

Curriculum Vitae

James Edwin Kee

Professor of Public Policy and Public Administration
School of Public Policy and Public Administration
The George Washington University

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EDUCATION

B.A. University of Notre Dame (History, Political Science), 1966.
J.D. New York University School of Law (Root-Tilden Scholar), 1969.
M.P.A. New York University School of Public Administration
(State and Local Finance, Economic Planning), 1977.

CURRENT POSITIONS

Professor, School of Public Policy and Public Administration, The George Washington University. Faculty member since 1985, professor of public administration since 1992; The Giant Food Inc. Term Professor of Public/Private Management 1998-2003; chair, School of Public Policy and Public Administration, Reappointment, Promotion and Tenure Committee; member, Board of Advisors, Center for Latin American Issues, 2000 to present; lead professor in the public-private policy and management field for the MPA and MPP.

ACADEMIC ADMINISTRATIVE EXPERIENCE

Academic Administration (1989-1998): Nine years of increasing responsibility at George Washington University with detailed understanding and involvement in university fiscal affairs: President's Budget Advisory Team (4 years), Faculty Senate Fiscal Committee (4 years), Ad-hoc Task Force on Budgetary Process (1 year), Chair of the Department of Public Administration (1 year), Senior Associate Dean, School of Business and Public Management (4 years), Interim Dean (1 year).

Interim Dean, School of Business and Public Management, GW (1997-98): Served during a search for new dean; successfully completed a self-study and preparations for AACSB reaccreditation of the school's business programs; oversaw the revisions of the schools full- and part-time MBA programs; expanded upon the school's partnerships with business, government, and non-profit organizations; initiated planning for a new building.

Senior Associate Dean (1993-1997): Responsible for budget, planning and faculty development for school of 120 full-time faculty, 3000 students, eight departments; \$18 million budget and over \$35

million in total revenues. Responsible for the development and implementation of the school's *Three Year Plan*, including the development and funding of research centers; the development and implementation of the school's technology plan; and recruitment and development of new faculty. Represent the Dean at various University and alumni events and make presentations on the school's plan and its funding needs.

Chair, Department of Public Administration (1992-93): 12 full-time faculty, 220 students in the graduate Master of Public Administration Program. Proposed and helped create the Public Administration Faculty-Alumni Scholarship Fund; participated as a faculty member and chair in George Calling and other University fund-raising efforts.

Faculty Responsibilities: Lead professor in the fields of Budget and Public Finance and Managing State and Local Governments (1987-1992); coordinated the MPA program at the Industrial College of the Armed Forces (1986-1992).

Editorial Responsibilities: Managing Editor, *Public Budgeting & Finance* (1986-1990): responsibilities included handling all manuscripts, assisting editor in selection of reviewers, correspondence with authors, reviewers, and publisher, review and approval of galleys. Editorial boards: *Public Budgeting & Finance* (1990-1995); *Public Budgeting and Financial Management* (1995 to present).

Teaching and research interests: Public leadership and management; public expenditure analysis and budget and tax policy; intergovernmental relations and finance; state and local government management and finance; taxation and finance in developing countries; privatization and other reinvention strategies; and developing and maintaining organizational excellence.

PREVIOUS MANAGEMENT EXPERIENCE

Executive Director, Department of Administrative Services, State of Utah, July 1981 to January 1985. First director of a newly-created department responsible for the effective coordinated management of state's finances and administrative services through the divisions of Finance, Data Processing, Facilities Construction and Management, Personnel, Purchasing, Central Services, Surplus Property, Archives and Records Management, the State Insurance Fund and the Risk Management Program. The Governor also assigned to the department the role of productivity coordination for state government. In 1991, *Financial World* rated Utah's financial management systems--largely designed and implemented during my tenure as executive director--as the best among the nation's states. Major initiatives as department director included the following:

- Development of State Information Resource Plan; coordination of state data resources; enhanced automation of state government--by 1984 the Utah was the most automated state government in the nation.
- Consolidation of state lease-purchasing at an annual savings of \$2 million.
- Expansion of state risk management program to local school districts, annually saving \$1 million.
- Construction of two new state office buildings using variable rate certificates of participation, to consolidate state agencies and reduce projected lease costs.
- Creation of a new on-line state financial information management system (FIRMS).
- Negotiation of a state-wide telecommunication's cooperative of public and education institutions

resulting in state-wide cost savings.

- Development of cooperative agreements with major state agencies to decentralize state personnel and purchasing responsibilities.
- Streamlined the state's annual \$100 million capital building program and procedures.

Governor's Representative, Staff Advisory Council, National Governors Association, January 1983 to January 1985. Governor Scott M. Matheson's liaison with governors and their staffs, the NGA staff, and other national organizations.

State Budget Director, 1978-1981. First director in a reorganized Utah Budget Office directly under the Governor. Developed a new program budgeting system for the state; developed the state's first capital budget in 1981; member of the State Building Board--developed state-wide process to set capital priorities.

State Planning Coordinator, 1976-1978. Managed Utah's Planning Office and the Office of Labor and Training; a member of the drafting subcommittee of the Joint Legislative Committee on Energy Policy; drafted transition papers for the governor-elect; chaired the Governor's SEARCH Committee to fill administrative and policy positions in the new Matheson Administration.

Director of Development, Ballet West, Salt Lake City, 1975. Implemented company development plan, made presentations to groups of contributors, trustees and community leaders; member of a steering committee for a successful bond issue to renovate the Capitol Theatre for the Utah opera and ballet companies.. Responsible for raising approximately \$300,000 of a \$1.7 million budget. Member of the board of directors, 1977-1981.

Special Counsel and Director, New York Temporary Commission on Living Costs and the Economy, 1973-1975. Responsible for a major study of the state's Rent Control and Rent Stabilization Legislation with recommendations for legislative change.

Legislative Assistant and Counsel to the New York State Legislature and Assemblyman Andrew Stein, 1968-1973. Drafted legislation, participated in a legislative initiative to reform the state's tax structure.

Legal Intern and State Campaign Coordinator, Senator Robert Kennedy, 1967-1968.

PREVIOUS TEACHING EXPERIENCE AND RESPONSIBILITIES

Adjunct Assistant Professor, University of Utah, Department of Political Science, Hinckley Institute; Natural Resource Management and Intergovernmental Politics; Public Sector Productivity; full-time, January 1985-August 1985, part-time, 1982-1985.

Adjunct Assistant Professor, Hunter College, City University of New York, Department of Urban Affairs; Graduate Program in Urban Planning; State and Local Finance, Economic Planning, 1974.

Adjunct Assistant Professor, Lehman College of City University of New York; Housing Finance, 1974.

Instructor of Law, New York University, School of Law, Legal Writing and Advanced Real Estate Finance, 1969-70

BOOKS AND BOOK CHAPTERS

“Cost-Benefit Analysis,” in *Encyclopedia of Social Measurement* (Elevier 2005) 537-544.

“Fiscal Decentralization: Theory as Reform,” in *Financial Management Theory in the Public Sector*, Aman Khan and W. Bartley Hildreth, eds. (Westport, CT: Praegers, 2004).

“Cost-Effectiveness and Cost-Benefit Analysis,” in *Handbook of Practical Program Evaluation*. Harry Hatry, Kathryn Newcomer and Joseph Wholey, eds., 2nd Ed. (San Francisco: Jossey Bass, 2004) 506-542.

“Revenue Raising Partners,” in *State and Local Tax and Finance: The Law and Policy of Multi-Jurisdictional Taxation*, Ferdinand P. Schoettle, ed. (Lexis Nexis: Matthew Bender, 2002).

“Fiscal Stabilization Funds,” in *Encyclopedia of State Taxation*, Joseph Cordes, ed. (Washington DC: Urban Institute 1999).

"Benefit-Cost Analysis," in *Handbook of Practical Program Evaluation*, Harry Hatry, Kathryn Newcomer and Joseph Wholey, eds. (San Francisco: Jossey Bass, 1994). This book chapter also was reprinted in Japan.

"Externalities," *McGill's Survey of Social Sciences: Economics*, Pasadena, CA: Salem Press, 1991.

"Intergovernmental Revenues," in *Local Government Finance: Concepts and Practices*, John E. Peterson and Dennis R. Strachota, eds., Chicago: Government Finance Officers Association, 1991 (with John Forrer).

"Strategic Management in Federal Government," in *Handbook Of Strategic Management*, Jack Rabin, W. Bartley Hildreth and Gerald J. Miller, eds., New York City: Marcel Dekker, 1989 (with Charles Bingman).

Out of Balance, Salt Lake City: Peregrine Smith Books, 1986 (with former Utah Governor Scott Matheson).

"Excellence in Gubernatorial Leadership: The Utah Experience," in *Excellence in Gubernatorial Leadership*, Durham, N.C.: The Governors Center, Duke University, 1985.

ARTICLES

“Private Finance Initiative—The Theory behind the Practice,” *Journal of International Public Administration* (forthcoming 2005), with John Forrer.

“Privatization and Organizational Change” *International Journal of Business and Public*

Administration 1:2 (forthcoming, 2004), with Laila El Bayerde, John Forrer, Kathryn Newcomer and Michelle Amante.

“Public Servants as Contract Managers?” *Public Contract Law Journal* 33:2 (Winter 2003): 361-368, with John Forrer.

“Private Finance Initiative: A Better Public Private Initiative?” 31:2 *Public Manager* (Summer 2002): 43-47, with John Forrer and Zhibin Zhang.

“Dimensions of Federalism in Medicaid Reform,” *Public Administration Review* 58:4 (May/June, 1998): 239-246, with Kala Ladenheim.

“Analysis of Jack Kemp’s Proposal for the District of Columbia,” *State Tax Notes*, 9:18 (1995) 1271-1283, coordinator of study with four other GW professors.

"Crisis and Anticrisis: Why Recessions Weaken Washington and Strengthen State and Local Government," *1991 Proceedings of the National Tax Association* (1992).

"The Alamo Imperative: Stiffening Washington's Fiscal Backbone," *Policy Bites*, The Urban Institute, 12 (May 1992): 1-4, with John Shannon.

"The Crisis and Anticrisis Dynamic: Rebalancing the American Federal System," *Public Administration Review*, 52:4 (July/August 1992): 321-329, with John Shannon.

"Governance and the New Federal Budget Process," line and item, *Public Budgeting & Finance*, 12 (Spring 1992): 97-99.

"Revenue Raising Partners," *State Legislature* (December 1991): 17-19, with John Shannon; reprinted in *State Tax Notes* 2 (January 27, 1992): 138-139.

"The 1990 Budget Agreement: Redefining the Debate," *Public Budgeting & Finance* 11 (Spring 1991): 3-24, with Scott Nystrom.

"Current Issues in State Budget and Finance," *Public Budgeting & Finance* 10 (Spring 1990): 78-112 (opening comment and editor of the series which appeared in the journal throughout 1990-91).

"The Rise of Competitive Federalism" *Public Budgeting & Finance* 9 (Winter 1989): 3-27, with John Shannon.

"The President's FY 1990 Budget: The Last Act in a Decade of Change," *Public Budgeting & Finance* 9 (Summer, 1989): 11-29.

"Curbing the Costs of Federal Mandates on State and Local Government," line and item, *Public Budgeting & Finance* 9 (Spring 1989): 107-111.

"A Better Way to Finance State Offices," *State Government* 61 (July/Aug. 1988): 152-156.

"President Reagan's FY 88 Budget: The Deficit Drives the Debate," *Public Budgeting & Finance* 7 (Summer 1987): 3-22.

"Scott M. Matheson's Eight Principles for Gubernatorial Excellence," *State Government* 59 (July/Aug. 1986): 64-69.

"Is Excellence in the Public Sector Possible?" *Public Productivity Review* 9 (Spring, 1985): 25-34, with Roger Black.

"Property Tax and Tenant Equality," 89 *Harvard Law Review* 3 (1976): 531-551, with Terry Moan.

"To Reduce Housing Costs We Must Reduce the Property Tax," *Housing Educators Journal* 2 no. 1 (1975): 4-8, with Norma Newmark.

"International Law," 1967 *Annual Survey of American Law*, New York University School of Law: 379-404, with Carol Bellemy and Steve Greiner.

SELECTED PROFESSIONAL PRESENTATIONS

"Fiscal Decentralization: Theory as Reform" CLAD, Panama City, Panama, November 2003.

"Private Finance Initiative—The Theory behind the Practice," Association for Budgeting and Financial Management (ASPA), Annual Conference, October 2002, Kansas City, Missouri.

"Federal State Fiscal Relations," US-Japan Culture Center, October 2003, November 2002, Washington DC.

"Allocation of Taxation among Levels of Government in Developing Countries," APPAM, Washington DC, December 1999.

"Privatization and Private Market Incentives: the Impact on Public Management," The Evaluators Institute, Washington DC, July 1999.

"Performance Partnering: Strategies that Work," Conference on Performance Partnerships in State Government, Duke University, December 1998 (co-author with Kathryn Newcomer and David Bernstein).

"Privatization in the United States," Meridian International Center, Washington DC, September 1998.

Testimony on HR 3244, the District of Columbia Economic Recovery Act, House Committee on Government Reform and Oversight, July 31, 1996.

"Current Federal-State-Local Relations Under the Clinton Administration," several presentations during 1993-1995 to visiting business and government leaders from Japan, Korea, and Russia, sponsored by the Office of Professional Development, George Washington University, and the U.S.-Japan Culture Center.

"Crisis and Anti-Crisis: Why Recessions Weaken Washington and Strengthen State and Local Government," Annual Conference of National Tax Association, Williamsburg, VA (November 1991).

"Breaking the Domestic Stalemate: Comparative Advantage in the American Federal System," Annual Conference of ASPA's Section on Budgeting and Financial Management, Washington, D.C. (October 1991).

"Raising Revenues: What Jurisdictions Are Doing and How They Are Doing It," Annual National Conference, ASPA, convener and presenter, Washington, D.C. (March 1991).

"The Politics of Raising Revenue," Annual Conference of ASPA's Section of Budgeting and Financial Management, convener and presenter, Washington, D.C. (November 1990).

"Theories of Federalism: The Rise of Competitive Federalism," Washington Intergovernmental Roundtable, General Accounting Office, Washington, D.C. (April 1990).

"Changing Values and Composition of the American Workforce," Social Security Administration, Baltimore (March 1990) and Mid Level Manager's Mondays, George Washington University (April 1990).

"The Rise of Competitive Federalism: A New Balance in the Intergovernmental System," Public Policy Workshop, George Washington University (October 1989).

"Changes in American Federalism," National Hispana Leadership Institute, Cannon Office Building, Washington, D.C. (October 1989).

"Intergovernmental Policy Making," ASPIRA Training Institute, George Washington University (October 1989).

"Developing and Managing Organizational Excellence," Executive Seminar Series, GWU Division of Continuing Education (August 1989).

"New Federalism," Contemporary Executive Development Programs, George Washington University (1988-1989).

"Governmental Budgeting" and "Governmental Decentralization: State and Local Administration," Advanced Course for International Policy Studies and Senior Executive Program, George Washington University (1988-1991).

"Comparative Concepts of Organizational Excellence," Advanced Management Program, George Washington University (1989-1990).

"Leadership and Organizational Excellence," Advanced Management Program, George Washington University (1991).

"The Uses of Economics in Federal Decision Making," Seminars for Senior Department of Defense Officials, George Washington University (1987-88).

"The Federal Executive Budget" Panel Chair, Annual Conference of the American Society for Public Administration, Portland (April 1988).

"Congressional Micromangement," Commentator, Public Policy Workshop, George Washington University (December 1987).

"Managing Public Administration Journals," Panel Chair, Southwestern Political Science Association, Dallas (March 1987).

"President Reagan's FY 88 Budget and Its Impact on State and Local Government," American Society for Public Administration, National Conference Panel, Boston (March 1987).

"The Impact of Gramm-Rudman on State and Local Government," George Washington University Conference on Gramm-Rudman, Washington, D.C. (Feb. 1986).

"The Impact of Technology for City Managers," at a panel "2001: A Management Odyssey," International City Managers' Association Annual Conference, Philadelphia (Oct. 1985).

"Excellence in Gubernatorial Leadership: The Utah Experience," Paper, American Society for Public Administration, National Conference Panel, Indianapolis, Indiana (March 1985).

"Advising the Policy Makers," Association of State and Interstate Water Pollution Control Administrators, Reston, Virginia (April 1983).

"Fiscal and Tax Priorities for the 1980," American Society for Public Administration, Utah Chapter, Annual Conference, Utah's Changing Role in a Changing Economy, Salt Lake City, Utah (May 1981).

"Setting Priorities in the Governor's Budget," Utah Society of School Superintendents, Park City, Utah (April 1981)

"Tax Policy for a Growing Utah," Wasatch Front Economic Forum, Salt Lake City, Utah (April 1981).

"State Government; the Challenge for the 1980s," Utah Boy's State, Logan, Utah (June 1980)

"Measuring Performance," State Conference on Fraud and Abuse, Salt Lake City, Utah (May 1979).

"Energy Planning and Growth -- How to Plan for Impacts," joint meeting of the Council of State Planning Agencies and the National Association of State Budget Officers, Seattle, Washington (June 1978).

"State Land-Use Planning: The Challenge of Federal Pre-emption," American Society for Public Administration, Utah Chapter (April 1978).

OTHER PROCEEDINGS, MONOGRAPHS, RESEARCH PROJECTS AND REPORTS

"Comparative Debt Analysis: DC and Seven Benchmark Cities," Working Paper CR00-07, Center for

Excellence in Municipal Management, 2000.

“Fiscal Overview of the States: 2000,” *Proceedings, Roundtable: State Budgeting in the 13 Western States*, Robert Hueffner, ed., Western Political Science Association Annual Meeting, March 2000 (Salt Lake City: University of Utah, 2001).

“Tax Policy Management and Division of Responsibilities among Levels of Government,” prepared for the Ministry of Finance, People’s Republic of China (Washington DC: Deloitte Touch Tohmatsu, 2000).

“Fiscal Overview of the States,” *Proceedings, Roundtable: State Budgeting in the 13 Western States*, Robert Hueffner, ed., Western Political Science Association Annual Meeting, March 1999 (Salt Lake City: University of Utah, 2000).

“Fiscal Overview of the States,” *Proceedings, Roundtable: State Budgeting in the 13 Western States*, Robert Hueffner, ed., Western Political Science Association Annual Meeting, March 1998 (Salt Lake City: University of Utah, 1998).

“Fiscal Overview of the States,” *Roundtable: State Budgeting in the 13 Western States*, Robert Hueffner, F. Ted Herbert, and Carl Mott eds. *Proceedings of the Western Political Science Association*, Salt Lake City, University of Utah, 1997.

Fiscal Overview of the States,” *Roundtable: State Budgeting in the 13 Western States*, Robert Hueffner, F. Ted Herbert, and Carl Mott eds. *Proceedings of the Western Political Science Association*, Salt Lake City, University of Utah, 1996.

“Transforming American Federalism: The Role of Crisis, Consensus and Competition,” Manuscript, The Urban Institute, Washington DC, 1992.

"Crisis and Anti-Crisis: Why Recessions Weaken Washington and Strengthen State and Local Governments," Urban Institute Project Report, November 1991.

"Analysis of DCPS Budget," and "Administrative Staff Analysis: Current Personnel Complement and Recent Trends," District of Columbia Board of Education, September 1, 1991.

"The Rise of Competitive Federalism: A New Balance in the Intergovernmental System," George Washington University Graduate Institute for Policy Education and Research, Working Paper, 1989-4 (with John Shannon).

Assessing the Costs of Federal Mandates on State and Local Governments, The Academy for State and Local Government, Washington, D.C., 1988 (with William Diehl).

"Planning, Budgeting, and Individual Performance Management in Utah," in Office of State Services, *Managing the Performance of Gubernatorial Appointees*, Washington, D.C., National Governors Association, February 1988.

"New Governor Must Rouse His Workers, Emulate Business," Common Carrier, *Salt Lake Tribune*,

August 5, 1984.

White Paper on Severance Tax, Utah State Budget Office, 1982.

State of Utah Budget, Budget in Brief and Capital Budget, 1979-80 to 1982-83.

Message of the Governor and Budget in Brief, 1978-79, Office of the Governor, State of Utah (1978).

"Management for the Future," white papers prepared for Governor-elect Scott M. Matheson on financial planning and forecasting, state management of economic and energy problems, and human services management, State Planning Coordinator's Office, 1976.

Tax Equality Act, Temporary State Commission on Living Costs and the Economy, New York, 1974.

Report on Housing and Rents, Temporary State Commission on Living Costs and the Economy, New York, 1974 (with T. Moan and A. Parker).

Report on Aircraft Noise Pollution, Assemblyman Andrew Stein to the NY State Legislature, 1971.

Government for New York's Communities, a proposal of Assemblyman Andrew Stein (1971).

The Lower East Side: A Socio-Economic Study, a report to the New York City Council, 1969.

Executive Editor, *Kennedy Current*, published weekly in New York during the presidential campaign of Senator Robert Kennedy.

ACADEMIC AND PROFESSIONAL ASSOCIATIONS AND MEMBERSHIPS

American Society for Public Administration: Association for Budgeting and Program Management (ABPM) and Section on Intergovernmental Administration and Management (SIAM), member since 1983.

- ABPM Representative on ASPA 1991 National Conference Planning Committee, 1990-91.
- ABPM Budget Track Coordinator for 1991 Annual Meeting in Washington, D.C.
- Member, Washington Intergovernmental Roundtable, 1986-1994..

Selection Committee, Arthur Fleming Award, 1997, 1998, 2002, 2003.

National Research Council, Committee on Financing the Nation's Infrastructure, 1996-1997.

Executive Committee, Master of Public Policy Steering Committee, George Washington University, 1998 to 2002.

Center for Washington Area Studies, Executive Committee, 1989 to present.

National Association of State Budget Officers, honorary life member, member since 1978; President, 1983-1984; Research Advisory Committee, 1987-1990.

Selection Committee, William A. Jump Memorial Foundation, Annual Award for "Distinguished Career Service in Public Administration, 1990.

New York Bar, 1971 to present.

American Bar Association (sections on Urban, State and Local Government Law), 1971-1996.

Finance Steering Group, Delegate Jim Rosapepe, State of Maryland, 1991-1992.

Washington, D.C. Council of Economic Advisors, 1986-1988.

Wasatch Front Economic Forum, Member 1981-1985, Vice-President and Program Chairman, 1983-1985.

Utah Tax Recodification Commission, Member and subcommittee chair, 1984-1985.

Utah Tax Revision Commission, 1978-1980.

Governor's Council of Economic Advisors, 1978-1985.

Governor's Building Cost Control Committee, 1980-81.

Salt Lake City Blue Ribbon Committee on Taxation, Salt Lake City, 1981.

Intermountain Power Plant Task Force, 1980.

Governor's Representative, White House Conference on Balanced Growth and Economic Development, Washington, D.C., January 1978.

State Representative, Western Interstate Energy Board/WINB, 1977-1978.

Energy Conservation and Development Council, 1977-1978.

Council of State Planning Agencies, 1976-1978.

State Advisory Council on Science and Technology, 1976-1978.

Articles Editor, *Journal of International Law and Politics*, New York University School of Law, 1968-1969.

COMMITTEES AT THE GEORGE WASHINGTON UNIVERSITY

Faculty Co-chair, SBPM Building Planning Committee, 2000-2003.

Faculty Director and member of the Advisory Board, Center for Excellence in Municipal Management, 1997-2003.

Chair, Ad Hoc Committee on Policy Studies, 1998-99.

Deans Council, 1997-98.

President's Budget Advisory Team, 1989-1994.

Advisor to the Comptroller's Task Force on Budget Systems, 1990.

University Senate:

Fiscal Planning and Budget Committee, 1988-1994;

Facilities Committee, 1985-1987;

Ad Hoc Budget Committee, 1988.

School of Business and Public Management:

Affirmative Action, 1986-1991;

Student-Faculty Committee, 1985-1986;

Computer Facilities, 1985-1987, 1989-1990;

Teaching Delivery Committee, 1985-1986;

Strategic Management and Entrepreneurship, 1987-1988;

Planning Committee, co-chair, 1988-1989.

Institute for Global Management and Research, faculty advisor and board member, 1999-2003.

Building Planning Committee, faculty co-chair 1998-2003.

Department of Public Administration:

Development Committee, 1985-1986, 1987-1993.

Coordinator of public administration and tax program with Ministry of Finance, People's Republic of China, 1996-2000

School of Public Policy and Public Administration:

Reappointment, Promotion and Tenure Committee, chair, 2002-2003, 2004-2005.

By-laws Committee, chair, 2003-2004.

Executive Committee, MPP Steering Committee, 1998-2003.

COMMUNITY LEADERSHIP POSITIONS

Metropolitan Ballet Theatre, Inc. President, 1989-1994; Treasurer, 1994-2004. Co-founder of ballet company with wife Suzanne Erlon which performs 8-12 performances annually, including an annual production of *The Nutcracker* at Montgomery College Performing Arts Center.

Green Acres School, Rockville, Maryland. Board Member, 1990-1996. President, 1994-96; Co-Chair, Capital Campaign Steering Committee, 1994-1996. Treasurer and Chair of the Finance Committee, 1991-1994; Finance Committee and Investments Subcommittee, 1989-1991; Personnel Committee, 1988-1989.

William F. Christensen Foundation, 1981-1984. Co-founder with wife Suzanne Erlon; organized a gala benefit for Mr. Christensen (founder of Ballet West) and with proceeds and other fundraising, created

the Christensen archives at the University of Utah and developed the Ballet West Christensen Academy.

Ballet West, Salt Lake City. Member of the Board, 1977-1981.

Stuyvesant Town Tenants' Association, New York City. Co-founder and President, 1971-1974.

CONSULTING and TRAINING

International Program of Development Evaluation and Training, The World Bank, summer program at Carleton University, Ottawa, sessions on cost-benefit analysis in developing nations, 2000-2004.

The Evaluators Institute, Program on Cost Benefit and Cost-Effectiveness Analysis, Washington DC and San Francisco, 2000-2004.

Program for Excellence in Municipal Management, Center for Excellence in Municipal Management, sessions on leadership and budget and finance module Washington DC 1999-2004.

Ministry of Finance, People's Republic of China, outside expert on World Bank financed tax reform project led by Deloitte, Touche, 1999-2000.

International Monetary Fund, seminars on cost-benefit analysis, 1999.

Board of Education, District of Columbia, analysis and recommendations for possible budgetary savings, Summer 1991 and Fall 1992.

Montgomery County, Maryland, assisting the transition for the new County Executive, including agency organizational issues and revenue projection methodologies, 1990-1991.

National Public Radio, Washington, D.C., analysis of NPR's funding formula, adjustments to their LOTUS program and recommendations for formula changes, Spring 1991.

National Governors' Association and FHP, evaluation of NGA sponsored conference on health care and the uninsured, Fall 1990.

National Governors' Association, analysis and recommendations regarding NGA's Center for Policy Studies, 1989.

Commodities Futures Trading Corporation, Executive Director's Office, training session on creating excellence in administrative services, Spring 1989.

National Association of State Budget Officers: analysis of state and federal aid to local governments, Summer, 1988.

Academy for State and Local Government: research project on the cost of federal mandates on state and local government, Summer, 1987.

United Nations: trainer/resource consultant for seminar on Administrative Control for Arab States,

Rabat, Morocco, Summer, 1986.

Office of Technology Assessment: on committee to review *The Social Security Administration and Information Technology*, Spring, 1986.

Educational Testing Service: drafted management questions for foreign service officers exam, Spring, 1986.

National Governors Association: reviewed material and participated in discussion on NGA report, *Revitalizing State Economics*, 1986.