

Curriculum vitae for
AIMEE L. FRANKLIN
Department of Political Science
University of Oklahoma
alfranklin@ou.edu

EDUCATION

STATE UNIVERSITY OF NEW YORK AT ALBANY. Department of Public Administration and Policy. Doctorate in Philosophy in 1996. Specialization in Public Administration with a concentration in Public Management.

Dissertation: Stakeholder Involvement in Performance Measures
Development in the Federal Government. [Chair: Carolyn Ban, Members:
Frank J. Thompson, Beryl A. Radin, Joseph Cayer – Arizona State University
Outside Member]

ARIZONA STATE UNIVERSITY. Master's degree in Public Administration in 1991.
Specialization in the area of Government Management.

MOORHEAD STATE UNIVERSITY. Bachelor of Science degree in Business Management in 1983. Concentrated minor studies in Psychology.

RESEARCH AND TEACHING INTERESTS

Public Budgeting and Finance	Public Sector Financial Management
Public Policy Evaluation	Strategic Plng and Performance Measurement
Organizational Theory	Organizational Behavior, Culture and Ethics
Quantitative Research Methods	Qualitative Research Methods
Public Policy Making	Regulatory Policy
Government Reform	Strategic Management

ACADEMIC EXPERIENCE

University of Oklahoma, Department of Political Science
Field faculty member in Public Administration field and Public Policy field

Sam K. Viersen, Jr. Presidential Professor (2008)
Recipient: 2013/2014 Class XV Member Educators' Leadership Academy
Recipient: APSA and Pi Sigma Alpha Outstanding Teaching in Political Science (2008)
Recipient: College of Liberal Studies Teaching Award (2007)
Director of Programs in Public Administration (2006 – 2013)
Director of Graduate Programs (2003 – 2006, 2013)
Associate Professor (2003-2008)
Assistant Professor (1998 – 2003)

Assistant Professor of Public Administration, University of Texas at San Antonio. 96-98

PUBLISHED WORK IN PEER REVIEWED JOURNALS

(For Co-authors who were/are students: ¹denotes PhD student, ²denotes MPA student, ³denotes Undergraduate student).

1. Lu, Tao¹ and Franklin, Aimee. (Forthcoming). Selection Protocol for Identifying and Sampling from Proxy Populations. *Social Science Quarterly*.
2. Conner, Thaddieus¹ and Franklin, Aimee L. (Forthcoming). "20 Years of Indian Gaming: Re-Assessing and Still Winning." *Social Science Quarterly*.
3. Franklin, Aimee L., Conner, Thaddieus¹, and Crawford, Christopher². (2016) "Exploring the Trajectory of Oklahoma Indian Gaming Policy: How Might Outcomes Achieved and Key Events Influence 2020 Compact Negotiations?" *Oklahoma Politics*. 26:89-121.
4. Jiang, Yue¹, Ebdon, Carol and Franklin, Aimee L. (Spring 2016). Perceptions of Public Officials Regarding Democratic Efficacy and the Use of Citizen Participation. *Journal of Public Budgeting, Accounting and Financial Management*. 28(1): 103-124.
5. Franklin, Aimee L., and Rickard, Victoria¹. (Spring 2016). Civic Engagement Motivations of Municipal Board Members. Special Issue on Empowering the Public to Fix our National Fiscal Crises. *Journal of Public Budgeting, Accounting and Financial Management*. 28(1): 49-71.
6. Schlupp, Jan³ and Franklin, Aimee L. (2014) Civic Engagement Motivations: Understanding Why Some Do and Some Don't. *Oklahoma Politics*. 24: 21-44.
7. Franklin, Aimee L. (2014). The Impact of Tribal Gaming on Tribal Sovereignty and Financial Management. *Journal of Public Budgeting, Accounting and Financial Management*. 26(3, Fall): 379-404.
8. Franklin, Aimee L., Mott, Tara¹, and Williams, T.H. Lee. (2013). Coproduction in the U.S. Department of Defense: Examining How the Evolution of Geographic Information Systems (GIS) Expands Non-Traditional Partner Engagement. Special Issue on Government, Policymaking and the Internet. *Policy & Internet*, 5(4): 387-401. DOI:10.1002/1944-2866.POI345
9. Franklin, Aimee L., Krane, Dale and Ebdon, Carol, (2013) Multilevel Governance Processes – Citizens & Local Budgeting: Comparing Brazil, China, & The United States. *International Review of Public Administration*. 18(1): 1-24. DOI:10.1080/12294659.2013.10805243
10. Roeder, William J², and Franklin, Aimee L. (2010). Hitting the Jackpot or Breaking the Bank: A Stakeholder Analysis of Gaming Expansion. *Indigenous Policy Journal*. Vol XXI, No. 3, Winter 2010.
11. Franklin, Aimee L. Ho, Alfred T.; and Ebdon, Carol. (2009). Participatory Budgeting in

- Midwestern States: Democratic Connection or Citizen Disconnection. *Public Budgeting & Finance*, 29, 3 (Fall) 52-73. DOI:10.1111/j.1540-5850.2009.00936.x
12. Franklin, Aimee L. and Raadschelders, Jos C.N. (Winter 2007). Tracking Invisible Residents: How Does This Phenomenon Impact City Government? *Journal of Public Budgeting Accounting and Financial Management*, 19, 4: 488-513.
 13. Douglas, James W. and Franklin, Aimee L. (2006). Putting the Brakes on the Rush to Spend Down End of the Year Balances: Carry Forward Money in Oklahoma State Agencies. *Public Budgeting & Finance*, 26, 3 (Fall): 46-64. DOI:10.1111/j.1540-5850.2006.00854.x
 14. Ebdon, Carol and Franklin Aimee L. (2006). Citizen Participation in Budgeting Theory. *Public Administration Review*. 66, 3 (May/June): 437- 447. DOI:10.1111/j.1540-6210.2006.00600.x
 15. Franklin, Aimee L. and Pagan, Javier F¹. (2006). Organization Culture As An Explanation for Employee Discipline Practices. *Review of Public Personnel Administration*. 26, 1 (March): 52-73.
 16. Franklin, Aimee L. and Ebdon, Carol. (2005). Practical Experience: Building Bridges Between Science and Practice. *Administrative Theory and Praxis*. 27, 4 (December): 628-649.
 17. Franklin, Aimee L. and Ebdon, Carol. (2005). Are We All Touching the Same Camel? Exploring a Model of Participation in Budgeting. *American Review of Public Administration*. 35, 2 (June): 168-185. DOI:10.1177/0275074005275621
 18. Franklin, Aimee L. and Jos C.N. Raadschelders. (2004). Ethics in Local Government Budgeting - Is There a Gap Between Theory and Practice? *Public Administration Quarterly*. 27, 4 (Winter): 456-491.
 19. Van Blijswijk, Jacques A.M.; Richard C.J. Van Breukelen; Aimee L. Franklin; Jos C.N. Raadschelders; and Pier Slump. (2004). Beyond Ethical Codes: The Management of Integrity in the Netherlands Tax and Customs Administration. *Public Administration Review*. 64, 6: 718-727. DOI:10.1111/j.1540-6210.2004.00418.x
 20. Franklin, Aimee and Ebdon, Carol. (2004). Aligning Priorities in Local Budgeting Processes. *Journal of Public Budgeting, Accounting & Financial Management*. 2, 16 (Summer): 210-227.
 21. Ebdon, Carol and Franklin, Aimee L. (2004). Searching for a Role for Citizens in the Budget Process. *Public Budgeting & Finance*. 24, 1 (2004): 32-49. DOI:10.1111/j.0275-1100.2004.02401002.x
 22. Long, Edward² and Franklin, Aimee L. (2004). The Paradox of GPRA Implementation:

- Top-Down Direction for Bottom-Up Implementation. *Public Administration Review*. 64, 3 (May/June): 298-308. DOI:10.1111/j.1540-6210.2004.00375.x
23. Franklin, Aimee L. and Douglas, James W. (2003). Revolving Funds as Budgeting Tools: An Examination of Oklahoma State Agencies. *State and Local Government Review*. 35, 2 (Spring): 90-101. DOI:10.1177/0160323X0303500202
 24. Franklin, Aimee and Edward Long. (2003). The Challenge of Changing Federal Management Processes: Implementation Barriers Relating to Strategic Planning and the Results Act. *International Journal of Organization Theory and Behavior*. 6, 4 (Winter): 534-552.
 25. Pagan, Javier and Franklin, Aimee L. (2003). Understanding Variation in the Practice of Employee Discipline: The Perspective of the First Line Supervisor. *Review of Public Personnel Administration*. 23, 1 (Spring): 61-77.
 26. Franklin, Aimee L. (2002). An Examination of the Impact of Budget Reform on Arizona and Oklahoma Appropriations. *Public Budgeting & Finance*. 22, 3: 26-45. DOI:10.1111/1540-5850.00079
 27. Franklin, Aimee L. (2002). My Experiences with E-Learning: Managing the Technological Juggernaut. *Oklahoma Politics*. 11 (November): 69-82.
 28. Franklin, Aimee L. (2001). Involving Stakeholders in Organizational Processes. *International Journal of Public Administration*. 24, 4: 385- 403. DOI:10.1081/PAD-100000714
 29. Franklin, Aimee L. (2001). Serving the Public Interest: Federal Agency Experiences with Participation in Strategic Planning. *American Review of Public Administration*. 31, 2 (June): 126- 138. Lead Article. DOI:10.1177/02750740122064884
 30. Franklin, Aimee L. (2000). An Examination of Bureaucratic Reactions to Institutional Controls. *Public Productivity and Management Review*. 24, 1 (September): 8- 21. Lead Article.
 31. Franklin, Aimee L. and Smith, James Fielding, (2000). Symposium on Ethics and Public Budgeting and Finance: Summary and Conclusions *Global Virtue Ethics Review*. 2, 3
 32. Smith, James Fielding and Franklin, Aimee L, editors. (1999). Ethics and Public Budgeting and Financial Management: Introduction to the Symposium *Global Virtue Ethics Review*. 1, 3 (December 1999).
 33. Franklin, Aimee L. (1999). Managing for Results in Arizona: A 5th Year Report Card.

Public Productivity and Management Review. 23, 2 (December): 194- 209. DOI: 10.2307/3380778.

34. Raadschelders, Jos C.N. and Franklin, Aimee L. (1999). Serving the Public Interest: The Reality of Serving Multiple Publics. *Global Virtue Ethics Review*. 1, 3 (December).
35. Franklin, Aimee L. and Carberry-George, Brandi². (1999). Analyzing How Local Governments Establish Service Priorities. *Public Budgeting & Finance*. 19, 3 (Fall): 31- 46. Recognized as one of SSRN's top 10 article reprints in 2008. DOI:10.1046/j.0275-1100.1999.01170.x
36. Franklin, Aimee L., Cawley, Margaret and O'Sullivan-Kachel Peggy. (1998). Renovations and Innovations in Program Evaluation: The Arizona Experience and Its Potential for More Widespread Applicability. *Public Productivity and Management Review*. 22, 1 (Sept.): 88- 106.
37. Hale, Mary M. and Franklin, Aimee L. (1997). Reevaluating Methods of Establishing Priorities for Governmental Services. *Public Productivity and Management Review*. 20, 4 (June): 384- 396.

OTHER WORKS PRESENTED IN PROFESSIONAL PUBLICATIONS

38. Franklin, Aimee L. (forthcoming). Government Budgeting: A Practical Approach. Albany, NY: SUNY Press. For the journal of *Public Budgeting & Finance*.
39. Franklin, Aimee L. (forthcoming). Review of Situating Governance: Context, Content and Critique by Antonino Palumbo. Colchester UK: ECPR Press. For the *Journal of Public Administration Research and Theory*.
40. Franklin, Aimee L. (2016). Book Review: Democracy reinvented: Participatory budgeting and civic innovation in America and Everyone counts: Could participatory budgeting change democracy? *The American Review of Public Administration*, 46(6), 754–756.
41. Franklin, Aimee L. (2015, 3rd ed.). Participatory Budgeting. In Melvin Dubnick and Domonic Bearfield (eds.) *Encyclopedia of Public Administration and Public Policy*. New York, NY: Taylor and Francis.
42. Franklin, Aimee L. (2012, 6th ed.) Chapter 7: Budgeting. In Bartle, Hildreth, Marlowe (ed.) *ICMA Management Policies in Local Government Finance*. Washington, D.C.: International City/County Management Association Press.
43. Franklin, Aimee L. (2011). Review of *Rules and Restraint: Government Spending and the*

Design of Institutions by David M. Primo. *Extensions: A Journal of the Carl Albert Congressional Research and Studies Center*. Norman, OK

44. Ebdon, Carol E. and Franklin, Aimee L. (2007). Democracy, Public Participation & Budgeting: Complementary or Mutually Exclusive? Invited book chapter for *Democracy and Public Administration*, Richard Box, (ed.) M.E. Sharpe Publishers.
45. Pagan, Javier F. ¹ and Franklin, Aimee. (2005). Labor unions: Friends or enemies in the war against disciplinary problems at work? Персонал (*Personnel-Mix Journal*), translated into Russian, Issue 8/9.
46. Franklin, Aimee L. (2000) Review of *Performance Budgeting for State and Local Government* by Janet Kelly and William Rivenbark. *Public Budgeting & Finance*. 26(1): 157-158. DOI:10.1111/j.1540-5850.2006.00843.x
47. Ebdon, Carol and Franklin, Aimee. Speaking their minds. *American City & County Magazine*. June 1, 2005. Accessed 1/13/06 at this website http://americancityandcounty.com/mag/government_speaking_minds/index.html
48. Franklin, Aimee and Raadschelders, Jos. Translating 'High Codes' Into Daily Action *PA Times*. 22, 8 (August 1999): 7. Republished in *Public Administration: Annual Editions 01/02* (7th ed.) Howard R. Balanoff (editor) Guilford, CT: McGraw- Hill/Dushkin. 2001. p. 61
49. O'Sullivan-Kachel, Peggy; Cawley, Margaret; and Franklin Aimee. Managing for Results in Arizona State Government Case Study prepared by invitation for the American Society for Public Administration's Task Force on Government Accomplishment & Accountability in *PA Times*. 21, 12 (December 1998): 1, 2, 8, & 9. Cover Article.

MANUSCRIPTS UNDER CONSIDERATION FOR PUBLICATION

- Krane, Dale, Ebdon, Carol, and Franklin, Aimee (2014) Collaborative Governance of Civic Festivals: Brazil, Korea and The USA. Revise and resubmit at *Urban Affairs Review*.
- Yusuf, Wie, Jordan, Meagan, Ebdon, Carol and Franklin Aimee L. (2017). How Much are Citizen Perceptions of Fiscal Accountability Influenced by Government Transparency, Information Access and Participation Opportunities? Revise and resubmit at *Public Finance and Management*.
- Franklin, Aimee L. and Moore, Samuel A. ³ "State-Level Choices for Non-Renewable Resource Revenue Funds". Presented at 2017 WSSA. Under review at *Oklahoma Politics*.
- Franklin, Aimee L., Le, Jennifer³, Grossman, Athena², Shafer, Mark¹. "Research Knowledge Production and Management: The Drought Case". Presented at 2017 WSSA. Under

review at *the Journal of Public Administration Research and Theory*.

Franklin, Aimee L., Grossman, Athena², Le, Jennifer³, Shafer, Mark¹. "Creating Broader Research Impacts Through Boundary Organizations". Presented at 2017 WSSA. Under review at *Public Administration Review*.

Franklin, Aimee L., Ebdon, Carol; Park, JiHyung¹ and Moore, Jonathan². "Institutional Arrangements for Public Library Funding and Spending". Presented at WSSA in 2017. Under review at *American Review of Public Administration*.

WORKS CURRENTLY IN PROGRESS

Conner, Thadieus¹, Franklin, Aimee L. and Martinez, Christian². "A Distal Theory of Policy Design: How State Regulatory Environments Condition the Impact of Federal Policy." Presented at 2017 MPSA. Fall 2017 journal submission anticipated.

Ebdon, Carol and Franklin, Aimee L. "The Effects of Participatory Budgeting in the Phillipines." Invited submission to Participatory Budgeting symposium in *Chinese Journal of Public Administration*.

Franklin, Aimee L. *Stakeholder Engagement*. Book Manuscript.

Raadschelders, Jos C.N. and Franklin, Aimee L. *The Study of Public Administration*. An undergraduate textbook manuscript under revision.

Franklin, Aimee L. and Crawford, Chris³ (2014-2015). "The History of Public Budgeting Practices in Oklahoma." Research Monograph prepared for the *Studies in Public Budgeting* series, Yilin Hou, Series Editor. New York, NY: Springer Science + Business Media.

Pagan, Javier¹, Franklin, Aimee L. and Espina, Carmen (2016). "Stakeholder Engagement: Comparing Theory and Practice." Presented at the 2016 SPSA Conference. Journal Manuscript in progress.

EXTRAMURAL RESEARCH APPLICATIONS AND AWARDS:

FUNDED, 2017: Shafer, Mark¹; Franklin, Aimee L., Grossman, Athena²; and Le, Jennifer². Creating an Inventory of Drought-Related Research, \$25,000 from NIDIS (NOAA) for Graduate Research Assistants.

NSF Hazards SEES Type 2: Defining Characteristics of Disaster-Resilient Communities. (2014 Revised Application). PI: Mark Shafer; Co-PI's and Senior Personnel: Aimee Franklin, Lisa Holliday, Scott Robinson, Dawn Jourdan, Kirsten de Beurs, Cindy Rosenthal, Alek Krautman, University of Oklahoma. \$773,580

Bureau of Educational and Cultural Affairs, FY2015 Study of the U.S. Institutes for Student

Leaders from Southeast Asia. (2014 Application). Co-PI's: Joe Foote, Elanie Steyn, Aimee Franklin, University of Oklahoma. \$240,000 annually for up to three years - \$720,000.

GRADUATE STUDENT OUTCOMES

Chair for Completed Dissertations (Thesis):

2016: Winkleman, Nate (Thesis)
2014: Jones, Janeka
2013: Wilsey, Joanne
2013: Thomas, Jerry
2013: Sarver, Chris
2012: Mott, Tara
2012: Lu, Tao
2011: Majewska-Button, Marzenka
2008: McCarthy, Victoria
2003: Hoffman, Kim

Member for Completed Dissertation (Thesis) Committees:

2017: Joseph Martinelli
2016: Kun Zhao
2015: Wang, Jia
2015: Holt, David (Thesis)
2014: Murphy, Haley
2013: Ingrid de los Angeles
2012: Song, Geoboo
2012: Conner, Thaddieus
2010: Vires, Charles
2010: Synar, Edwina
2009: Hawkins, Larycia
2006: Shinn, Paul
2005: Shafer, Mark
2005: Stearns, Rodney
2005: Thompson, Valerie
2005: Van Doorn, Judy
2004: Bottger, Ray
2004: Schones, Tony
2004: Housel, Steve
2002: Morrison, Eric
2001: Jerry Herbel

I have supervised the MPA research papers of over 400 students in 16 years.

Notably including:

MPA best paper award 2010 recipient - Anthony Bahr

MPA best paper award 2008 recipient - Lisa Johns

MPA best paper award 2007 recipient - Craig Parker

MPA best paper award 2003 recipient – Robert Willis

Note: The individual research paper was discontinued in 2011.

ACADEMIC SERVICE ACTIVITIESPolitical Science Department:

Public Administration Field Faculty and Search Committees Member: 1998 to present
Public Policy Field Faculty and Search Committees Member: 1998 to present
Undergraduate Public Administration Club: Faculty Advisor 2002 - 2004
Undergraduate Faculty Advisor: 2002 – 2004, 2006 - present
Graduate Studies Committee Member: 1996 to present
Graduate Studies Committee Chair: 2003 to 2006, S13
Graduate Programs Director: 2003 to 2006
MPA and/or Graduate Scholarship Committee: 2006 to present
Director of Programs in Public Administration programs: 2006 to 2013
Committee A (personnel committee, 2 year terms) Member: 2005-2007, 2011-2013

Graduate College:

Departmental Liaison: 2003 to 2013
Graduate Programs Outcomes Assessment Coordinator: 2005 to present
Social Sciences Interdisciplinary Search Committee Member: 2005 to 2008

College of Arts & Sciences:

Academic Appeals Board: 2006 to present
Larson or Withrow Scholarship Committee Chair: 2001 to 2014
College of Arts and Sciences Scholars Scholarship Committee Chair: 2007 to present
Social Work Search Committee Member: 2006
Regional and City Planning Search Committee Member: 2009, 2010, 2011

College of Continuing Education/College of Liberal Studies:

Academic Misconduct and Appeals Board: 2002 - 2004
Executive Committee Member: 2003 – 2004 and 2005 to 2010
Faculty Senate Representative: 2005 to 2010
Student and Faculty Awards Committee: 2005 to 2010
Tribal Management Collaboration Workgroup Member: 2006
PhD in Organizational Leadership Executive Committee: 2007 to present
College of Liberal Studies Search Committees Member: 2006

University of Oklahoma:

Employee Benefits Committee 2010 – 2013
Academic Integrity Advisory Committee 2009 – 2013
Academic Appeals Panel 2009 - 2013
Faculty Senate – Employee Compensation Committee 2001 – 2003
Faculty Senate Chair – 2009 to 2010, Executive Committee 2007 to 2011, Member – 2005 to 2010
Faculty Senate – Campus Athletics Committee 2007 to 2008
Environmental Concerns Committee: (Chair 2004-2005) 2001 - 2005
Institutional Review Board Member: 2003 to present

Institutional Review Board Vice Chair: 2007 to 2011, Chair 2011 - present
 President's Distinguished Faculty Freshman Mentors Program: 2003 & 2006- 2010
 Adopt-A-Prof: 2005 to 2010

PROFESSIONAL SERVICE

ABFM Executive, Awards and Nominating Committee Member
 Southern Political Science Association - Public Admin/Policy - Section Organizer
 Western Social Science Association - - Section Organizer - Public Finance & Budgeting
 NASPAA Finance Committee, NASPAA Finance Committee Chair
 Presentation to the OU Economics Club on Indian Gaming in Oklahoma
 Presentation to the Norman League of Women Voters on Oklahoma Fiscal Condition
 Oklahoma ASPA Chapter - Treasurer

2016 Reviewer for *American Political Science Review*; *Risks, Hazards & Crisis in Public Policy*, *State and Local Government Review*, *International Journal of Public Administration*, *American Review of Public Administration*, *Journal of Public Administration Research and Theory*, *Public Budgeting & Finance*, *Journal of Public Budgeting, Accounting and Financial Management*, *Public Performance and Management Review*, *Social Science Quarterly*, *Voluntas*, *Social Science Journal*, *Journal of Planning Education and Research*, *Oklahoma Politics*

Editorial Board Membership: *State and Local Government Review* (previously)
American Review of Public Administration (currently)

PROFESSIONAL PRESENTATIONS

Most of the articles and manuscripts described above have first been presented at national and sometimes regional conferences of academics and public professionals. I purposively select the conference based on the academic specialty that will be dominant at the conference in order to solicit review and feedback from faculty with similar research interests. Listed below are the conferences I have attended and the years in which I participated as a presenter. In addition, I have been a panel chair and/or discussant at multiple conferences.

American Society for Public Administration: 2004, 2002, 1999, 1997, 1996, 1994

Association for Public Budgeting and Finance: Formerly member Executive, Program, and Membership Committees 2017 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005, 2002, 2001, 2000, 1999, 1998, 1997, 1995

American Political Science Association: 2001

Association for Public Policy Analysis and Management: 2006, 1997

American Evaluation Association: 1994

Western Social Science Association Conference: 2017, 2016, 2015, 2013, 2012, 2011, 2010, 2009, 2007, 2006, 2005, 2000, 1998 Section Coordinator – 2012, 2011

Midwest Region VII, American Society for Public Admin: 2008, 2003, 2002, 2001, 1999

Midwest Regional Public Finance Conference (Invited): 2009, 2008, 2007, 2006, 2005, 2004, 2003, 2001

ABFM Midwest Regional Roundtable: 2009, 2008, 2004, 2003, 2002, 2001, 2000, 1999, 1998

Oklahoma Political Science Association: 2017, 2016, 2015, 2014, 2013, 2012, 2010, 2009, 2006, 2005

Southern Political Science Association: 2016, 2005

Southwest Political Science Association: 2006 Public Administration/Policy Program Chair

PROFESSIONAL EXPERIENCE

Strategic Management Analyst, STATE OF ARIZONA: Governor's Office of Management and Budget. October 1994- July 1996.

Analyzed budget reform efforts in state agencies and provided hands-on consulting to assist in the creation and alignment of strategic management systems. Expedited the preparation and presentation of the 900- page Master List of State Government Programs; an index to all state government programs which includes missions, goals, performance measures, and funding information. Facilitated the administration of ten 2- day strategic planning training workshops and served as a training partner for nearly 1,000 state employees. Assisted in the coordination of the pilot program for Program Authorization Review evaluations.

Research Assistant, STATE UNIVERSITY OF NEW YORK: Department of Public Administration. September 1992- September 1994

Principal assignments included: 1) research of historical findings of previous empirical studies; 2) preparation of literature reviews reflecting this information; and 3) preparation of journal quality articles for presentation at various professional conferences.

Budget Analyst, STATE OF ARIZONA: Governor's Office of Strategic Planning and Budgeting. October 1990- August 1992.

Analyzed state agency budget requests. Evaluated program operations to determine compliance with federal and state mandates and to make recommendations for the Governor. Gathered performance data, compared this information with historical trends, and prepared monthly management indicators for use by the Executive in analyzing the current financial condition of the state budget. Developed interpersonal relationships with appropriate agency personnel to gather data to make recommendations regarding the annual budget request. Assisted in the preparation of two external publications: 1) the annual Governor's budget submission to the Legislature; and 2) the Governor's annual budget preparation manual.

Executive Vice President/Chief Operating Officer/Director, VISTA FINANCIAL SERVICES, INC. March 1987- September 1990.

Processing Supervisor, THE TRAVELER'S MORTGAGE SERVICES. April 1986- March 1987.

Branch Manager, MIDWEST FEDERAL SAVINGS BANK. July 1982- April 1986.