

## **Jonathan B. Justice**

School of Public Policy and Administration  
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### **EDUCATION**

Ph.D. (Public Administration), Rutgers, the State University of New Jersey, Newark, 2003

M.P.A., Bernard M. Baruch College, City University of New York, 1994

B.A. (Ancient Greek), Swarthmore College, 1983

### **PROFESSIONAL EXPERIENCE**

- 2009–present *Associate Professor*, School of Public Policy & Administration (formerly School of Urban Affairs & Public Policy), University of Delaware
- 2003–2009 *Assistant Professor*, School of Urban Affairs & Public Policy
- 2003–2006 *Associate Policy Scientist*, Institute for Public Administration
- 2005–2006 *Visiting Research Fellow*, Institute of Local Government Studies, School of Public Policy, University of Birmingham (UK)
- 2002 *Adjunct Professor*, Department of Public and Healthcare Administration, Seton Hall University, South Orange, NJ
- 2000–2001 *Teaching Assistant*, Graduate Department of Public Administration, Rutgers University, Newark, NJ
- 1995 *Adjunct Lecturer*, Department of Public Administration, School of Business and Public Administration, Baruch College, City University of New York
- 1992–1998 *Senior Program Coordinator*, New York City School Construction Authority
- 1989–1992 *Program Coordinator*, New York City School Construction Authority
- 1988–1989 *Senior Project Officer*, Jersey City Economic Development Corporation, Jersey City, NJ
- 1987–1988 *Project Officer*, Jersey City Economic Development Corporation
- 1985–1987 *Business Improvement District Coordinator*, Flatbush Development Corporation, Brooklyn, NY

### **AREAS OF SPECIALIZATION**

Public budgeting and financial management, public-sector accountability and decision making, fiscal transparency and participatory budgeting, local economic development

## REFEREED JOURNAL ARTICLES

- Miller, G. J., and J. B. Justice. 2011. Debt management networks and the proverbs of financial management. *Municipal Finance Journal* 31 (4): 19-40.
- Justice, J. B., and G. J. Miller. 2011. Accountability and debt management: The case of New York's Metropolitan Transportation Authority. *American Review of Public Administration* 41 (3): 313-328.
- Justice, J. B., and C. Skelcher. 2009. Analyzing democracy in third-party governance: Business improvement districts in the U.S. and U.K. *International Journal of Urban and Regional Research* 33 (3): 738-53.
- Justice, J. B., S. Condliffe, and L. J. Interlante. 2008. Intergovernmental aid under the radar? Assessing the redevelopment of the Wilmington, Del. riverfront. *Municipal Finance Journal* 29 (2): 21-46.
- Justice, J. B., J. Melitski, and D. Smith. 2006. E-Government as an instrument of fiscal accountability and responsiveness: Do the best practitioners employ the best practices? *American Review of Public Administration* 36 (3): 301-22.
- Dubnick, M. J., and J. B. Justice. 2006. Accountability and the evil of administrative ethics. *Administration and Society* 38 (2): 236-67.
- Justice, J. B., and R. W. Goldsmith. 2006. Private governments or public policy tools? The law and public policy of New Jersey's special improvement districts. *International Journal of Public Administration* 29 (1-3): 107-36.
- Justice, J. B., and S. Simon. 2002. Municipal bond insurance: Trends and prospects. *Public Budgeting and Finance* 22 (4): 114-37.

## INVITED ARTICLES AND BOOK SECTIONS

- Justice, J. B., and E. A. Scorsone. Forthcoming, 2012. Measuring and predicting local government fiscal stress: Theory and practice. In *Handbook of local government fiscal health*, ed. H. Levine, J. B. Justice, and E. A. Scorsone. Burlington, MA: Jones & Bartlett.
- Dubnick, M. J., J. B. Justice, and D. Bearfield. Forthcoming, 2011. Imagining and managing organizational evil. In *The foundations of organizational evil*, ed. C. L. Jurkiewicz. Armonk, NY: M. E. Sharpe.
- Miller, G. J., and J. B. Justice. Forthcoming, 2011. Debt management networks. In *Government budgeting and financial management in practice: Logics to make sense of ambiguity*, by G. J. Miller. Boca Raton: Taylor & Francis.
- Justice, J. B. 2010. Moving on: The East Passyunk Avenue Business Improvement District. *Drexel Law Review* 3 (1): 227-41.
- Justice, J. B., and C. Dülger. 2009. Fiscal transparency and authentic citizen participation in public budgeting: The role of third-party intermediation. *Journal of Public Budgeting, Accounting and Financial Management* 21 (2): 254-88.

Baker, K., J. B. Justice, and C. Skelcher. 2009. The institutional design of self-governance: Insights from public-private partnerships. In *The politics of self-governance*, ed. E. Sørensen and P. Triantafyllou, 77-94. Aldershot, UK: Ashgate.

Justice, J. B., and C. Skelcher. 2009. Business improvement districts and the design of third-party governance: Framing business leadership in urban subdistrict regeneration. In *Public sector leadership: International challenges and perspectives*, ed. J.A. Raffel, P. Leisink and A. Middlebrooks, 196-213. Northampton, MA: Edward Elgar.

Justice, J. B., and R.W. Goldsmith. 2008. Private governments or public policy tools? The law and public policy of New Jersey's special improvement districts. In *Business improvement districts: Research, controversies, and theories*, ed. G. Mörçol, L. Hoyt, J. Meek and U. Zimmerman, 161-95. Boca Raton: CRC Press.

Justice, J. B. 2008. Budgets and accountability [completely rewritten]. In *Encyclopedia of public administration and public policy*, ed. E. M. Berman and J. Rabin, vol. 1, 209-16. 2nd ed. New York: Taylor & Francis.

Justice, J. B. 2008. Purpose and significance of research design. In *Handbook of research methods in public administration*, ed. K. Yang and G. J. Miller, 75-92. 2nd ed. Boca Raton: CRC Press.

Justice, J. B., and G. J. Miller. 2007. Decision making, institutions, elite control, and responsiveness in public administration history. In *Handbook of public administration*, ed. J. Rabin, W. B. Hildreth and G. J. Miller, 251-313. 3rd ed. New York: CRC Press.

Justice, J. B. 2005. Get on with it. Comments on the case "Computer problems at the library." In *Global public management: Cases and comments*, ed. K. Callahan, D. Olshfski and E. Schwella, 128-9. Thousand Oaks, CA: Sage.

Miller, G. J., J. B. Justice, and I. Illiash. 2004. Practice as interpretation in public financial management. In *Financial management theory in the public sector*, ed. A. Kahn and W. B. Hildreth, 89-114. Westport, CT: Praeger.

Justice, J. B. 2003. Budgets and accountability. In *Encyclopedia of public administration and public policy*, ed. J. Rabin, vol. 1, 117-21. New York: Marcel Dekker.

## **OTHER PUBLICATIONS**

Justice, J. 2011. High court ruling on taxes, tuition skirts big questions [Op-ed]. Wilmington, DE, *News-Journal*, April 18, p. A15.

Justice, J. B. 2011. Review of *Follow the money: Who controls New York City mayors?* by L. A. Weikart. *American Review of Public Administration* 41 (3): 349-351.

Justice, J. B. 2011. Why bother with budget work? Review of *Budgeting for the poor*, ed. M. Robinson. *Public Administration Review* 71 (1), 127-9.

Justice, J. B. 2010. United States' neighborly tax laws [Op-ed]. Wilmington, DE, *News-Journal*, April 26, p. A13.

Justice, J. B. 2009. Public places and quasi-private administration. Review of *Business improvement districts and the shape of American cities*, by J. Mitchell. *Public Administration Review* 69 (3): 184-7.

Justice, J. B., and J. T. Haberkorn. 2009. Can those who teach also do diversity? *PA Times*, April.

Justice, J. B. 2009. Coping with fiscal stress. In *Navigating the fiscal crisis: Tested strategies for local leaders*, ed. G. J. Miller and J. H. Svava (white paper prepared for the International City/County Management Association). Phoenix, AZ: Alliance for Innovation. Available at [http://icma.org/en/icma/knowledge\\_network/documents/kn/Document/300882/Coping\\_with\\_Fiscal\\_Stress](http://icma.org/en/icma/knowledge_network/documents/kn/Document/300882/Coping_with_Fiscal_Stress)

Justice, J. B. 2008. Pay it forward: Career advice from an ASPA [American Society for Public Administration] member. *PA Times*, June.

Dülger, C., and J. B. Justice. 2007. Budget work: One sign of life in PA worldwide. *PA Times*, September.

Justice, J. B. 2006. Review of *Financing economic development in the 21st century*, ed. S. B. White, R. D. Bingham and E. W. Hill. *Journal of Urban Affairs* 28 (3): 318-20.

Aristigueta, M. P., and J. B. Justice, eds. 2006. Symposium with editors' introduction: The status of performance budgeting. *Public Performance & Management Review* 30 (1): 7-95.

Justice, J. B. 2001. Case study: Neighborhood business development in Dempsey. *Public Performance and Management Review* 24 (4): 419-24.

## **TECHNICAL REPORTS**

Justice, J. B., D. B. Edwards, and T. D. Mix. 2008. *Town of Middletown strategic management review*. University of Delaware, Institute for Public Administration.

Doss, M. A., and J. B. Justice. 2006. *Retail market analysis for Greater Brandywine Village Revitalization, Inc.* University of Delaware, Institute for Public Administration.

Various authors. 2006. *Town of Middletown comprehensive plan*. University of Delaware, Institute for Public Administration.

## **MANUSCRIPTS IN PROGRESS**

Justice, J. B., H. Levine, and E. A. Scorsone, eds. Target publication date late 2011. *Handbook of local government fiscal health*. Burlington, MA: Jones & Bartlett.

Articles on fiscal transparency (with J. McNutt, currently under review), local governments' responses to the 2008 fiscal crisis (with K. Yang), measuring local-government fiscal health (with E. Scorsone and N. Bradshaw), civil-society budget analysis (with F. J. Tarimo, currently under review), municipal bond insurance (with J. Peng), small-city strategic management, cooperation and the social construction of rational self interest in self-governing business improvement districts, fiscal stewardship ethics for public managers, and cultural competence in schools of public affairs (with J. Haberkorn).

## LECTURES AND PRESENTATIONS

### Conference papers and presentations

Skelcher, C., C. Durose, and J. B. Justice, organizers. 2011. ESRC seminar: Beyond the state: Third party government in comparative perspective, Birmingham, UK, June 9-10.

Dubnick, M. J., and J. B. Justice. 2011. Dealing with Barnard's regret: Accountability and the zone of expectations. Paper presented at the Sixth Organization Studies Summer Workshop, Abbaye des Vaux de Cernay, Paris, May 25-28.

Justice, J. B., J. G. McNutt, and E. S. Smith, Jr. 2011. Holding governments accountable for the public purse What institutional, organizational, and environmental factors promote fiscal transparency? Paper presented at the First Global Conference on Transparency Research, Newark, NJ, May 19.

McNutt, J. G., J. B. Justice, and E. S. Smith, Jr. 2011. State fiscal transparency, e-government performance and social capital. Paper presented at the annual conference of the Urban Affairs Association, New Orleans, March 17.

Justice, J. B. 2011. Fiscal stewardship and democratic administration: Uneasy bedfellows? Presented at the annual conference of the American Society for Public Administration, Baltimore, March 12.

Haberkorn, J., and J. B. Justice. 2010. Doing as well as teaching diversity: Cultural competence in a school of public affairs. Presented at the annual conference of the American Society for Public Administration, San Jose, CA, April 13.

Justice, J. B., and E. Scorsone. 2010. Measuring local governments' fiscal health. Presented at the annual conference of the American Society for Public Administration, San Jose, CA, April 11.

Justice, J. B. 2010. East Passyunk Avenue Business Improvement District moving on. Paper presented at the conference Business Improvement Districts and the Evolution of Urban Governance, Philadelphia, PA, January 22.

Peng, J., and J. B. Justice. 2009. Municipal bond insurance, credit ratings, and capital finance in the wake of the financial crisis. Paper presented at the annual conference of the Association for Public Budgeting and Financial Management, Washington, DC, September 24.

Justice, J. B., and F. J. Tarimo. 2009. NGOs holding governments accountable: Civil-society "budget work" at home and abroad. Paper presented at the Fifth Transatlantic Dialogue on Public Administration, Washington, DC, June 11.

Miller, G. J., and Justice, J. B. 2009. Debt management networks and the proverbs of financial management: Principles and interests in the New York Metropolitan Transportation Authority debt restructuring. Paper presented at the annual conference of the Western Social Science Association, Albuquerque, April 16.

Justice, J. B. 2009. NGOs holding governments accountable: Budget work at home and abroad. Paper presented at the annual conference of the American Society for Public Administration, Miami, March 24.

Justice, J. B., and Dülger, C. 2009. Fiscal transparency and authentic citizen participation in public budgeting: The role of third-party intermediation. Paper presented at the annual conference of the American Society for Public Administration, Miami, March 20.

Scorsone, E., J. B. Justice, and N. Bradshaw. 2008. Simulation analysis of a fiscal stress measurement system: The case of Michigan. Paper presented at the annual conference of the Association for Public Budgeting and Financial Management, Chicago, October 23.

Dubnick, M. J, R. K. Chavda, J. B. Justice, and C. O'Kelly. 2008. An ethical theory of bureaucracy? Professional development workshop presented at the annual conference of the Academy of Management, Anaheim, CA, August 9.

Baker, K., J. B. Justice, and C. Skelcher. 2008. The institutional design of self-governance: Insights from public-private partnerships. Paper presented at the annual conference of the International Research Society for Public Management, Brisbane, Australia, March 28.

Justice, J. B., and C. Skelcher. 2008. What do business leaders do when they lead public policy? Business improvement districts and the design of third party governance. Presentation at the annual conference of the American Society for Public Administration, Dallas, TX, March 10.

Justice, J. B. and G. J. Miller. 2008. Debt networks and accountability: The case of the New York Metropolitan Transportation Authority's capital program and debt restructuring. Paper presented at the annual conference of the American Society for Public Administration, Dallas, TX, March 9.

Dülger, C., and J. B. Justice. 2007. Fiscal transparency for citizen empowerment: The case of DISHA. Paper presented at the annual conference of the Association for Budgeting and Financial Management, Washington, DC, October 27.

Justice, J. B., S. Condliffe, and L. J. Interlante. 2007. Fiscal and intergovernmental implications of a waterfront development project: The Riverfront Development Corporation of Delaware. Paper presented at the annual conference of the Association for Budgeting and Financial Management, Washington, DC, October 25.

Justice, J. B. and C. Skelcher. 2007. What do business leaders do when they lead public policy? Business improvement districts and the design of third party governance. Paper presented at the Third Transatlantic Dialogue on Public Administration, Newark, DE, May 31.

Justice, J. B. 2007. Helping smaller jurisdictions "manage for results": Adapting the GPP [Government Performance Project] framework. Presentation at the annual conference of the American Society for Public Administration, Washington, DC, March 25.

Justice, J. B. 2006. Adapting the GPP model of "managing for results" to small jurisdictions in Delaware. Presentation at the annual conference of the Association for Budgeting and Financial Management, Atlanta, GA, October 21.

Justice, J. B. 2006. Business improvement districts in the U.S. and U.K. Presentation at the annual conference of the Association for Budgeting and Financial Management, Atlanta, GA, October 19.

Discussant at the Joint International Conference of the Seoul Association for Public Administration and Rutgers University School of Public Affairs and Administration, July 17, 2006, Newark, NJ

Justice, J. B. 2006. Social construction of rational self-interest: The case of business improvement districts. Paper presented at the conference on The Interpretive Practitioner: From Critique to Practice in Public Policy Analysis, Birmingham, UK, June 9.

Justice, J. B., C. Skelcher, and N. Mathur. 2006. BID partnerships, polycentrism, and problems of governance. Paper presented at the annual conference of the Urban Affairs Association, Montreal, QC, April 22.

Ferriter, E., J. B. Justice, and D. Ames. 2006. New urbanism in New Castle, Delaware. Presentation at the annual conference of the Urban Affairs Association, Montreal, QC, April 20.

Justice, J. B. 2006. Why public administrators need to know about land use: The case of Delaware. Roundtable presented at the annual conference of the American Society for Public Administration, Denver, CO, April 2, 2006.

Justice, J. B., and G. J. Miller. 2005. Debt networks and accountability in the New York MTA debt restructuring. Paper presented at the annual meeting of the Association for Budgeting and Financial Management, Washington, DC, November 10.

Justice, J. B. 2005. Business improvement districts and the co-production of place. Paper presented at the annual conference of the Urban Affairs Association, Salt Lake City, UT, April 15.

Justice, J. B. 2005. Business improvement districts, co-production, and public space. Presentation at the annual conference of the American Society for Public Administration, Milwaukee, WI, April 5.

Justice, J. B., J. Melitski, and D. L. Smith. 2004. E-government, fiscal accountability, and citizen participation in resource allocation. Paper presented at the annual conference of the Association for Budgeting and Financial Management, Chicago, IL, October 9.

Dubnick, M. J., and J. B. Justice. 2004. Accounting for accountability. Paper presented at the annual meeting of the American Political Science Association, Chicago, IL, September 2.

Pavone, M. F. and J. B. Justice. 2004. Urban governing regimes as federal policy tools. Paper presented at the annual meeting of the Urban Affairs Association, Washington, DC, April 2.

Dubnick, M. J., and J. B. Justice. 2004. The evil of administrative ethics. Paper presented at the American Society for Public Administration Ethics Forum, Portland, OR, March 27.

Justice, J. B. 2003. Business improvement districts, revenues, and resources. Presentation at the annual conference of the Association for Budgeting and Financial Management, Washington, DC, September 19.

Justice, J. B., and G. J. Miller. 2003. Revitalization, the performing arts broadly defined, and their financing in Newark. Paper presented at the annual meeting of the Urban Affairs Association, Cleveland, OH, March 29.

Dubnick, M. J., and J. B. Justice. 2002. But can you trust them to be ethical? Paper presented in the Van Riper Forum at the annual conference of the American Society for Public Administration, Phoenix, AZ, March 23.

Miller, G. J., and J. B. Justice. 2002. Managing principals and interests at New York's Metropolitan Transportation Authority. Paper presented at the annual conference of the Association for Budgeting and Financial Management, Washington, DC, January 18.

Miller, G. J., and J. B. Justice. 2001. Who's in charge here? Debt management, principals, and interests at the New York Metropolitan Transportation Authority. Paper presented at the annual meeting of the New York Political Science Association, New Paltz, NY, May 5.

Justice, J. B. 2001. Evaluating New Jersey's business improvement districts. Paper presented at the 62nd annual conference of the American Society for Public Administration, Newark, NJ, March 11.

Justice, J. B., and S. Simon. 2000. Municipal bond insurance: Trends and prospects. Paper presented at the annual conference of the Association for Budgeting and Financial Management, Kansas City, MO, October 6.

Justice, J. B. 2000. Accountability is not enough: Why improvements in accountability are subject to diminishing returns. Paper presented at the joint meetings of the Canadian Political Science Association and the Société Québécoise de Science Politique, Quebec City, QC, July 31.

Justice, J. B. 2000. Accountability and responsibility: Are they the same? Paper presented at the third Public Sector Ethics Conference, Portland, OR, May 19.

#### **Invited research and service presentations**

Justice, J.B. et al. 2009. Meeting municipal fiscal needs: 2009 and beyond. Presentation/panel discussion at the 21<sup>st</sup> Delaware Institute for Local Government Leaders, Rehoboth Beach, DE, October 26.

Justice, J. B. 2008. Social construction of rational self interest: The case of business improvement districts. Presentation to the School of Urban Affairs & Public Policy, College of Human Services, Education & Public Policy, University of Delaware, Newark, DE, May 7.

Justice, J. B. 2006. Using the Internet to improve public budgeting and financial management. Presentation to the Delaware Municipal Web Developers Group, Dover, DE, July 13.

Justice, J. B. 2005. Business improvement districts: Institutional design and two worlds of collective action. Presentation at the School of Public Policy, University of Birmingham, Birmingham, UK, July 7.

Justice, J. B. 2004. Getting a grip on improving your town's economy. Presentation at the 16<sup>th</sup> Delaware Institute for Local Government Leaders, Rehoboth Beach, DE, October 28.

Justice, J. B. 2002. Building better business communities: Cleavages and commonalities. Presentation at the annual conference of Downtown New Jersey, Freehold, NJ, June 13.

Justice, J. B. 2001. An advance look at Downtown New Jersey's 2000-2001 BID/SID survey. Technical report and presentation at the annual conference of Downtown New Jersey, Newark, NJ, June 5.

#### **INSTRUCTION AND ADVISING**

##### **Graduate courses taught**

*Capital Budgeting* (elective)

*Government Budgets and Fiscal Federalism* (MPA specialization)

*Financial Management in the Public and Nonprofit Sectors* (MPA core)  
*Local Economic Development Policy and Practice* (elective seminar)  
*Main Street Preservation and Revitalization* (studio course, with D. Ames)  
*Public Economics* (MPA core)  
*Public Service Leadership: Involving Groups and Communities in Decision Making* (MPA core)  
*Taxation and Fiscal Policies* (MPA specialization)  
*Urban Economic Development* (elective)

#### **Undergraduate courses taught**

*Public Administration in Modern Society*  
*Public Policy Analysis*

#### **Tutorials, readings, and special-topic courses**

*Economic Restructuring for Commercial Revitalization*  
*Organization Design and Finance for Sustainable Energy Development*  
*Policy Management in Seoul* (Study-abroad, Seoul, South Korea)  
*Post-Industrial Cities in Comparative Perspective* (Study-abroad, United Kingdom)  
*Topics in Local Economic Development*

#### **Analytical papers (masters-level capstone) supervised, 2004-2011**

S. Alemayehu, S. Baik, V. J. Bawo, A. Beck, M. Brennan, S. Conventz, T. H. DeWire, M. A. Doss, D. B. Edwards, T. Franzen, S. K. Gibson, E. S. Hopkins, L. J. Interlante, G. Kalauova, A. S. Knab, D. Levett, M. Lotierzo, P. Malinowski, A. Manejwala, M. Matthews, D. Murray, R. Nietubicz, K. F. Ogada, D. L. Smith, M. Stevens, G. Stulir, F. Tarimo, T. Thompson, G. Walueff, M. Wendt, J. G. Wozniak, Y. Yang

#### **Masters theses and analytical papers read**

T. Buzby, B. Collins, N. Cross, W. J. DeCoursey, M. Garrido, D. C. Louis, S. Love, J. Smith, J. Snow, T. Wuerzer, N. Zarook

#### **Dissertation committees**

E. K. Ferriter, X. Jiang, J. C. Lee, Q. Nian, T. Ray, M. Rossi, F. Ruffin (external)

#### **GRANTS AND CONTRACTS**

English Social Research Council, grant for seminar series on third-party government, 2010 (co-applicant with C. Skelcher and C. Durose)

University of Delaware, Center for Global Studies International Travel Award, 2006, 2011

Town of Middletown, contract for strategic management review, 2005-2006

Greater Brandywine Village Revitalization, Inc., contract for retail market analysis, 2005-2006 (with M. A. Doss)

University of Delaware General University Research grant, 2005-2006

University of Delaware, Institute for Transforming Undergraduate Education funding award, 2005

College of Human Services, Education and Public Policy research grant, 2004-2006, (with D. Ames)

## **HONORS AND AWARDS**

Delaware Economic Development Office *Main Street Champion*, 2009

Rutgers University *Dissertation Fellowship*, 2001-2002

Rutgers University *Excellence Fellowship*, 1998-2000

Beta Gamma Sigma, 1994

Pi Alpha Alpha, 1994

Baruch College *Award for Excellence in Public Administration*, 1994

Baruch College *Public Service Fellowship*, 1993-1994

## **PROFESSIONAL SERVICE**

American Society for Public Administration, Finance Committee, Vice Chair, 2011-2012

Association for Budgeting and Financial Management: Executive Committee 2010-2012; Conference Sponsorship Committee, 2010; S. Kenneth Howard Award Committee, 2010-2011, Chair 2011

ICMA Press Editorial Advisory Board, 2007-present

Delaware Association for Public Administration: President, 2011-2012; Vice President, 2006-2010

*Critical Policy Studies* editorial board, 2005-present

*PA Times* Editorial Board, 2003-2012 (Chair 2009-2010)

Manuscript reviewer for *American Review of Public Administration*; CQ Press; Governmental Accounting Standards Board; *International Journal of Public Administration*; *International Journal of Urban and Regional Research*; *International Review of Administrative Sciences*; *International Review of Public Administration*; *Journal of Public Budgeting, Accounting, and Financial Management*; *Municipal Finance Journal*; *Policy and Society* (Australia); *Public Administration Review*; *Public Management Review*; *Public Performance and Management Review*; *Urban Affairs Review*

Research proposal reviewer, City University of New York

New York Metropolitan Chapter of the American Society for Public Administration, Vice President 1999-2001, Treasurer 1997-1999

## **INSTITUTIONAL SERVICE**

SPPA Human Subjects Committee, 2011-2013

College of Arts and Sciences Graduate Education Ad-hoc Committee, 2011

School of Public Policy & Administration (SPPA)/School of Urban Affairs & Public Policy (SUAPP)  
Ph.D. Committee, 2008–present

SUAPP International Studies Committee, 2008–2009

SPPA/SUAPP Sussman Dissertation Prize Committee, 2005–present, Chair 2008–present

*New Visions for Public Affairs* (student-run research journal), MPA faculty advisor, 2007– present

SPPA/SUAPP Research Seminars Committee, Chair, 2007– present

SUAPP ad hoc committee on MPA specializations, 2007–2008

University of Delaware Center for International Studies, travel grant reviewer, 2006

SPPA/SUAPP Diversity Committee, 2004–present

College of Education and Public Policy Council, 2004–2006, 2008–2010

MPA Financial Management Curriculum/Specialization Coordinator, 2003–2009

SUAPP Faculty Transfer Review Committee, 2005

SUAPP Faculty Search Committee (MPA program), 2004–2005

Institute for Public Administration International Activities Development Committee, 2003–2004

## **COMMUNITY SERVICE**

City of New Castle, Del., Planning Commission member, 2011-2013

Delaware Earned Income Tax Credit Campaign, Financial Coordinator, 2011

Historic New Castle Alliance, New Castle, DE, steering committee, economic restructuring committee, 2008–present

Greater Brandywine Village Revitalization, Inc., Wilmington, DE: board member and economic restructuring Chair, 2008– present; economic restructuring committee, 2006–2008

Interviewed/quoted/research cited in *MAC Quarterly* [Municipal Advisory Council of Michigan]; *New York Newsday*; *New York Post*; *New York Times*; WHYI-TV; Wilmington, Del., *News-Journal*

Downtown New Jersey, pro-bono research analyst, 2001–2003

## **MEMBERSHIPS**

American Society for Public Administration

Association for Budgeting and Financial Management

Government Finance Officers Association

New Jersey Municipal Managers Association

Public Administration Theory Network