Local Government. Co-author, Ted Poister.

Paper presented at the 2001 Annual Conference of The American Evaluation Association. Title: "Local Government Management Assessment as an Example of Mainstreaming an Evaluative Approach within a Profession." Co-author, Mark Rivera.

Rivera, Mark and Gregory Streib (Fall, 2001, 16th Annual Conference of The American Evaluation Association, "Mainstreaming Evaluation." November 7-10, St. Louis, MO.

Paper presented at the 2000 Academic Conference offered by the Georgia Chapter of the American Society of Public Administration. Title: "Public Administration Research from a Practitioner Perspective." Co-authors Bert Slotkin and Mark Rivera.

Paper presented at the 1998 meeting of the American Society for Public Administration. Title: "Performance Measurement in Municipal Governments: Progress, Problems, and Prospects." Co-author, Ted Poister.

Paper presented at the LINKS98 conference on State Governments, State universities, and the Public Interest. Title: "State Immunization Registries and Public Opinion: The Case of Georgia." Co-author, Katherine Willoughby.

Paper presented at the 1997 meeting of the Urban Affairs Association. Title: "Performance Measurement in Municipal Governments." Co-author, Ted Poister.

Paper presented at the 1994 meeting of the Urban Affairs Association. Title: "Health Care Cost-Reduction Efforts in Municipal Governments: A National Survey."

Paper to be presented at the 1994 meeting of the American Society for Public Administration. Title: "Strengthening County Government Management Skill: An Agenda for Action and Research."

Paper presented at the 1993 meeting of the American Society for Public Administration. Title: "The Status of Pay-for-Performance in Municipal and County Governments." Co-presenter, Lloyd Nigro.

Paper presented at the 1992 meeting of the Southeastern Chapter of the American Society for Public Administration. Title: Pay-for-Performance in Local Government: A Look at the Extent of Use and Perceived Effectiveness. Co-presenter, Lloyd Nigro.

Panel Chairman at the 1992 meeting of the Southeastern Chapter of the American Society for Public Administration. Title: Economic Development Strategies for Municipal Governments.

Paper presented at the 1992 meeting of the Urban Affairs Association. Title: "Meeting the Growing Need for Local Government Management Skill: Making a Transition from Formal Education to Executive Development." Co-presenter, Gary Henry.

Panel Chairman at the 1992 meeting of the Urban Affairs Association. Panel Title: "Research on Urban Management."

Paper presented at the 1992 meeting of the American Society for Public Administration. Title: "Public Administration Professionalism Revisited: Clearing the Name of the Public Service Professional."

Paper presented at the 1991 meeting of the Urban Affairs Association. Title: "Strategic Capacity in Council-Manager Municipalities: Does the Promise Justify the Challenge?"

Paper presented at the 1990 meeting of the Southeastern Chapter of the American Society for Public Administration. Title: "Probing the Limits of County Reform in an Era of Scarcity." Co-presenter, William Waugh.

Paper presented at the 1990 meeting of the Southern Political Science Association. Title: "Facing the Challenge of County Governance: Examining the Policy Issues Facing Local Government from the Perspective of County Leaders." Co-presenter, William Waugh.

Paper presented at the 1990 meeting of the American Political Science Association. Title: "The County Perspective on Intergovernmental Relations and Government Capacity." Co-presenter, William Waugh.

Paper presented at the 1990 meeting of the Urban Affairs Association: "County Leadership in the United States: The Attitudes of County Executives and Administrators toward Alternative Governmental Forms." Co-presenter, William Waugh.

Paper presented at the 1990 meeting of the Urban Affairs Association: "Strategic Planning in U.S. Cities: Patterns of Use, Perceptions of Effectiveness, and an Assessment of Strategic Capacity."

Panel Chairman at the 1990 meeting of the Georgia Chapter of The American Society for Public Administration. Panel Title: "Education and Practice: Linking the MPA Experience with Jobs in Local Government."

University Service:

I have served on a wide variety of academic committees. At the university level, I have been elected to the university senate on multiple occasions, and I have served on the evaluation committees for upper-level administrators. Technology is an interest of mine, and I have served on many college and university-level technology committees, but ad-hoc and standing. I have been elected to both college and departmental executive committees, and I served on the admissions committee of the Georgia State MPA program for a decade. I also served on the Executive Committee of the College of Public and Urban Affairs for a number of years.

Professional Service:

Reviewer for State and Local Government Review, the Southeastern Political Review, Public Administration Review, Urban Affairs Quarterly, the American Review of Public Administration, and the Journal of Public Administration and Management, American Political Science Review, Public Integrity, Journal of Electronic Government Research.

I have served on a number of advisory committees for Atlanta area governments and non-profit organizations, such as the Advisory Committee on Solid Waste Management for the City of Atlanta, the Funding and Allocation Panel of the United Way of Metropolitan Atlanta, the Fulton County Departments of Registration and Elections, and the Atlanta Preservation Center.

Recent Grants and Awards:

Principal Investigator on a program training professionals for leading programs providing rehabilitative services. The total budget for this project is \$149, 991. This project focuses on professionalization and program evaluation. It began in July of 2011, and it is six suspected to continue until July 31 of 2014.

Principal Investigator on a project assessing the customer service success of the Georgia Professional Standards Commission. The Georgia Service Quality Index (GSQI) is a measure of service quality comprised of multiple questions about various aspects of courtesy, helpfulness, knowledge, accessibility, and responsiveness in state government. The total budget for this project is \$67, 800. This project surveys a range of school personnel (principals, personannel directors, program providers, and early career teachers,

concerning customer service performance. It began in July of 2011, and this phase of work will continue until July 31 of 2012.

Principal Investigator on a project offering supervisory and management training for the Georgia Department of Labor. The total budget for this project is \$17, 500. It began in July of 2011, and this phase of work will continue until July 31 of 2012.

Principal Investigator on a project assessing workplace satisfaction in a set of departments in the State of Georgia, which is known as the Great State to Serve Initiative. This work is be done for the Department of Personnel Administration. The total budget for this project is \$79,030. It began in July of 2011, and this phase of work will continue until July 31 of 2012.

Principal Investigator on a project assessing customer satisfaction with the services offered by Bright from the Start, which is responsible for meeting the child care and early education needs of Georgia's children and their families. This work in volves ongoing efforts to refine and administer measures of customer satisfaction for the Georgia Department of Early Care and Learning. The total budget for this project is \$99,649. The total budget for this project is \$79,030. This phase of work began in July of 2011, and it will continue until July 31 of 2012.

Principal Investigator on a project to assess the dynamics of farm-to-table initiatives in Georgia. The goal is to find ways to increase the direct sales to consumers at existing state operated and state affiliated markets in the State of Georgia. This work is funded by the US Department of Agriculture. The total budget for this project is \$74,373, and it will continue until July 31 of 2013.

Co-principal Investigator on a study of identity theft options for the State of Georgia. We analyzed the available information on identity theft threats and legislative actions and then produced a set of recommendations. This project began in October of 2005 and continued through May of 2006. The total budget for this project was \$46,500. The outcome was a bill passed by the Georgia legislature allowing credit freezes.⁸

Co-principal Investigator on a study of the demand for electronic service delivery options for the Georgia Office of Consumer Affairs. A series of polls were conducted examining the preferences of Georgia Residents. Focus groups were also held with members of the Hispanic community. A series of reports were written. This project began in May of 2001 and all contract work was completed in December of 2002. The total budget for this project was \$136,500.

Principal Investigator on an effort to develop assessment instruments for the International City-County Management Association. We are developing a knowledge

⁸ http://www.legis.state.ga.us/legis/2007_08/pdf/hb130.pdf

based test and a 360 degree assessment instrument for city managers throughout the nation. This project began in 1997. The instruments were completed in 1999, and I remain involved in instrument scoring and data analysis. The total budget has been approximately \$400,000. The ICMA Applied Knowledge Assessment is required to become an ICMA Credentialed City Manager.⁹

Co-Principal Investigator on an effort to develop rules and regulations for managing an immunization registry for the State of Georgia. The project involves collecting data on the needs of health professionals, and other users of immunization records, throughout the state, developing process models, and helping to draft the rules necessary to put the system in place. A computer-consulting firm is helping to develop the appropriate software for the system. This project began in August of 1996 and ended in the fall of 1997. This project had a budget of \$150,000.

Principal Investigator on the evaluation of Project Fulton. This is a major welfare reform project co-sponsored by Fulton County, the State of Georgia and the U.S. Department of Health and Human Services. This evaluation began in January of 1995 and it lasted until January of 1997. This project had a budget of \$650,000.

Outstanding Faculty Research Award for 1992. Presented by the College of Public and Urban Affairs at Georgia State University.

Receipt of numerous small grant awards from Georgia State University for research and instructional development.

Listed as one of most productive scholars in mainstream public administration journals (tied for 9th place), 1993-2002, in James W. Douglas, "Faculty, Graduate Student, and Graduate Productivity and Public Affairs Programs, 1986-93," *Public Administration Review* 56:5 (September/October 1996): 433-40.

Recent Consulting Activities:

Developed a presentation on City Management challenges for an MPA colloquim at Northern Illinois University in the fall of 2010.

Participated on a team that analyzed the staffing in DeKalb County, Georgia and assessed their performance measurement system. This work was conducted in the fall of 2010.

Participated on two interview panels sponsored by the Campaign for Atlanta. These panels developed and delivered questions for the 2010 Atlanta mayoral candidates in a

⁹ <http://www2.icma.org/main/bc.asp?bcid=124&hsid=1&ssid1=308&ssid2=313&ssid3=342&t=0>

public forum. These sessions were also recorded and shared with the public on YouTube and the Campaign for Atlanta Web site.

Worked with a team to evaluate two programs for the Governor's Council on Developmental Disabilities: "Georgia Voices that Count and Partners in Policymaking" during the spring of 2008.

Conducted an academic review of the undergraduate public affairs programs at the School Of Public and Environmental Affairs in Indianapolis, Indiana with Matthew Auer and Elizabeth Graddy. This review was conducted in the spring of 2008.

Participated in a leadership training program for Gwinnett County Officials conducted in the spring of 2007.

Developed and taught a class on US/EU Comparative Policies that is offered on-line in the United States and in Germany (with both a U.S. and German instructor). This class is part of an EU Certificate program that is available to students across Georgia and to students at the University of Munich. This class was taught in 2003, 2006, and 2009.

Conducted a Performance Review for the Atlanta Union Mission to help them to develop better ways to measure the effectiveness of their personal development program. This work was conducted in the summer of 2005.

Assisted the Salvation Army in evaluating Project New Hope. This is a program offering comprehensive case management to disadvantaged families. This work began in April of 1995 and ended in January of 1998.

Participated in a team effort to develop a performance measurement system for the 40 programs that are part of the Department of Administrative Services of the State of Georgia. This began in September of 1994 and ended in January of 1998.

Participated in training program on the management and evaluation of international aid for foreign officials from Armenia and Liberia. I took charge of a section on monitoring and evaluation. This work took place in June of 1996.

Directed and participated in a 2 day training program on privatization for a group of high ranking officials from India in the Summer of 1994.

Assisted in the preparation of a statistical analysis and a report for the Pollution Prevention Assistance Section of the Georgia Environmental Protection Division. The report was prepared with Edith Kelley Manns and Katherine Basile in the Spring of 1994.

Assisted with the preparation of a report on the use of Pay-for-Performance in local governments for an Atlanta-based public management consulting firm. The report was prepared with Lloyd Nigro in the Fall of 1992.

Directed and participated in a six-day training program for 40 to 50 mid-level managers in the Georgia State Department of Human Resources dealing with public program analysis techniques. The program was developed with Katherine Willoughby and Brad Doss in Fall of 1991.

References:

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