

WILLIAM EARLE KLAY

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Education

B.A. with Honors, University of South Florida, Tampa

Major: Political Science, additional studies in Business Administration

Master of Public Administration (MPA), University of Georgia

Doctorate in Public Administration (Ph.D.), University of Georgia

Fields:

Policy Development

(especially using Futures Research & Strategic Management)

Budgeting, Procurement, and Financial Administration

Early US Public Administration

Positions Held

Presently

Professor,

Askew School of Public Administration and Policy,

Florida State University, Tallahassee, FL 32306

(member of faculty since 1977; doctoral directive status;

director of Askew School for 12 years)

1985

Coordinator of State Agency Planning, Executive Office of the Governor, State of Florida (one year assignment; also member of writing team for State Comprehensive Plan).

1975-1977

Assistant Professor, Public Policy and Administration Program, Department of Political Science, Mississippi State University; Jointly appointed to Jackson State University

1974-1975

Policy Analyst for the General Assembly of the State of Georgia.

1972-1974

M.P.A. Program Advisor, Department of Political Science, University of Georgia.

1970-1971

Research Assistant to Geoffrey Y. Cornog, Department of Political Science, University of Georgia.

- 1968-1970 Logistics Systems Specialist, U.S. Department of Defense assigned to Air Force Logistics Command Comptroller. Assignments in Procurement, Systems Analysis, Cost Accounting, and Personnel (entered under Civil Service Management Internship as GS-11).
- 1964-1967 U.S. Army -- Medical Service Corps, Logistics Officer, Administrative Officer, Personnel Officer, Troop Commander, 2 years in Far East. (highest rank: Captain)

Courses Taught to Date (G - graduate, U - undergraduate)

- Futures Studies (G, U)
- Intellectual History and Future of Public Administration (G)
- Public Budgeting/Financial Administration (G, U)
- Seminar in Financial Administration (G)
- Managing Public Procurement (G)
- Public Budgeting Simulation (G)
- Policy Development and Administration (G)
- Governmental Administration in Florida (G)
- Public Service Internship (G)
- Seminar in Public Organization Theory (G)
- Introduction to Public Administration (G, U)
- State Government (U)
- Introduction to American Government (U)
- Public Information Resource Management (G)
- International Sustainable Development (U)

Professional Memberships and Offices

- Member, Editorial Board, *Journal of Public Affairs Education*, 2011 - present
- Member, Editorial Board, *Public Administration Quarterly*, 2000-present.
- Member, Editorial Board, *International Journal of Public Administration*, 1988- present.
- Member, Editorial Board, *Public Budgeting, Accounting and Financial Management*, 1989-present.
- Member, Editorial Board, *Futures Research Quarterly*, 1989- 2009.
- Member, Advisory Council, Academy of Government Accountability, 2006 - 2011

- Southeastern Conference on Public Administration, Inc.
 - President, 1986-87
 - Vice-President, 1985-86
 - Member of Board of Directors, 1980-87
 - Program Chair, 1983
 - Archivist/Historian, 2008 - present

American Society for Public Administration, member since 1969
North Florida Chapter, President 1980-81, Vice-President 1979-80,
Secretary 1978-79, Treasurer, 2005 – present
Section on Budgeting and Financial Management,
Southeastern Regional Coordinator, 1981 to 1984
Mississippi Chapter, member of organizing committee, 1976-77
Georgia Student Chapter, first President, 1971

Gold Key Honor Society/Phi Kappa Phi, Sigma Iota Epsilon (management honorary), Pi Alpha Alpha (public administration honorary), Pi Sigma Alpha (political science honorary)

Professional Member of World Future Society and former officer of Tallahassee Chapter; member, World Futures Studies Federation

Member, Association of Government Accountants; Government Finance Officers Association, Florida Government Finance Officers Association, and Tallahassee Area Chapter of the National Institute of Government Purchasing

Honors, Certificates, etc.

Recipient of the Donato J. Pugliesi Award, the highest honor bestowed by the Southeastern Conference of Public Administration

Designated a Certified Government Financial Manager (CGFM, cert. # 4993) by the Association of Government Accountants, since 1996

Recipient, Teaching Incentive Program Award “For Excellence in College Teaching,” FSU, 1995

Principal Publications – Articles and Book Chapters

(asterisk indicates refereed publication)

“The Overlooked Role of Local Experts in Learning to Use Technology in Public Organizations,” *Public Administration Quarterly*, 40:4 (Winter 2016)
pp. 693 – 724.*

[Coauthor with Daniel Woldesenbet]

Our empirical research was the first to learn how some employees become ‘local experts’ who become sophisticated diagnosticians and trainers who are largely overlooked by top management. The research has significant implications for enhancing employees’ learning and productivity.

“Community-Centered Police Professionalism: A Template for Reflective Professionals and Learning Organizations with Implications for the Co-Production of Public Safety and Public Order,” *The Police Journal: Theory, Practice, and Principles*, (2016) Vol. 89(2) pp.151–173.*

[co-author with Brian Williams and Ralph Brower]

Describes the communitarian theory underpinnings of contemporary police practices such as community policing.

“The Enlightenment Underpinnings of the Public Procurement Profession,”

Journal of Public Procurement, Vol 15, No. 4, 439-457 (Winter 2015). *

Describes how the theory and practice, particularly codes of ethics, of contemporary public procurement are derived from Enlightenment philosophers who established the groundwork for democracy, economics, and contract law; explores origins of using incentives to align economic self-interest with public interest, application of merit principles to both purchasing and HR; philosophical foundations of public service motivation; using procurement to enhance the legitimacy of a democracy.

“George Washington and Enlightenment Ideas on Educating Future Citizens and Public Servants,” *Journal of Public Affairs Education*, Vol. 20, No. 1

(Winter 2014) pp. 45 – 55, Coauthor with Scott Cook *

“George Washington’s Precedents: the Institutional Legacy of the American Republic’s Founding Public Administrator,” *Administration and Society*, vol. 47, no. 1

(January 2015) pp. 75-95. [earlier online publication -- XX(X) pp. 1-22, 2013] *

Using original documents, the article identifies the original theoretical framework for the practice of our field in our republic, a framework grounded in Enlightenment thinking, that has existed for more than two centuries. (Coauthor with Scott Cook)

“Technology, Transience, and the Growing Crisis of Identity: Why Proponents of Inclusive Faith Need to Be Unapologetically Assertive.” Published on-line in

Unity Institute Lyceum Conference Papers, Kansas City, MO: 2012.

<http://www.unityinstitute.org/about/lyceum/2012-lyceum-papers>

“The Importance of Professionalism: A Quantitative and Qualitative Look at Why Some U.S. Counties Do More on the Web than Others,” *International Journal of Public Administration*. Vol. 33, No. 3 (February 2010) pp. 129-139. Coauthor with

Samuel McCreary and Abdulhamit Yagmurcu. *

This article continues a research path on the qualitative study of governments’ web utilization begun in Sweden and which we hope to continue in Turkey.

- “The Uncertain Future of Performance Reporting,” *Journal of Public Budgeting, Accounting, and Financial Management*. Vol. 22, No.1 (Spring 2010) pp. 84-111. (coauthor with Sam M. McCall) *
Uses empirical data from award winning governments to test validity of criticisms of performance reporting.
- “Accountability Has Always Been the Cornerstone of Accounting,” *Journal of Government Financial Management*. Vol. 58, No. 3 (Fall 2009), pp 52-57. (coauthor with Sam McCall) *
Historical deconstruction of a major contemporary issue in governmental accounting.
- “Public Administration Education Programs in America’s Community Colleges: The Implications of their Surprising Scarcity,” *Journal of Public Affairs Education*. Vol. 15, No.2 (Spring 2009), pp.177-183. (coauthor with Steven Maxwell). *
Raises serious doubt as to role community colleges might play in the education of first line supervisors.
- “Consensus Forecasting for Budgeting in Theory and Practice.” in *Government Budget Forecasting: Theory and Practice*, Jinping Sun and Thomas D. Lynch, eds. Taylor and Francis Group, LLP., 2008. pp. 379 – 392, (coauthor with Joseph Vonasek).*
- “Technology-Driven Change and Public Administration: Establishing Essential Normative Principles,” *International Journal of Public Administration*, Vol. 30, No. 3 (February 2007) pp. 298-305. (coauthor with Daniel Jorgensen) *
Role of public administration as a creator of IT and commensurate responsibility in shaping the application of increasingly pervasive information technologies to uphold basic democratic norms.
- “Confronting the Perplexing Issues of SEA Reporting.” (coauthor with Sam M. McCall), *Journal of Government Financial Management*, Vol. 54, No.3 (Fall 2005) pp.10-15 (lead article).*
Article has been recommended for reading by leading practitioners in the establishment of standards for governmental accounting and financial reporting; proposes ways to overcome an impasse that has hampered efforts to establish an authoritative requirements to report to citizens and others on their accomplishments relative to costs.
- “Performance Reporting,” *Encyclopedia of Public Administration and Public Policy*, NY: Dekker (October 2005). Updated entry written with doctoral student Ki Woong Cho in the *Encyclopedia of Public Administration and Public Policy*, 3rd Edition

“Essential Management Practices,” (coauthor with Mary Ellen Guy and David Coursey) in Chardean Newell (ed.), *The Effective Local Government Manager*, Washington, DC: International City Management Association, 2004

“Should Financial Reporting by Government Encompass Performance Reporting? Origins and Implications of the GFOA-GASB Conflict,” in W. Bartley Hildreth and Aman Khan (eds.) *Financial Management Theory in the Public Sector*, Westport, CT: Praeger Publishers, 2004. pp. 115-140. *

Historical deconstruction of an impasse, the resolution of which will likely determine whether an authoritative standard will be issued that would require state and local governments to report their performance relative to costs.

“Information and the Shaping of Public Administration Education,” *Journal of Public Administration* (South Africa), Vol. 38, No. 3 (September 2003). (coauthor with Ralph Brower)

Implications of electronic technology in public administration education, especially in transitional and developing countries.

"Performance Improvement Requires Putting New Perspectives and Old Lessons to Work," *Public Performance and Management Review*, Vol. 26, No. 3 (March 2003) pp. 232-236.

Introductory essay as symposium editor.

"Motives and Incentives: Rethinking Budget Theory in a New Institutional Context," *Encyclopedia of Public Administration and Public Policy*, NY Dekker, 2003, pp. 790-794. (hard copy and ebook) updated in 2015 for 3rd edition with doctoral student Will Swann

Places my earlier work on the incentives effects of budget practices within the context of institutional theory

"Technology and Public Administration," in K. T. Liou (ed.) *Handbook of Public Management Practice and Reform*, NY: Marcel Dekker, Inc. 2001. (co-author with Daniel Jorgensen)

Drawing upon pioneering work of sociologist William Fielding Ogburn, identifies how technological change is triggering changes in society that, in turn, shape the theory and practice of public administration.

"A Community Oriented Model of Academic Professionalism," *Metropolitan Universities*, Vol. 12, No. 3 (Summer 2001) pp. 41-50. (principal author, co-authors Ralph Brower and Brian Williams)*

Changes needed in underlying epistemology and professional ethos to make professionalism in academia more conducive to community involvement in pedagogy, research and service.

"Distance Learning: Some Fundamental Questions for Public Affairs Education," *Journal of Public Affairs Education*, Vol. 6, No. 4 (October 2000), pp. 215-231. with Ralph Brower.*

Basic questions, especially those related to limiting factors and professional socialization related to electronically conveyed education.

"Technology and Public Administration," in K. T. Liou (ed.) *Handbook of Public Management Practice and Reform*, NY: Marcel Dekker, Inc. 2001, with Daniel Jorgensen.*

Role of technology in creating societal change to which government must respond and role of technology as transformative agent within the practice of public administration.

"Positioning a Public Administration Program for the 21st Century," *Public Administration and Management*, Vol. 4, No. 2 (1999) 18pp, on-line interactive journal, article is at http://www.pamij.com/99_4_2_Klay.html*

Application of futures research and strategic management in an academic setting.

"Elements of a Vision for Florida in the 21st Century," in Lance DeHaven-Smith and Deena Hurst, eds., *Charting Florida's Future*, Tallahassee: Florida Institute of Government, 1999, pp. 13-28.

Raises possibility of a community centered vision for Florida with the tourism industry as the catalyst.

"Trends and Paradoxes Affecting the Present and Future Environments of Public Organizations," *Public Administration Quarterly*, Vol. 22, No. 2 (Summer 1998) pp. 133-160.*

Application of a futures research perspective to identify societal changes that are likely to confront and define public administration in the 21st century.

"Communitarianism and the Third Wave: Theory-Based Strategies for Community in 21st Century Florida," in Lance DeHaven-Smith and David Colburn (eds.), *Amid Political, Cultural and Civic Diversity: Building a Sense of Statewide Community in Florida*, Dubuque, Iowa: Kendall/Hunt Publishing Co., 1998, pp. 217-246.

How Florida is symptomatic of an early third wave society and applicability of communitarian theory for prescriptive remedies

"It's the Economy (Values), Stupid! Findings of the FloridaScan Project," *Futures Research Quarterly*, Vol. 13, No. 4 (Winter 1997) pp. 51-73.*

Results and implications of the FloridaScan project.

"Communitarianism and Professionalism: A Values Oriented Approach to Criminal Justice Technology," *Technological Forecasting and Social Change*, Vol. 52, No. 2 & 3 (June/July 1996) 13 pp. *

- Shows how communitarian theory provides a foundation for criminal justice professionalism and a normative framework for developing and applying new technology. with James Sewell
- "Contracting for 21st Century Infrastructure," *Public Budgeting, Accounting, and Financial Management* Vol. 8, No. 3(Fall 1996) pp. 384-405*
New infrastructure is technology intensive; this should alter traditional methods of procurement to improve the prospects of attaining greater value for the public; with Margaret Bowden
- "State and Local Revenue Forecasting: Can Accuracy Be Improved at Low Cost?" *State and Local Government Review*, Vol. 26, No. 3 (Fall 1994), pp. 142-152.*
Tests ability of alternate revenue forecasting methods to yield accurate results. With Gloria Grizzle.
- "Planning and Budgeting," (sole author); "Tax Policy: Factors Related to Success and Failure," (with Joanne Snair and Gloria Grizzle); and "The Unfinished Business of Executive Leadership and Institutional Reform: A Developing Vision for Florida," (with Richard Chackerian) in R. Chackerian (ed.), *The Florida Public Policy Management System*, Tallahassee: FSU CPM, 1995.
Three chapters in a comprehensive text on governing a megastate.
- "Managerial Behaviors, Motivations, and Computerization in Public Agencies," *International Journal of Public Administration*, Vol. 17, No. 1 (1994), pp. 33-58.*
reprinted in J. Rabin, Robert F. Munzenrider, and Sherrie Bartell, *Principles and Practices of Public Administration*, NY: Dekker, ebook online published June 15, 2003
Survey data links managers' motivations and behaviors to several aspects of computer use. With Fiona Chen.
- "Computer Use in Florida's State Agencies: Impacts and Challenges," *Governing Florida*, Vol. 3, No. 3 (Spring/Summer 1993), pp. 18-21.
Implications of survey results for managers and information resource planners in Florida.
- "The Temporal, Social, and Responsiveness Dilemmas of Public Personnel Administration," *International Journal of Public Administration*, Vol. 16, No. 7 (July 1993), pp. 945-967.*
reprinted in J. Rabin, Robert F. Munzenrider, and Sherrie Bartell, *Principles and Practices of Public Administration*, NY: Dekker, ebook online published June 15, 2003
Examines disfunctions of short-range oriented political control and explores possibilities of infusing a long-range oriented, developmental perspective to public personnel administration while maintaining a norm of political responsiveness.

- "Public Employees' Perceptions of Unions as Intercessors for Technological Change," *Journal of Collective Negotiations*, Vol. 22, No. 4 (1993), pp. 341-350.
Survey data shows employees are concerned about the implications of technology but they do not view unions as likely to make a difference on their behalf
- "Gerencia Estrategica/Strategic Management," San Jose: Center for Research and Training, University of Costa Rica, 1993.
Monograph on anticipatory strategic management written in Spanish.
- "Tax Reform in Florida: Lessons From the Past," *Governing Florida*, Vol. 2, No. 1 (Spring 1992), pp. 12-17.
Historical review of efforts to reform Florida's inadequate and regressive tax structure. Conclusions were used by Governor Chiles in framing his "Fair Share" reform proposals. With Gloria Grizzle and Joanne Snair.
- "Strategic Management, Policy Analysis and Budgeting," *Public Budgeting and Financial Management*, Vol. 3, No. 2 (1991), pp. 273-292
Reframes V. O. Key's famous question in the context of a policy analytical approach that reflects the advocacy oriented, leadership centered perspective of strategic management theory.
- "Strategic Management and Evaluation: Rivals, Partners, or Just Fellow Travelers?" *Evaluation and Program Planning*, Vol. 14, No. 4 (1991), pp. 281-289.*
Using positivist, interpretive, and critical frames of reference, examines the similarities and differences in the development and evolution of evaluation and strategic management theory.
- "How Public Financial Employees Learn to Use Computers: Implications for Managers," *Government Finance Review*, Vol. 7, No. 3 (June 1991), pp. 42-43.*
Empirical survey revealed patterns of learning that call for careful development of managerial strategies regarding interactive training and employee involvement in applications of new technologies.
- "Planning as a Vehicle for Policy Formulation and Accommodation in an Evolving Subgovernment," *Policy Studies Journal*, Vol. 19, No. 3-4 (1991), pp. 527-533.*
Florida's experience with the emergent issue of nongame wildlife indicates that planning served as a mechanism for professional staff to guide the evolution of a regulatory subgovernment triangle to a more dynamic policy issue network.
- "Strategic Planning in Wildlife Agencies: Theory and Application in a Statewide Context," in William R. Mangun (ed.), *Public Policy Issues in Wildlife Management*, Westport, CT: Greenwood Press, 1991, pp. 53-67.
A study of relationships between agency initiated strategic planning and a statewide framework for planning that often creates a problematic environment for agency level planning.

- "Forecasting State Revenues: Expanding the Dimensions of Budgetary Forecasting Research," *Public Budgeting and Financial Management*, Vol. 4, No. 2 (1992), pp. 381-405. With Gloria Grizzle.*
Based upon two surveys conducted by authors, attempts to broaden the scope of revenue forecasting research beyond econometrics to address human interaction in the forecasting process.
- "Revenue Forecasting: A Learning Perspective," in Jack Rabin (ed.) *Handbook of Public Budgeting*, 2nd ed. New York: Dekker, 1992, pp. 211-239. A substantial revision of the chapter in Volume 1 (1983) with an emphasis upon revenue forecasting as a process for inquiry and learning by policy makers.
- "Political and Organizational Influences on Forecast Performance: Forecasting Receipts from State Sales Taxes," *International Journal of Forecasting* Vol. 5, No. 3 (May 1989), pp. 307-319 with Gloria Grizzle, Stuart Bretschneider, and Wilpen Gore.*
Using data on collections and forecasts in 28 states, tests a determinants model of forecasting.
- "The Future of Strategic Management," in Jack Rabin, Gerald Miller, and Bart Hildreth (eds.), *Handbook on Strategic Management* (July 1989). Reprinted in Roger L. Kemp (ed.) *Strategic Planning for Local Government*, NC and London: McFarland and Co., 1993, pp. 247-273.
Proposes an "activities circles model of strategic management" in which SM is seen as the set of activities that occur at the nexus of leadership and five other circles of activity in an organization. The future of prescriptive SM theory is determined by the extent to which synergy can offset the potential causes of failure. Reviewed in March/April 1992 issue of *Public Administration Review*.
- "Strategic Management and Futures Research," *Futures Research Quarterly* Vol. 4, No. 2 (Summer 1988), pp. 49-60.*
Using my activity circles model of strategic management, explores boundary relationships between futures research and strategic management.
- "Microelectronics Based Automation and the Future of Public Labor Relations," *Public Productivity Review* Vol. 11, No. 4 (Summer 1988), pp. 57-68.*
New technology is bringing the problems of automation into the public sector. Major issue areas include: demand for labor and job security, job deskilling vs. empowerment, training, health, authority and power relationships.
- "Constitutional and Administrative Implications of Computers," *Public Productivity Review* Vol. 12, No. 2 (Winter 1988), pp. 193-203.*
Using a model of computer usage based upon Simon's dichotomy, this study shows that extensive computerization does not necessarily affect dominant mindsets. Substantial changes occurred in staff ratios, and computer applications reinforced rather than threatened constitutional separation of powers.

- "Management Through Budgetary Incentives," *Public Productivity Review*, No. 41 (Spring 1987) pp. 59-71.*
 Reprinted in A. Halachmi and M. Holzer (eds.), *Competent Government: Theory and Practice*, Burke, VA: Chatelaine Press, 1995.
 Also reprinted in G. J. Miller, W. B. Hildreth, and J. Rabin, *Performance Based Budgeting: An ASPA Classic*, Boulder, CO: Westview Press, 2001
 Identifies how the budget process creates pervasive disincentives for public managers, how previous reforms have failed to consider the structuring of incentives, and explores alternatives for the development of positive incentives.
- "Japanese Unions and Microelectronics-Based Automation,"
Monthly Labor Review, Vol. 110, No. 3 (March 1987), pp. 39-41.*
 Reviews efforts of Japanese unions to cope with the many dimensions of the coming automation, including labor displacement, social equity, and industrial democracy.
- "The Organizational Dimension of Budgetary Forecasting: Suggestions from Revenue Forecasting in the States," *International Journal of Public Administration*, Vol. 7, No. 3 (1985) pp. 241-265.*
 Presents empirical research demonstrating that organizational factors, including structures and processes that stimulate interactive inquiry, are related to accuracy and knowledge improvement.
- "Revenue Forecasting: An Administrative Perspective," in Thomas D. Lynch and Jack Rabin, eds., *Handbook on Budgeting and Financial Management*, N.Y.: Dekker, 1983, pp. 287-315. (translated into Chinese)
 The literature pertaining to revenue forecasting has been almost totally econometric in nature, therefore, this chapter identifies the administrative dimensions of the process and integrates them with econometric developments.
- "Fiscal Constraints, Trust, and the Need for a New Politics/Administration Dichotomy," *Review of Public Personnel Administration* Vol. 4, No. 1 (Fall 1983) pp. 44-54.*
 Proposes a substantial restructuring of personnel management responsibilities between political and career executives in accordance with prescriptions derived partly from Japanese management studies.
- "Innovations and Standards in Public Administration Education," in Thomas Vocino and Richard Heimovics (eds.), *Public Administration Education in Transition, Annals of Public Administration*, Volume 2, NY: Marcel Dekker, Inc., 1982, pp. 1-13.
 Reviews quality control problems which confront nontraditional educational programs in public administration, and proposes strategies including a data base for on-line retrieval of public administration literature, the establishment of a roster of educational evaluators, and guidelines for empirical studies to judge program outputs.

- "Contending With Uncertainty in Collective Negotiations," *Journal of Collective Negotiations in the Public Sector*, Vol. II, No. 3 (1982), pp. 189-200.*
Introduces a new, futures oriented, theoretical perspective for understanding collective negotiations which emphasizes the concept of uncertainty as faced by negotiators.
- "Proposed: A National Forecasting Agency to Continue the Global 2000 Effort," *World Future Society Bulletin*, Vol. XV, No. 1 (Jan.-Feb. 1981) pp. 28-29, a brief commentary continuing theme begun in "A National Forecasting Agency," *Government Tomorrow*, Vol. 2, No. 1 (February 1977) 5-6.
Two brief essays published as commentaries on the possibility to fashion structures for better foresight in government without the accompanying problems of central planning, concentration of power, and information overload.
- "Combating Inflation Through Wage Negotiations," *Public Administration Review*, Vol. 41, No. 5 (September/October 1981), 520-526.*
Discusses the almost complete lack of attention to inflation in the major journals of public administration, reviews current negotiations practices, and proposes a partially retroactive compensation system which would include several anti-inflationary features.
- "Nurturing Foresight in Government: The Forgotten Dimension of Legislative Foresight," *The Futurist*, Vol. XV, No. 6 (December 1981) 25-28.
Discusses obstacles to foresight in government, as well as shortcomings of legislative foresight efforts, and proposes nurturing strategies through which foresight might be encouraged throughout much of government.
- "Revenue Estimating as Seen From an Administrative Perspective," *Proceedings of the National Association of Tax Administrators*, 35th Annual Conference, Dearborn, Michigan, October 29, 1980.
This paper presents the first results of a survey of officials in the fifty states which suggests that administrative structures and processes, particularly as they pertain to the questioning of underlying assumptions, are related to forecast accuracy and improvements in knowledge about a state's economy.
- "La Prevision comme procede administratif et participant/Forecasting as a Process for Administration and Participation," *Proceedings of the International Conference on the Future of Public Administration*, Ecole nationale d'administration publique, Quebec, Canada, May 1979, Vol. 6, pp. 1295-1362.
A discussion of the obstacles to foresight in government with attention given to incentive management, structural reform, forecast based advocacy, and education in public administration.
- "A Legislative Tool to Encourage Agency Efficiency," *Public Productivity Review*, Vol. 3, No. 1 (Spring 1978), 23-31.*

Suggests that failure of past efficiency oriented reforms is due to the absence of a theory of incentive management, and proposes a method to identify and reward sincere cost consciousness in public agencies.

"Misperceptions of Population Change: A Note on the Demographic Knowledge of Local Officials," *Journal of the Community Development Society*, Vol. 9, No. 1 (Spring 1978), 90-96.*

Reports results of the first test of the demographic knowledge of public officials and reveals that this is subject to systematic perceptual distortions.

"Planners, Strategies, and the Population Growth Attitudes of Local Officials," *State and Local Government Review*, Vol. 9, No. 1 (January 1977), 13-17.*

Analyzes the attitudes of local elected officials about growth and presents, within the context of a major court decision, some strategic considerations for planners and administrators.

"Demographic Knowledge and Attitudes about Population Growth: Conveying Attitudinally Relevant Data to Officials," *Review of Public Data Use*, Vol. 5, No. 1 (January 1977), 23-29.*

Study indicates that there is no relationship between the accuracy of demographic knowledge and attitudes toward the desirability of future growth, thereby suggesting directions for further research and for the dissemination of social data if the intent is to affect attitudes.

"Budgeting and Rapid Local Growth," *Southern Review of Public Administration*, Vol. 1, No. 3 (December 1977), 303-314.*

Examines the problems of local governments where rapid population growth is occurring; several of the dilemmas which confront budget theory are most acute under conditions of rapid growth.

Reports and Other Publications

"A Surprising Look at some 2016 Faculty Applicants," *PA Times*, Summer 2016, Vol. 2, No. 2, pp. 22 & 26.

"Using Public Private Partnerships to Facilitate Cooperation Among the Nations of the East and South China Seas," for Toyo University's Asia Public Private Partnership Institute, Tokyo. 2013

"Continuous Process Improvement: Reducing the Costs of Doing Business in Florida by Creating 'World Class' Regulatory Processes," *Florida TaxWatch*, August 2011.

Book review. *The Fourth Wave*, by H. B. Maynard, Jr., *Complexity and Creativity in Organizations*, by R. D. Stacey and *Foundations of Futures Studies* by Wendell Bell in

Public Productivity and Management Review, Vol. 21, No. 1, (September 1997) pp. 101-110.

"Communitarianism and the Third Wave: Theory Based Strategies for Community in 21st Century Florida," written as Askew Fellow for the inaugural conference of the Askew Institute, Gainesville, FL, Nov. 9 - 11, 1995

"Elements of a Vision for Florida in the 21st Century," paper written for the Florida Megatrends Project of the Florida Institute of Government, 1994.

Book review of *Government Financial Management Theory*, by Gerald J. Miller," *Public Productivity and Management Review*, Vol. 15, No. 4 (1992), pp. 501-503.

Book review of Michael Marien (ed.), *What I Have Learned: Thinking About the Future Then and Now*, Westport, CN: Greenwood Press, 1987 for the *International Journal of Public Administration* Vol. 12, No. 1 (January 1989), pp. 163-165.

Numerous scenarios and issue analyses developed and presented to Speaker's Advisory Committee on the Future, 1982 to 1988. One of the authors of the speaker's agenda setting document, The Sunrise Report, 1987.

"An Incentives and Behavioral Modification Approach to Productivity Improvement", Center for Productivity Improvement, Florida State University, January 1986, 24 pp. (monograph)

"Manual for Agency Implementation of the Florida State Plan," for the Executive Office of the Governor, June 1985 (sole author of first draft).

"Issue Paper: Training and Technical Assistance to Implement Agency Functional Planning Through a Strategic Planning and Management Approach," Executive Office of the Governor, Office of Planning and Budgeting, May 1985.

"Unending and Unequal Cutback: A Constitutional Challenge and Strategic Implementation Considerations for Proposition 1," Florida House of Representatives, February 1984, 91 pp. (results of monograph were personally presented before two committees of the House).

"Opinions of the Members of the Florida House of Representatives on Growth Management and Population Issues," (with Charles B. Nam) at request of Select Committee on Growth Management, Florida House of Representatives, May 1983, 12 pp.

"Foresight for Florida's Future", Policy Studies Monograph, Florida State University, 1983.

"Revenue," in T. C. Foss and T. D. Sutberry, eds. "State Budgeting in Florida: A Handbook for Budget Analysts", PMTAS, Florida State University, 1983, 35 pp.

"Improving Florida Personnel Practice: An Agenda for Action," Department of Public Administration, F.S.U., November 1978 (co-author with C. Gayton, A. M. Hartsfield, A. B. Turnbull, and H. O. Waldby).

"Atlanta Regional Commission," in Burton Sparer, Area Planning and Development Commissions in Georgia Today. Institute of Government, University of Georgia for the Georgia General Assembly, February 1975, 29-32.

Local Revenue Resources: An Analysis of Local Revenue Alternatives for Georgia (co-authors) Institute of Government, University of Georgia, Georgia General Assembly, December 1974, 111 p.

"Florida County Commissioners' Attitudes About Population Growth: A Brief Summary," Institute of Government, University of Georgia, Occasional Report 74-1, December 1974, 5 pp.

A Comparative Analysis of Florida County Commissioner's Attitudes and Perceptions about Local Population Change: Some Political, Demographic, and Economic Dimensions, unpublished doctoral dissertation, University of Georgia (November 1974).

Selected Professional Papers (not duplicating articles above)

With Scott Cook, "George Washington, Ethics, and Public Administration Precedents," SECOPA conference, New Orleans, LA, October 2010.

Celebrating the Asking of Questions: Following Socrates' Advice for Bridging the Institutions of Science and Religion," paper presented to Unity Lyceum conference, Kansas City, MO, October 2009

"The Teaching of a Required Doctoral Course, 'The History and Future of Public Administration,'" presented to the Section on Public Administration Education Conference, Ft. Walton Beach, FL, February 10-12, 2005. Published on-line at ASPA section site.

"How Competing Views of Rationality Have Created a Crisis in Financial Reporting," SECOPA, Savannah, GA, October 14, 2003

"The Social Context of Organizational Learning about Computer Applications," Congress of International Institute of Administrative Sciences, Athens Greece, July 2001. (co-author with Daniel Woldesenbet) * refereed competitive invitation

"Responsible Conception: A Communitarian Alternative to the Polarizing Politics of Abortion," presented at the Communitarian Summit, Washington, DC: February 28, 1999

"Distance Learning: A Modest Proposal for a Cooperative Adult Learning Model," paper presented at the Annual Meeting of the American Society for Public Administration, Seattle, May 10, 1998.

"It's the Economy (Values) Stupid! Findings of the FloridaScan Project," paper presented at the Eight General Assembly of the World Future Society, Washington, DC July 1996.

"Antecedents and Outcomes of Public Employees' Use of Computers," with Fiona Chen. Passed competitive review for presentation at The International Congress of Administrative Sciences, Vienna, Austria, July 13, 1992.

"The Role of Staff as Agents for Change in a Wildlife Agency," Southeastern Conference on Public Administration, Charlotte, NC, October 17, 1991.

"Patterns of Computer Use and Learning in State Financial Agencies," Annual Meeting of the American Society for Public Administration, Washington, DC, March 26, 1991. With Fiona Chen and Pyeong J. Yu.

"Futures Research and Leadership Transition in Florida's State Government," 13th Southern futurist Conference, Daytona Beach, FL, 1990.

"Effects of Computerization in State Agencies," Annual Southeastern Conference on Public Administration, Birmingham, AL, October 14, 1988.

"Political and Organizational Influences on Forecast Performance: Forecasting Receipts from State Sales Taxes," Annual Meeting of the International Symposium on Forecasting, Boston, May 1987. With S. Bretschneider, W. Gore, and G. Grizzle.

"Revenue Forecasting in the States: New Dimensions of Budgetary Forecasting," Annual Meeting of the American Society for Public Administration, Anaheim, California, April 14, 1986.

"Temporal Dilemmas of Public Personnel Administration," Annual meeting of the American Society for Public Administration, Denver, Colorado, April 1984.

"Incompatible Time Frames," presented to International Personnel Management Association, Miami, Florida, October 1984.

"Personnel and Productivity Reform," Annual Southeastern Conference on Public Administration, Louisville, Kentucky, November 17, 1982.

"Assisting Local Governments in Budgetary Forecasting," Annual Southeastern Conference on Public Administration, Knoxville, Tennessee, October 14, 1977.

"ZBB: Turning an Efficiency Reform Which Does Not Reward Efficiency Into One That Does," presented at workshop session on Zero Base Budgeting, annual Conference of American Society for Public Administration, Atlanta, Georgia, April 1, 1977.

"Information Sharing: Conveying Data to Public Officials Through a Formal Partnership Between Data Sources, Universities, and Planning Agencies," Annual Southeastern Conference on Public Administration, Miami Beach, October 21, 1976.

"An Organizational Model for Extending Social and Environmental Data to Local Public Officials," Mississippi Political Science Association, annual Meeting, April 10, 1976.

"Studying the Relationships Between Demographic Knowledge and Attitudes About Population Growth: Implications from a Survey of Public Officials," International Population Conference of the World Population Society, Washington, D.C., November 21, 1975.

"Policy Implications of Demographic Changes in Local and Urban Planning," (with Everett S. Lee) American Statistical Association, 135th annual meeting, Atlanta, August 16, 1975.

Other Conference Program Appearances/Activities

Southeastern Conferences of the American Society for Public Administration:

Presenter, "Utilization of E-Government Technologies in American Counties," (coauthor with Abdulhamit Yagmurcu and Mike McCreary) presented to SECOPA, Athens GA, September 2006.

Discussant: "The Decision Making Approach to Public Budgeting Roundtable," 2004

Chair doctoral paper award, St. Petersburg, 2000, member 2001-present

Symposium speaker, Pensacola FL, 1999; chair doctoral paper award

Convenor, Panel on distance learning, Miami, FL, 1996

Convenor, Technology panel, Savannah, GA, 1995

Panelist, "How Public Employees Learn to Use Computers," Louisville, KY, 1994.

Panelist, "Public Budgeting and Finance Theory," Montgomery, AL, 1992

Panelist, "Public Administration Education for In-Career Professionals" and panelist "Budget Theory," Clearwater, FL, 1990.

Panelist, "Internship Practices," Jackson, MS, 1989.

Panelist, "Budget Theory: The V. O. Key Legacy," New Orleans, 1987.

Track Co-chairperson, "Public Budgeting and Financial Management," Pensacola, FL 1986.

Panel Co-convenor, "Strategic Management in Southeastern Governments,"
Charleston, SC, 1985.
Program Chairperson, 1983 Annual Conference, "The Futures of Public
Administration," Tallahassee.
Panelist, "Personnel and Productivity Reform," Louisville, KY, 1982.
Co-convenor, Budgeting and Financial Administration Track, also Panelist
for "Internships and Cooperative Work," Jackson, MS, 1981.
Panelist, "Injecting Futures Studies in Public Administration," Orlando, 1980.
Panel Convenor, "The Intentional Misuse of Public Funds," Montgomery, 1979.
Panelist, "Role of Career Preparation in Public Administration," Charleston, 1978.
Panel Convenor, "Identifying Future Service Demands and Expenditure Levels,"
Charleston, 1978.

Facilitator, Governor's Conference on Civil Society, Miami, 2000

Presenter, Conference on Administrative Reform in Florida, Tampa, November 1993.

Panel Co-Chair, National Conference on the Link Between Public Universities and State
Capitals, Sacramento, CA, April 1993.

Panelist, "Innovation and Modernization," National Conference of State Legislatures,
1983.

Panelist, "Internships in the PA Curriculum," Annual meeting of the National Association
of Schools of Public Affairs and Administration, Pittsburgh, 1978.

National Conference of the American Society for Public Administration

Co-convened panel on "Budgetary Forecasting," Anaheim, California, 1986.
Organized and co-convened panel on "The Role of Public Administration in
Reducing Stagflation," Detroit, 1981.

Discussant, Southeastern Meeting, Society for General Systems Research, 1978.

Presenter, "The Demographic Knowledge of Public Officials," Population Colloquium
Series, F.S.U., 1978.

Southern Political Science Association Annual Meetings

Discussant, "Intergovernmental Influences on State and Local Politics and
Policies," Atlanta, 1990.

Discussant, "Finance and Budgeting in State and Local Government,"
New Orleans, 1977.

Discussant, "Public Policy Analysis: A Summing Up," Atlanta, 1976.

Grant Administration

- PI Evaluation of Mental Health Court Project. Amount \$17,000. (2010 through 2011)

I have partnered with the 2nd Judicial Circuit in their implementation of a grant to establish a Mental Health Court to provide early screening and alternatives for dealing with offenders with mental illnesses. We are doing the evaluation, focusing especially on efficacy relative to cost. This grant is being used to support one of my doctoral students who is doing her dissertation on problems related to the creation and administration of mental health courts across the nation.

Recipient, Small research grant from Askew Institute, U of Florida, 1995

Recipient, Small research grant from Florida Institute of Government, 1993.

Recipient, small research grant from Center for Policy Sciences, FSU, 1980.

Coordinator, Institutional grant to Public Policy and Administration Programs of Mississippi State and Jackson State Universities from the U.S Fund for the Improvement of Post-Secondary Education, 1976-77.

Recipient, general research grant from Ford and Rockefeller Foundation, Program in Social Science and Legal Research on Population Policy, 1973-74.

Public Service: Memberships/Offices

Senior Fellow, Florida TaxWatch, Inc. (formerly)

Member, Florida Criminal Justice Executive Institute Policy Board- presently
(I am only non-CJ member, others are mostly state agency heads, sheriffs and police chiefs)

Member of Board of Visitors, Collins Institute, 2001-2004

Member of Board of Directors, Collins Center for Public Policy, Inc. 1998-2007

Askew Fellow, Reubin O'D. Askew Institute, Gainesville, FL, 1995-96.

Chairman, National Student Manuscript Award Committee, Pi Alpha Alpha (Public Administration Honorary), 1988 and 1987, committee member 1986.

Chairperson, Ad Hoc Study Committee on Sunshine and Financial Disclosure, Office of the Governor, State of Florida, 1982-83.

Member, Task Force on Legislative Foresight, Congressional Institute for the Future, 1982.

Member, Awards Committee, Southern Consortium of University Public Service Organizations, 1981-83.

Member, Chester I. Barnard Award Committee to select outstanding article in Southern Review of Public Administration, 1981.

Member, Editorial Board, Annals of Public Administration, 1980-83.

Member, Accreditation Site Review Team of the National Association of Schools of Public Affairs and Administration, 1980-present. (7 site visits and one appeal committee to date).

Member, State of Florida, Department of Administration, Equal Employment Opportunity Development Advisory Council, 1977-79.

Steering Committee Member, Florida Academy for State and Local Government, established by Florida City/County Managers Association, 1977-78.

Public Service: Practitioner Education/Consulting/Addresses

- Speaker to Florida Civic Advance conference, Orlando, November 2018
- Luncheon speaker on futures studies to Madison, FL Rotary Club, August 2017
- Dinner speaker to Madison County Democrats club, July 2017
- Speaker to Tallahassee Free Thinkers Forum, June 2017
- Speaker to Progressive Democrats of Big Bend, May 2017

Speaker, Florida Government Finance Officers' statewide training conference, topic transparency in financial reporting, 2014

Speaker, AGA Government Accounting Conference, 'Enlightenment Foundations of Government Accounting and Auditing,' 2014

Member, Partners in Transition Workgroup, Governor's Developmental Disabilities Blue Ribbon Task Force, 2004-2005.

Consultant to University of Pretoria, South Africa in matters pertaining to curriculum, 2000-2003

Instructor, Florida Criminal Justice Executive Institute of the Florida Department of Law Enforcement, 1990-2013. The Institute sponsors research and trains sheriffs, police chiefs, and other top executives in criminal justice. The curriculum emphasizes futures thinking in order to prepare executives to be agents of change in their communities, governments, and organizations.

Instructor, Management Fellows Program, Florida Department of Highway Safety and Motor Vehicles, 1995 - 1998.

Trainer, executive leadership program, Florida Department of Insurance, Treasury and Fire Marshal, 1999 and 2000.

Florida Policy Institute, Florida Democratic Leadership Council, 1994-95

Consultant to 11th Judicial Circuit project on alternative futures and policy agenda setting, Miami 1995.

Address, Annual Conference of Florida Circuit Court Judges, Orlando, June 1994.

Panelist, Southeast Conference of the Democratic Leadership Council, Ft. Lauderdale, June 1994.

Speaker, Okaloosa County Democratic Executive Committee, Valparaiso, March 1995.

Consultant/Facilitator on strategic management to the secretary and senior executives of the Florida Department of Labor and Employment Security, March 1995.

Facilitator, Summit on Intergovernmental Challenges in Florida, January 1995.

Consultant/Facilitator on strategic direction to the Florida Commission on Long Term Care, November 1994.

Luncheon Speaker, Tallahassee Chapter of the Institute of Internal Auditors, March 7, 1994.

Consultant to Florida Supreme Court on 21st Century Justice Project, on alternative futures and strategic planning project, 1993-

Consultant to 8th Judicial Circuit Court project on alternative futures and policy agenda setting, Gainesville, 1993.

Instructor, 20 hour course on Strategic Management taught by me in Spanish to mid-level and senior managers in San Jose, Costa Rica at the invitation of the Center for Research and Training in Public Administration, University of Costa Rica, June 1993.

Trainer, Florida Informed Parents for Drug Free Youth, Inc. workshop on grass roots strategic planning. Oviedo, FL, August 1992.

Presented Opening Remarks, Hearing of the Committee on Appropriations, Florida House of Representatives, January 11, 1991.

Consultant to Florida Tax and Budget Reform Commission, 1990-91. Especially to Planning and Budgetary Processes Committee.

Consultant to Committee on Strategic Planning and Budgeting, Florida House of Representatives, 1988-1990. (Several appearances before committee, wrote portions of two bill drafts)

Member, Agency Functional Planning Workgroup, Executive Office of the Governor, Office of Planning and budgeting, 1990-1992; revised state agency planning processes.

Consultant to Florida Department of Insurance on revisions to agency budgeting process, addressed meeting of all top agency managers, September 1990.

Consultant to Speaker's Advisory Committee on the Future, Florida House of Representatives, 1981-1988; (numerous appearances before the agenda setting

committees of Speakers Moffit, Thompson, and Mills; author or co-author of several analyses and reports including portions of the Sunrise Report published in 1987).

Address, "Tallahassee in 2013," at the invitation of the Tallahassee Democrat, Florida State Conference Center, February 23, 1988.

Trainer in Public Budgeting, Financial Management and Strategic Management, Florida Center for Public Management, 1985 to 1990 (in Certified Public Manager Program and Management Fellows Program).

Trainer, Florida Center for Productivity Improvement, 1987-1989.

Trainer/presenter on the Future of Public Administration, Management Fellows Program of the Florida Department of Health and Rehabilitative Services, 1984 to 1986.

Member, Gubernatorial Transition Study Team, Florida Center for Productivity Improvement, 1986.

Address, "Futures and Public Administration," Florida Personnel Association, October 27, 1983.

Panel Address, "Problem Solving: How to Handle Sensitive and Nonsensitive Employee Problems," annual Conference of Florida Association of Court Clerks and Comptrollers, Naples, June 19, 1981.

Training Consultant, City of Tallahassee, Department of Community Improvement, on budgeting and performance objectives, March 1981.

Address, "A New Strategy for Public Administrators to Combat National Inflation," North Florida Chapter, A.S.P.A., November 20, 1980.

Consultant, State of Georgia Department of Education on the development and application of standards for off-campus graduate program in public administration, January/December, 1980.

Workshop Instructor, "Systematic Forecasting of Needs in a Public Sector Agency," for administrators of Vocational Rehabilitation programs in all southern states, Atlanta, May 22, 1979.

Co-coordinator and Instructor, Growth Management Workshop, Florida Academy for State and Local Government, August, 1978.

Moderator and Curriculum Advisor, Executive Seminar on State Administrative Procedures, Florida Department of Administration program for agency heads and division directors, February 2-3, 1978.

Invited address, "No Carrots: The Problem with Zero Base Budgeting," Florida Governmental Accounting Managers Association, January 19, 1978.

Address, "Zero Based Budgeting and Records Requirements," Tallahassee Chapter, Association of Records Managers and Administrators, November 16, 1977.

Workshop Instructor, Organization and Management Sessions, Certification Training Program for Mississippi Clerks and Assessors, May, 1977.

Workshop Instructor, Social Impacts of the Tennessee-Tombigbee Waterways Development, Tennessee River Valley Regional Planning Commission, Booneville, MS, 1976.

Workshop Instructor, Small Group Session for New Legislators, Ninth Institute for Georgia Legislators, December 15-17, 1974.

Public Service: University

School/Departmental (At Florida State):

School Director, 1998-2003 and 2009- present

MPA Program Director, 1983-84, 1994-98.

Ph.D. Program Director, 1990-1992.

Chaired the committee that developed Florida State's first separate doctoral program in public administration, 1978-1980.

Coordinator and Editor, first self study report for the M.P.A. degree program in the peer review process of the National Association of Schools of Public Affairs and Administration, 1978-1979 as well as for four subsequent self studies including authorship of the most recent self study in 2005-6.

Chair, Committee for Development of Faculty Evaluation Criteria, 1978.

University:

Member, College Executive Committee, 1998-2003 and presently

Member, College Promotion and Tenure Committee, various years, Member of University committee 1995 and 1996

Member, Senate Select Committee on Evaluation of Teaching, 1996- 2000
- sole author of report suggesting criteria for evaluating universities, accepted and presented by Provost to State University System Council, 1998

Member, International Affairs program committee, 1993-2000

Member, President's Travel Grant Committee, 1994-96

Chairperson, Graduate Policy Committee's review committee which reviewed the doctoral programs of the Department of Educational Foundations and Policy, 1994

Faculty Senate, 1987-88; 1991-95

Member, Advisory Committee on FSU Strategic Plan Project, 1985-86.

Member, FSU/SUS Japan Project, 1986-87.

College Policy and Academic Affairs Committee, 1988.

Member, Advisory Board for the Center for Professional Development and Public Service, 1981-1984.

Member, Advisory Committee on Arts Administration Programs, 1982-85.

University United Way Committee, 1979-1980.

Member, various Ph.D. dissertation committees in Business, Education, Library Science, and Urban and Regional Planning.

At Mississippi State:

Curriculum Development; primary responsibility for revision and development of public administration curriculum for newly approved masters degree in public policy and administration.

Off-campus Graduate Programs; major program development and coordination responsibilities, as well as instructional responsibilities, in two new off-campus master's programs, Meridian Naval Air Station in Meridian, and Jackson State University in Jackson; joint appointment to the Jackson State faculty.

Stennis Foundation; member of departmental and university committees for development of new forums for bringing major academic and public officials to campus, establish John C. Stennis Institute of Government, and recruit a professor for endowed chair.

Internship and advising; campus coordinator for State of Mississippi Intern Program for all undergraduate and graduate students at MSU, all majors eligible. Also supervised interns with the state legislature. Advised undergraduate and graduate students for public administration.