

November 29, 2015

University of New Orleans Presidential Search Committee  
c/o John K. Thornburgh, Witt/Kieffer

Dear Mr. Thornburgh and Presidential Search Committee Members:

The position of President of the University of New Orleans is very attractive to me because I have a passion for urban public higher education and would love to express it in a major research university in the fascinating city of New Orleans. UNO is a major public resource for the city, the state of Louisiana, and the world that I would like the opportunity to lead. I was very pleased to be contacted by John Thornburgh concerning this position and to have the opportunity to learn more from him in a telephone conversation about the university and this position. As a result of this conversation and the information provided, the position of President of the University of New Orleans is particularly appealing, and one for which the wide scope of my leadership experience in universities in Missouri, Illinois, and Texas, has prepared me well.

As provost and vice chancellor for academic affairs at the University of Missouri-St. Louis (UMSL) since August 2004, I have a strong track record of excellence in leading the academic, student affairs (including athletics and residential life), and research activities of an urban-serving research university. I enjoy working within a shared governance system that includes and values the contributions of the vice chancellors and vice provosts, deans, faculty senate, student government, and staff association. I have enjoyed the opportunity of working with the university system and governing board, external constituencies including alumni, donors and friends, and political and community leaders. I enjoy the community service aspects of my position, which have been recognized with the Athena Award from the St. Louis Hellenic Spirit Association in 2009 and being named as one of the Twenty-Five Most Influential Business Women in St. Louis in 2010 by the *St. Louis Business Journal*.

My vision for public higher education is strongly student centered with a focus on providing comprehensive educational opportunities to the campus and the community. To fulfill this commitment to our students and community we need to have excellent faculty members and a strong staff. The creative application of new technologies within an entrepreneurial and collaborative framework is crucial to enhance student learning, research, and administrative operations. My leadership and administrative style is collaborative and inclusive. I understand and demonstrate the importance of positive interpersonal skills to encourage collaboration and achieve consensus wherever possible in order to address the challenges facing higher education. I have enjoyed the opportunity, even within budget constraints, to build a diverse and effective team of accomplished administrators, faculty, and staff to achieve individual and university goals. Although these activities are often quite complex and demanding, I believe that my experience and skills, partnerships within the community, an effective team, a good sense of humor, and a strong tolerance for ambiguity are assets that will lead to success at UNO.

One of the very attractive aspects of the University of New Orleans is its tremendous potential to contribute to the growth and development of the region through its strong programs in naval architecture, hospitality, and urban and regional planning, as well as strong undergraduate and graduate programs such as education, engineering, business administration, accounting, and cyber operations. Although retention and graduation rates have room for improvement, UNO is making progress in those areas, as well as other areas of student engagement and success. Through these programs UNO can be a leader in the continued revitalization of New Orleans and its region, as well as the state of Louisiana. As President of UNO, I would be engaged both on and off campus in supporting these activities to benefit both the university and the region.

Although these are challenging financial times, my research, teaching, and administrative career has included an emphasis on financial management, budgeting, fund raising, constructive involvement with local and state political leaders, and collaboration to solve the fiscal issues created by both growth and decline in resources. Throughout my career I have had numerous opportunities to develop and practice excellent financial management, fund raising, and stewardship skills, including participation in university efforts that raised several gifts of over a million dollars, as well as smaller ones. Fund raising usually involves developing relationships and “friend-raising” for the university, as well as developing good relationships within the local and regional community, which I enjoy doing. Fund raising and budget management also create opportunities to build consensus for innovative and entrepreneurial efforts to achieve campus and community goals. My research and leadership have been recognized by my election as a Fellow of the National Academy of Public Administration in 1998 and later as President of the American Society for Public Administration (2002-2003). From these experiences, I understand the importance of absolute integrity and transparency, and the ability to operate in an atmosphere of high visibility while maintaining the highest standards.

Multi-cultural education, inclusion, and diversity of all kinds, including ethnic, gender, and intellectual diversity, are very important in higher education. I encourage and support the success of students from diverse backgrounds including ethnic minorities, veterans and active military members and families, students with disabilities, LGBTQ, non-traditional students, and students who are first in their families to attend college. I also have strongly encouraged international programming to improve global understanding through the involvement of international students on campus, international exchanges, and international and cross-cultural activities on campus and in the community.

I have enclosed my full curriculum vitae and a list of five references. I would be happy to provide additional information that would be helpful to you. Thank you for the opportunity to be considered for the position of President of the University of New Orleans.

Yours truly,

*Glen H. Cope*

Glen Hahn Cope, Ph.D.  
Provost and Vice Chancellor for Academic Affairs  
University of Missouri-St. Louis

# **GLEN HAHN COPE**

## **CURRICULUM VITAE**

### **EDUCATION**

Ph.D., THE OHIO STATE UNIVERSITY, Columbus, Ohio, 1981, Public Administration

MPA, SYRACUSE UNIVERSITY, Syracuse, New York, 1972, Public Administration

A.B., THE UNIVERSITY OF MICHIGAN, Ann Arbor, Michigan, 1971, Economics

### **OVERVIEW OF ACADEMIC EXPERIENCE**

- 2004 to Present      **The University of Missouri-St. Louis**  
Provost and Vice Chancellor for Academic Affairs  
Professor of Public Policy Administration and Political Science
- 1996 to 2004      **The University of Illinois at Springfield**  
Dean, College of Public Affairs and Administration  
Professor of Public Administration
- 1981 to 1996      **The University of Texas at Austin**  
Associate Dean, Lyndon B. Johnson School of Public Affairs (1991-1996)  
Graduate Adviser (1983-1985)  
Associate Professor with tenure (1987-1996); Assistant Professor (1981-1987)
- 1987-1989      **The American University, Washington, D.C.**  
Associate Professor, Department of Public Administration, School of Public Affairs, while on leave from the LBJ School, UT-Austin (1987-1989)

## **THE UNIVERSITY OF MISSOURI-ST. LOUIS**

### **Leadership and Administrative Accomplishments**

The University of Missouri-St. Louis is one of four campuses of the University of Missouri System with a student body of nearly 17,000 undergraduate and graduate students and a total budget of approximately \$150 million. UMSL offers undergraduate degrees, graduate degrees at the master's, Educational Specialist, and Ph.D. levels, graduate certificates, and the Doctor of Optometry, Doctor of Nursing Practice, and Doctor of Education degrees, through nine colleges and schools. Units reporting to the Provost include all colleges and schools, Academic Affairs, Student Affairs (including enrollment management, athletics, residence halls, judicial affairs, and student life), Research Administration, International Studies, Libraries, Economic Development, the Center for Teaching and Learning, other centers and academic units, and through a "dotted line" relationship, Information Technology Services and Institutional Safety.

### **Leadership Accomplishments**

#### Accreditation

- Led successful process for ten-year reaccreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools, achieved in 2008-09.

#### Academic Program Development

- Oversaw development by appropriate deans of new academic programs including the Doctor of Nursing Practice degree, educational specialist degrees, and revised baccalaureate degrees in Theater, Dance, Media Studies, and foreign languages.
- Implemented a dual admission and enrollment program with St. Louis Community College to allow students to be admitted to UMSL and SLCC simultaneously for a seamless transfer transition upon completion of the associate's degree at SLCC.
- Oversaw implementation of a reverse transfer program for community college transfers.

#### Student Engagement

- Improved undergraduate student recruitment, retention, degree completion, and graduation rates of both new freshmen and transfer students. This is an ongoing process that continues to require strong collaborative efforts in academic and student affairs.
- Achieved the Carnegie Foundation classification as a Community Engagement Campus in 2010.
- Facilitated development of innovative technology-enhanced learning studios on campus as a result of listening to and working with faculty members and students interested in student learning and teaching with technology in a flexible learning environment.

#### Strategic Planning

- Led development of the campus strategic goals and strategic plan in conjunction with the University of Missouri System strategic planning process. Our team continues to lead the implementation of that plan on a rolling basis covering 2013-2018.
- Led development and implementation of the rolling, measurable four year strategic plan, Gateway for Greatness (G4G) in 2007-08.
- Led implementation of the 2004-2008 Campus Action Plan that was developed just prior to my arrival on campus in 2004.

## Economic Development

- Oversee, in collaboration with the campus leadership team, economic and community development activities in the areas surrounding and adjacent to the campus.
- Facilitated, with the campus leadership team, development of the on-campus Business, Technology, and Research Park including research and academic partnerships with its first tenant, the corporate headquarters of Express Scripts, Inc., a Fortune 100 company.

## **Overall Administrative Responsibilities**

### System and Statewide Leadership

- Represent the chancellor at campus, community, University of Missouri System, Missouri Higher Education Coordinating Board, and statewide meetings, as needed.
- Work with the chancellor to develop support in the local legislative delegation for campus needs and to respond to legislative requests and priorities.
- Respond through the University of Missouri System to members of the Board of Curators (equivalent to trustees or regents) to promote campus interests and assist them as needed.
- Collaborate with chancellor and vice chancellor for advancement on fund raising and community involvement.
- Coordinate and work with University of Missouri System vice presidents and legal counsel and with the provosts of the other three System campuses on mutual issues.
- Serve on the statewide organization of public four-year university chief academic officers. We share statewide information and coordinate responses to the Missouri Department of Higher Education and Commissioner of Higher Education.

### Campus Leadership

- Oversee, with the chancellor and other vice chancellors, the budgeting, planning, and human resources processes of the campus.
- Work closely with the campus chief equal opportunity and diversity officer to increase diversity of faculty, students, and staff on campus.
- Work with the Chancellor's Council (campus level external advisory board) in conjunction with the chancellor and the other two vice chancellors.
- In collaboration with the vice chancellor for managerial and technological services, plan and oversee renovation and construction of campus facilities and coordinate space needs within campus facilities.
- Oversee athletics, in collaboration with the vice provost for student affairs, including personnel issues, conference and NCAA Division II participation, and athletics facilities.

### Academic Administration

- Oversee campus assessment including the required five-year program review and assessment processes for all academic and administrative units, endowed professors, and shared governance units.
- Oversee general education program and course development.
- Support and promote development of online and distance education programs in response to student demand.
- Lead and coordinate the campus Student Success Collaborative, Access to Success, and

other degree completion and retention initiatives.

- Coordinate, with the graduate school dean, graduate enrollment, master's and doctoral education, graduate student support, course scheduling, and assessment.

### Shared Governance

- Maintain a strong positive ongoing relationship with the Faculty Senate and University Assembly (includes representatives of the faculty, staff, and students) and their committees within the UMSL shared governance system.
- Oversee the shared governance promotion and tenure process and the non-tenure-track-faculty promotion process, and work closely with the Chancellor on all promotion and tenure decisions.
- Oversee the faculty and student grievance and academic dishonesty prevention processes.
- Participate as appropriate in Title IX sexual assault prevention and response activities.

## **External, Community, and National Leadership**

### Advancement and Fund Raising

- Work with the chancellor and the vice chancellor for advancement to cultivate major donor relationships, raise private gifts, and support stewardship activities.
- Oversee the Des Lee Collaborative Vision, an initiative including over thirty endowed professorships with major commitments to community engagement and collaborative research and action agendas with community partners.
- Collaborated in developing and currently maintaining a women's fund raising leadership council that raises external funds for campus activities supporting women.
- Collaborated in an initiative for women in the arts with a related \$1M planned gift.
- Led the team that developed the successful proposal for the Center for Excellence in Financial Counseling, established with a foundation gift/grant endowment of over \$3M.
- Led team coordinating marketing efforts for the campus, 2005 – 2008; served as campus co-sponsor of marketing initiative with Vice Chancellor for Advancement, 2008-2010, until the current Senior Associate Vice Chancellor for Marketing position was created.

### St. Louis Community Involvement

- Named one of 25 Most Influential Business Women in St. Louis in 2010, by the *St. Louis Business Journal*.
- Represent UMSL as voting member of the Hispanic Chamber of Commerce of St. Louis (although I am not Hispanic).
- Member, Fiscal Reform Panel, Metropolitan Forum of St. Louis. This panel of national experts in metropolitan governance and finance was convened by the Metropolitan Forum, a collaboration of the Regional Chamber of Commerce, East-West Gateway (the regional planning entity), and Focus St. Louis (a civic action organization), to develop recommendations for fiscal reform in the bi-state St. Louis Metropolitan Region for consideration by Forum member organizations and state, county, and local governments in Missouri and Illinois. Recommendations were presented in fall 2006.
- Member of The National Society of Arts and Letters, St. Louis Chapter, 2007 to present.
- Member of the Center for French Colonial Studies, 2013 – present.

- United Way of Greater St. Louis – served as a member of the Women’s Giving Cabinet and chair of UMSL campus Women’s Leadership Giving Initiative, 2005 – 2012.

### National Leadership

- Active involvement with the Academic Affairs functions of the American Association of State Colleges and Universities (AASCU).
- Participation in the Academic Affairs division of the Association of Public and Land Grant Universities (APLU).
- Fellow of the National Academy of Public Administration; elected and inducted in 1998.
- American Society for Public Administration, member since 1971.
  - President, 2002-2003; President-Elect, 2001-2002; Vice President, 2000-2001; National Council member, 1997-2004.
  - Program Chair for National Conferences in 2001 and 1998.
  - Endowment Board member for a six-year term, 2004 to 2010.
- National Association of Schools of Public Affairs and Administration
  - Chair, Section on Nonprofit Management Education, 2001-2003
  - Member of Finance Committee, 2001-2004; Executive Council, 1992-1996
  - Member of Commission on Peer Review and Accreditation, 1988-91
- Editorial Board member (current):
  - American Review of Public Administration
  - Public Administration Quarterly
  - Public Performance and Management Review

## **THE UNIVERSITY OF ILLINOIS AT SPRINGFIELD**

Dean, College of Public Affairs and Administration, 1996 to 2004. The University of Illinois at Springfield is a comprehensive public liberal arts university of approximately 5000 students. It is one of three campuses of the University of Illinois. As dean of the College of Public Affairs and Administration, I was responsible for overall leadership, direction, and administration of the College that included six departments. I was responsible for academic planning, budgeting, fund raising and development, student recruitment, oversight of the curriculum, course scheduling and faculty workloads, strategic planning, administration of academic policies, provision of staff support, alumni and external relations, and liaison with other UIS and University of Illinois units.

Professor of Public Administration, 1996 to 2004. In addition to my role as dean, I taught graduate courses and conducted research, albeit on a limited basis because of time constraints. Research interests included: leadership, public finance, management, and budgeting practices in public and nonprofit organizations and higher education institutions, especially under conditions of fiscal stress. Teaching included: PAD 501 “Introduction to the Profession” and PAD 504 “Public Budgeting and Finance” in the Master of Public Administration (MPA) program, and advising students and serving on dissertation committees in the Doctor of Public Administration (DPA) program.

### **College Leadership Accomplishments**

- Completed development of and began offering the first doctoral degree program at UIS, the Doctor of Public Administration (DPA), in 1998.

- Collaborated in obtaining successful legislative approval and implementation of campus mission transition from an upper division to a four-year campus with a strong undergraduate honors program.
- Restructured the College to include departments transferred from another college and to strengthen program offerings.
- Oversaw successful accreditation/reaccreditation of several college programs.
- Worked closely with faculty leadership to transition successfully from a faculty union collective bargaining environment to faculty/staff/administration shared governance, as required by legislation, while honoring campus governance processes and traditions.

### **External and Community Leadership**

- **Fund Raising and Development.** Worked with Development Office of the University of Illinois at Springfield to develop a number of gifts and bequests. Development was centralized at UIS so involvement was as a member of a team. Some activities included:
  - Collaborated with Development Office on \$5M anonymous (at the donor's request) bequest for scholarships and other support.
  - Traveled with the Associate Chancellor for Development to cultivate gifts.
  - Initiated, with the Development Office, the annual launch of call center solicitation of alumni giving for college departments.
- **Springfield, Illinois, Community Involvement**
  - Chair, Board of Directors, United Way of Central Illinois, Inc., 2001-2002; Chair-Elect, 2000-2001; Board Member, 1999-2004.
  - Board Chair 2002-03, United Way Foundation of Central Illinois; Board Member 2001-2004.
  - Rotary Club of Springfield, Illinois, active member 1996 - 2004.
- **Legislative Testimony**
  - Testified before legislative committee on state performance budgeting, 1998.

## **THE UNIVERSITY OF TEXAS AT AUSTIN**

Associate Dean, Lyndon B. Johnson School of Public Affairs, 1991-1996. Responsible for academic and research administration of the LBJ School, including course scheduling and assignment of faculty to classes; direct supervision of the Office of Student and Alumni Programs, the Graduate Adviser, and minority programs; coordination of academic committees; maintenance of collaborative relationships with other campus units; development, in conjunction with the Dean, of the School's academic budget, strategic plans, research projects, and academic aspects of fund raising; and frequent representation of the Dean at meetings and functions, in his absence. Degrees offered included: Master's and Ph.D. degrees in Public Affairs, and joint degree programs with Law; Business; Engineering; Communication; Latin American Studies, Middle Eastern Studies, Asian Studies, and Post-Soviet and East European Studies.

Associate Professor, 1987-1996; Assistant Professor 1981-1987, LBJ School of Public Affairs. Courses included: Public Financial Management; Political Economy I (microeconomics and cost-benefit analysis); Public Administration and Management; Innovation in Government; and Policy Research Projects on state government finance and management, urban growth, and economic development. These public policy research projects were sponsored by legislative and

community agencies and involved leading students in conducting research, developing reports, and presenting findings to legislators, state agency staff members, and community organizations. My research included: budgetary practices and financial decision making in state and local governments; and economic development in local governments. Served as Graduate Adviser, (1983-1985), responsible for student advising, registration, records, (with the Office of Student and Alumni Programs), and liaison with the Graduate School. (On leave 1987-1989.)

### **THE AMERICAN UNIVERSITY, Washington, D.C.**

Associate Professor, Department of Public Administration, School of Public Affairs, 1987-1989  
Courses included: Public Financial Management; Governmental Budgeting; Financing Government Services; Public Financial Analysis; Managerial Accounting and Budgeting for Public Managers; Ph.D. Seminar in Public Budgeting and Finance; Introduction to American Politics (undergraduate). My research addressed federal, state, and local government budgeting and finance. (Position was held while on leave from the University of Texas.)

### **THE OHIO STATE UNIVERSITY, Columbus, Ohio**

Research Associate (while a Ph.D. student) 1978-1981, John Glenn College of Public Affairs (formerly School of Public Administration) Worked on field research for Ohio on national field evaluation study of CETA Public Service Employment Program, funded by U.S. Department of Labor, coordinated through Princeton University (1979-81). Supported and provided data analysis for reaccreditation of the school (1978-79).

## **PROFESSIONAL ADMINISTRATIVE EXPERIENCE**

### **MICHIGAN DEPARTMENT OF SOCIAL SERVICES, Lansing, Michigan**

Acting Budget Director (1978): Responsible for preparation of agency budget, presentation to state budget office, presentations to legislature staff and legislative testimony, ongoing expenditure monitoring and control, management of the budget office, and supervision of budget office staff for state department with \$2.5 billion annual budget and over 13,000 employees in central office and 83 county offices. The Department of Social Services managed federal and state welfare assistance programs, Medicaid, and social service programs.

Budget Analyst (1975-1978): Responsible for coordination of social service, community services, facility licensing, and institutional programs' budgets, totaling \$250 million annually.

### **MICHIGAN DEPARTMENT OF MANAGEMENT AND BUDGET, Lansing, Michigan**

Office of Intergovernmental Relations (1974-75): Responsible for analyzing federal legislation, rules, and regulations; provision of legislative policy analyses and status reports to department director; and advising department director about state positions on federal legislation.

### **VIRGINIA DIVISION OF STATE PLANNING AND COMMUNITY AFFAIRS,**

Office of Human Resources, Richmond, Virginia (1972-1974)

Responsible for coordination of the Office of Human Resources budget, including funding from the federal Office of Economic Opportunity, and providing assistance to community action agencies and local governments in the state. Accomplishments included development of a directory of Virginia foundation resources for government and community action programs.

## **OTHER PROFESSIONAL SERVICE**

### Texas Inter-Agency Performance Budgeting Panel, 1991-92

I served as the only university member of the panel appointed by the Lieutenant Governor and the Speaker of the House of Representatives to review and revise the budget process, forms, and procedures of Texas state government. Members included state officials and representatives of Legislative staffs, the Legislative Budget Office, the Governor's Office of Budget and Planning, and several state agencies. The new budget process was first used for the 1993-95 Texas budget.

### Texas Council for Women in Higher Education, 1991

I served as co-chair, with the president of a Houston Community College campus, of the legislatively-created council charged with evaluating the status of women faculty and administrators and their level of under representation in public colleges and universities in Texas and making recommendations to the Legislature by December 1991.

## **PUBLICATIONS**

### **BOOKS AND MONOGRAPHS**

*Central-Local Relations and Local Government Reform in Korea*, Co-Editor with Byong-Joon Kim. Seoul, South Korea: Kyonggi Research Institute, 2003.

*Diffusion of Innovations in the Public Sector: Proceedings of a Conference* (Editor), Austin, Texas: Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin, 1992.

### **ARTICLES**

"Provincial Government Finance Reform: A Comparative Analysis of Kyonggi-do and Illinois," in *Central-Local Relations and Local Government Reform in Korea*, Byong-Joon Kim and Glen Hahn Cope, Eds. (Seoul, South Korea: Kyonggi Research Institute, 2003), pp. 55-72.

"Maintaining a Culture of Engagement: Challenges and Opportunities in an Evolving Institution," with Marya Leatherwood, *Metropolitan Universities*, Vo. 12, No. 4, December 2001, pp. 80-98.

"Crosswalk," in *The International Encyclopedia of Public Policy and Administration*, Jay M. Shafritz, ed. (Boulder, Colorado: Westview Press, 1998), pp. 609-611.

"Line-Item Budget," in *The International Encyclopedia of Public Policy and Administration*, Jay M. Shafritz, ed. (Boulder, Colorado: Westview Press, 1998), pp. 1282-1285.

"Workload Measures," in *The International Encyclopedia of Public Policy and Administration*, Jay M. Shafritz, ed. (Boulder, Colorado: Westview Press, 1998), pp. 2425-2427.

"Bureaucratic Reform and Issues of Political Responsiveness," *Journal of Public Administration Research and Theory*, Vol. 7, No. 3, July 1997, pp. 461-471.

"Budgeting for Public Programs," in *Handbook of Public Administration*, 2nd Ed. James L. Perry, ed. (San Francisco: Jossey-Bass, Inc., 1996), pp. 297-310.

### **Published Articles, continued**

"Budgeting for Performance in Local Government," in *The Municipal Yearbook 1995* (Washington, D.C.: International City/County Management Association, 1995), pp. 42-52.

"Walking the Fiscal Tightrope: Local Government Budgeting and Fiscal Stress," *International Journal of Public Administration*, Vol. 15, No. 5, 1992, pp. 1097-1120.

"Texas: Legislative Budgeting in a Post-Oil-Boom Economy," in *Governors, Legislatures, and Budgets*, Edward J. Clynch and Thomas P. Lauth, eds., (Westport, Connecticut: Greenwood Press, Inc., 1991), pp.115-124.

"Successful Economic Development: Meeting Local and Global Needs," Baseline Data Report, Vol. 23, No. 1 (Washington, D.C.: International City Management Association, 1990).

"Texas Constitutional Spending Limits: Reality Versus Perception," with Thomas M. Keel, *Public Affairs Comment*, Summer 1990.

"Yes, Professor Key, There Really is a Budget Theory: Three Premises for Public Budgeting," *New Directions in Public Administration Research 2* (April 1989), pp. 75-82.

"Budgeting Methods for Public Programs," in *Handbook of Public Administration*, James L. Perry, ed. (San Francisco: Jossey-Bass, Inc., 1989), pp. 277-289.

"Municipal Budgeting and Productivity," Baseline Data Report, Vol. 21, No. 2 (Washington, D.C.: International City Management Association, March/April 1989.)

"Financing Government in a Changing Society," *American Inquiry* (1988) pp. 41-43.

"Local Government Budgeting and Productivity: Friends or Foes?" *Public Productivity Review*, No. 41 (Spring 1987), pp. 45-57.

"Municipal Budgetary Practices," Baseline Data Report, Vol. 18, No. 3 (Washington, D.C.: International City Management Association, May/June 1986).

"The Bottom Line: Management Makes a Difference," *Municipal Management* Vol. 6, No. 4 (Spring 1984), pp. 118-126.

"Planning for Growth in Austin," with Susan Hadden, *Public Affairs Comment* Vol. 30, No. 2 (Winter 1984), pp. 1-8.

"Restraint in a Land of Plenty: Revenue and Expenditure Limitations in Texas," with W. Norton Grubb, *Public Budgeting and Finance* Vol. 2, No. 4 (Winter 1982), pp. 143-156.

"'Budget Reform' as a Technique of Managerial Assertiveness," with Jeffrey D. Straussman, *Public Administration Review* Vol. 38, No. 6 (November-December 1978), pp. 584-588. (Glen E. Hahn)

## **Published Articles, continued**

"The Adoption of Budget Reform: How One Agency Drifted Toward ZBB," with Jeffrey D. Straussman, in *Zero Base Budgeting in State and Local Government*, John A. Worthley and William G. Ludwin, eds. (New York: Praeger Publishers, 1979), pp. 67-79. (Glen E. Hahn)

## **REPORTS**

"Budget Imbalance and the External Influences: A Study for the Legislative Budget Board of Texas," co-directed with Thomas M. Keel, Lyndon B. Johnson School of Public Affairs, Policy Research Project Report, Number 99, 1992.

"Parity 2000: Achieving Equity for Women in Higher Education," Report of the Council for Women in Higher Education (Austin, Texas: Texas Higher Education Coordinating Board, December 1991), Editor and co-author of the report as Co-Chair of the Council.

"Report of the Texas State Government Finance and Management Policy Research Project to the Texas Water Commission," co-directed with Thomas M. Keel, Lyndon B. Johnson School of Public Affairs, July 1, 1991.

"Constitutional Authority for and Limitations on Texas State Government Finance, Appropriations, and Spending: A Review and Analysis," a report of the Texas Constitutional Spending Limits Policy Research Project, co-directed with Thomas M. Keel, Lyndon B. Johnson School of Public Affairs, Working Paper, 1993.

"Report to the (Texas) Conference on Urban Counties on State Aid to Counties," November 1, 1990.

"Report to the City of Beaumont on the Investigation of Financial Practices of the City and its Officials Prior to March 4, 1985," June, 1985.

"The Effects of Economic Development in Texas Cities," a report of the Policy Research Project on Economic Development in Texas Cities, co-directed with Robert H. Wilson, Report No. 63, LBJ School of Public Affairs, March, 1985.

"A Matrix Analysis of Growth Policy in Austin," a report by the Policy Research Project on Austin's growth, co-directed with Susan G. Hadden, Report No. 58, LBJ School of Public Affairs, 1984.

"Austin Today: Foundation of Austin Tomorrow," with Susan G. Hadden and Policy Research Project students, report published by Metro-Austin 2000, February 1983.

## **BOOK REVIEWS**

"Public Management Revisited," a review of Hal G. Rainey, *Understanding and Managing Public Organizations* (San Francisco: Jossey-Bass, 1991) in *Public Productivity and Management Review*, Vol. 25 (Summer 1992), pp. 504-506.

J. Richard Aronson and Eli Schwartz, *Management Policies in Local Government Finance* (Washington, D.C.: International City Management Association, 1981) in *Public Budgeting and Finance* Vol. 4, No. 2 (Summer 1984), pp. 116-117.

## **PAPERS AND PRESENTATIONS AT PROFESSIONAL MEETINGS**

"STEM Workforce Development— Regional Manufacturing Needs." Panelist for plenary presentation at Academic Affairs Winter Meeting of the American Association of State Colleges and Universities (AASCU), Point Clear, Alabama, February 2013.

"Math and Politics: The Origins of a Successful Math Redesign." Presentation at the Academic Affairs Summer Meeting of the American Association of State Colleges and Universities (AASCU), San Francisco, California, July 2012.

"Using Technology and Classroom Design to Promote Innovative Instructional Design." Presentation at the Academic Affairs Summer Meeting of the American Association of State Colleges and Universities (AASCU), Chicago, Illinois, July 2010.

"Academic and Student Affairs Collaboration." Presentation at the Academic Affairs Summer Meeting, American Association of State Colleges and Universities, Vancouver, British Columbia, Canada, July 2007.

"Issues Affecting Diversity in Non-Elite Universities and Colleges." Presentation in a session on the "Future of Diversity and Affirmative Action in the Workplace and Higher Education," at the Third Social Equity Leadership Conference of the Standing Panel on Social Equity in Governance of the National Academy of Public Administration, Cincinnati, Ohio, September 2003.

"Partnering with State Government Agencies for Student Support: The Illinois Graduate Public Service Internship Program." Presentation at the National Association of Schools of Public Affairs and Administration (NASPAA) Annual Conference, Los Angeles, October 2002.

"Social Equity Curriculum Building: Challenges and Opportunities," Presentation at the National Association of Schools of Public Affairs and Administration (NASPAA) Annual Conference, Los Angeles, October 2002.

"Promoting Local Autonomy through Local Revenue Sources." Paper presented at the Summer Conference of the Korean Association of Public Administration, Seoul, S. Korea, June 22, 2001.

### **Papers and presentations at professional meetings, continued**

“Maintaining a Culture of Engagement: Challenges and Opportunities,” with Marya Leatherwood. Paper presented at the International Conference on the University as Citizen: Engaging Universities and Communities, Tampa, Florida, February 2001.

“Local Government Reform in the United States: An Overview,” Paper presented at the First Local Government Benchmarking Fair, Seoul, South Korea, October 2000.

“Comparative Models of Nonprofit Management Professional Education: MPA, MBA, MSW, and Free-Standing Programs,” Panel moderator and presenter of MPA perspective, National Association of Schools of Public Affairs and Administration (NASPAA) Annual Conference, Richmond, Virginia, October 2000.

“External Funding for MPA Programs,” Presentation at the 1999 National Association of Schools of Public Affairs and Administration Annual Conference, Miami, Florida, October 1999. Also served as panel organizer and moderator.

“Integrating Nonprofits Issues and Skills into the Core MPA Curriculum,” Presentation at the 1999 National Association of Schools of Public Affairs and Administration Annual Conference, Miami, Florida, October 1999.

“Making Your Training Dollars Count,” Panel Moderator, American Society for Public Administration National Conference, Orlando, Florida, April 1999.

“Budgeting and Performance in the States,” Panel Moderator, American Society for Public Administration National Conference, Seattle, Washington, May 1998.

“The Future of Public Administration: Big Questions,” Panel Moderator, American Society for Public Administration National Conference, Philadelphia, Pennsylvania, July 1997.

“Managing on a Slippery Slope: Local Responses to Resource and Responsibility Changes,” paper presented at the American Society for Public Administration National Conference, Atlanta, Georgia, July 1996. (Also served as panel moderator for the panel in which this paper was presented: Management Responses to Resource Changes in Local Governments.)

“Bureaucratic Reform and Issues of Political Responsiveness,” paper presented at The Waldo Symposium, The Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, New York, June 1996.

"Scoring Texas' Performance: Budgeting as Composition and Criticism," paper presented at the Section on Budgeting and Financial Management of the American Society for Public Administration, Annual Conference on Budgeting and Finance, Washington, D.C., October 1994.

## **Papers and presentations at professional meetings, continued**

"Education for State and Local Government," American Society for Public Administration Annual Conference, San Francisco, California, July 1993.

"The LBJ School Policy Research Project as a Policy Workshop," Association for Public Policy and Management Annual Research Conference, Washington, D.C., October 1993.

"Juggling Dollars and Making Sense: Budgeting in Local Governments," paper presented at the 1992 Annual Conference on Public Budgeting and Finance, American Society for Public Administration Section on Budgeting and Financial Management, Washington, D.C., October 15-17, 1992.

"Influence of NASPAA Standards on MPA Curricula," presentation at panel on "Program Missions and Core Curricula" at the 1992 Annual Conference, National Association of Schools of Public Affairs and Administration, Cleveland, Ohio, October 22-24, 1992.

"LBJ School Policy Research Project," presentation at Panel on "Accelerated Learning Approaches" at the 1992 Annual Conference, National Association of Schools of Public Affairs and Administration, Cleveland, Ohio, October 22-24, 1992.

"The Ginger Rogers Bureaucracy: It Dances Just Like 3M, Only Backwards," paper presented at the Association for Public Policy Analysis and Management Annual Research Conference, Washington, D.C., October 24-26, 1991.

"Diffusion of Innovations in State and Local Government: Cognitive and Affective Influences in Recent Award Winners," with Vivian W. Davis, paper presented at the Annual Conference of the American Society for Public Administration, March 24-27, 1991, Washington, D.C.

"Financing Rural Public Services in Texas," paper presented at the Texas Rural Development Policy Workshop, Austin, Texas, November 13-15, 1989.

"Innovation in State and Local Government: Consideration of a Macro-Diffusion Process," paper prepared for the Conference on Diffusion of Innovations in the Public Sector, Austin, Texas, September 15-16, 1989, sponsored by the LBJ School of Public Affairs and the Ford Foundation.

"The Impact of Federal Tax Reform on State and Local Government Finance," panel moderator, American Society for Public Administration Annual Conference, Miami, Florida, April 1989.

"Budgetary Responses to Fiscal Challenges in Local Governments," paper presented at the Annual Meeting of the Urban Affairs Association, Baltimore, Maryland, March 1989.

"Life after Revenue Sharing: Local Government Responses," panel discussant, American Society for Public Administration Annual Conference, Portland, Oregon, April 1988.

## **Papers and presentations at professional meetings, continued**

"Scarce Resource Management in the Third Sector: Doing More with Less in Nonprofit Organizations," paper presented at the American Society for Public Administration Annual Conference, Boston, Massachusetts, March, 1987.

"Strategic Processes for Cutback Decision Making," paper presented at the Region VIII Conference of the American Society for Public Administration, Salt Lake City, Utah, November, 1986; also served as chair of the Roundtable entitled "What Do You Do When Funds Are Cut? " at which the paper was presented.

"Budgetary Practices in U.S. Local Governments," paper presented at Texas Women Scholars: Contemporary Perspectives, a symposium held at the University of Texas at Austin, April, 1986.

"Budgetary Excellence: Road to Productivity?" with R. Paul Kinscherff, paper presented at the American Society for Public Administration Annual National Conference, Indianapolis, Indiana, March, 1985.

"Fiscal Effects of Environmental and Land Use Policies in Austin, Texas: Experience in a Megatrends High Growth City," with Susan G. Hadden, paper presented at the American Society for Public Administration Annual Conference, Denver, Colorado, April, 1984.

"Meeting the MBA Challenge for Public Sector Jobs: A Budgeting and Financial Management Curriculum for MPA Programs," paper presented at the American Society for Public Administration Annual Conference, Denver, Colorado, April 1984.

"The Architecture of Budget Requests: Does Form Follow Function?" paper presented at the American Society for Public Administration Annual Conference, New York City, April 1983.

"Forced Austerity: Budget Retrenchment After Loss of a Major Taxpaying Industry," paper presented at the Annual Meeting of the Urban Affairs Association, Flint, Michigan, March 1983.

## **INVITED LECTURES AND SEMINARS**

"The Advent of Non-Governmental Organizations and the Changing Role of Government." Keynote address prepared for the Fourth East Asia/Pacific Humphrey Alumni Conference, Seoul, South Korea, September 2001. (This paper was presented for me by a colleague already in Korea because travel difficulties related to the events of September 11, 2001, precluded my attendance.)

"Bureaucratic Reform and Political Responsiveness," Seminar given at the Korean Institute of Public Administration, Seoul, South Korea, October 2000.

"Bureaucratic Reform and Political Responsiveness," Seminar given for graduate students at Sung Kyun Kwan University, Seoul, South Korea, October 2000.

## **Invited lectures and seminars, continued**

“Local Government in the United States,” Lecture to undergraduate public administration students at Kookmin University, Seoul, South Korea, October 2000.

## **CONSULTATIONS**

External program reviewer for the MPA, BA/BS in Political Science, and Department of Public Administration at the University of Central Florida, January 2013.

Member, Fiscal Reform Panel, Metropolitan Forum of St. Louis, 2006. This panel of national experts in metropolitan governance and finance was convened by the Metropolitan Forum, a collaboration of the Regional Chamber and Growth Association (the regional Chamber of Commerce), East-West Gateway (the regional planning entity), and Focus St. Louis (a civic action organization), to develop recommendations for fiscal reform in the bi-state St. Louis Metropolitan Region for consideration by Forum member organizations and state, county, and local governments in Missouri and Illinois. Recommendations were presented in fall 2006.

External program reviewer for seven-year review of the MPA and BA/BS programs in Public Administration and the BA/BS program in Legal Studies, University of Central Florida, January 2004.

External Graduate Program Review Team for Division of Public Administration, University of New Mexico, April 2001.

External Program Reviewer for seven-year review of the Institute for Public Policy and Social Science Research, College of Social Science, Michigan State University, April, 1996.

Consultant on self-study and accreditation review, to the Public Administration Program, School of Public Affairs and Administration, University of Illinois at Springfield (formerly Sangamon State University), Springfield, Illinois, 1994.

Chair, Graduate Review Team, Division of Public Administration, University of New Mexico, October 1992.

Assessor, Personnel Assessment Center; member of three-person assessment team to screen candidates for position of Finance Director, City of El Paso, Texas, 1990.

National Association of Schools of Public Affairs and Administration, Commission on Peer Review and Accreditation, served as Chair and/or Member of accreditation Site Visit Teams 1987, and 1992 to 2004 (except 1988-91, when a member of the Commission).

Policy and Standards Division, Office of Underground Storage Tanks, U. S. Environmental Protection Agency, Municipal Finance Focus Group, 1988.

City of Beaumont, Texas: Investigation of loss of \$20 million cash investments, 1985.

## GRANTS AND CONTRACTS

Mike Hogg Endowment, University of Texas at Austin, Grant for Research on Urban Budgeting and Financial Management, \$1000, Principal Investigator, 1994-1995.

Mike Hogg Endowment, University of Texas at Austin, Grant for Research on Urban Budgeting and Financial Management, \$2951, Principal Investigator, 1993-1994.

Patricia Roberts Harris Public Service Fellowships Program grant, U.S. Department of Education, \$44,000, LBJ School, University of Texas at Austin, Project Director, 1992-1993.

Patricia Roberts Harris Public Service Fellowships Program grant, U.S. Department of Education, \$16,000, LBJ School, University of Texas at Austin, Project Director, 1991-1992.

Innovations Conference Grant, Ford Foundation, \$75,000, Conference Coordinator and Project Director, (Principal Investigator was Dean Max Sherman), LBJ School, University of Texas at Austin, 1987-1992.

Interagency Contract, Texas Legislative Budget Board, \$20,000, Co-Principal Investigator (with Tom Keel), for Policy Research Project on Texas State Government Finance and Management, 1990-1991.

Interagency Contract, Texas Water Commission, \$20,000, Co-Principal Investigator (with Tom Keel), for Policy Research Project on Texas State Government Finance and Management, 1990-1991.

Interagency Contract, Texas Legislative Budget Board, \$15,000, Co-Principal Investigator (with Tom Keel), for Policy Research Project on Texas Constitutional Spending Limits, 1989-1990.

Interagency Contract, Texas Office of the Attorney General, \$5,000, Co-Principal Investigator (with Tom Keel), for Policy Research Project on Texas Constitutional Spending Limits, 1989-90.

Interagency Contract, Texas Department of Parks and Wildlife, \$8,000, Co-Principal Investigator (with Tom Keel), for Policy Research Project on Texas Constitutional Spending Limits, 1989-90.

Conference of Urban Counties, Research Contract to evaluate state aid to Texas counties, \$7200, Principal Investigator, 1990.

Mike Hogg Endowment, University of Texas at Austin, Grant for Local Government Data Analysis, \$1569, Principal Investigator, 1990.

Mike Hogg Endowment, University of Texas at Austin, Grant for Urban Data Base Development, \$1300, Principal Investigator, 1989.

Title IX Public Service Fellowships Program grant, U.S. Department of Education, \$44,100, LBJ School, University of Texas at Austin, Project Director, 1985-1986.

## **Grants and contracts, continued**

Policy Research Institute, University of Texas at Austin, Local Budgetary Survey and Data Base Development, \$2700, Principal Investigator, 1985.

Title IX Public Service Fellowships Program grant, U.S. Department of Education, \$25,200, LBJ School, University of Texas at Austin, Project Director, 1984-85.

## **NEWSLETTER ARTICLES**

Monthly Presidential columns in *Public Administration Times*, April 2002-March 2003.

"*The Last Word: Courtesy, Civility, and Goodwill as Ethical Behavior*," *Ethics Today* 3 (Spring 2002), p. 14.

"Stages of Academic Success," *Professional Scholar* 1, (December 1992), pp. 2-3.

"The Realm of the Scholar in Public Affairs," *Professional Scholar* 1, (September 1992), pp. 3-4.

## **WORKSHOPS AND TRAINING PRESENTATIONS**

American Academic Leadership Institute, Becoming a Provost Academy,

- Opening Seminar. Panelist for session held at the American Association of State Colleges and Universities Academic Affairs Summer Meeting, Portland, Oregon, July 2015.
- Opening Seminar. Presenter and panelist for three sessions, held at the American Association of State Colleges and Universities Academic Affairs Summer Meeting, Ft. Lauderdale, Florida, July 2014.
- Associate Director, facilitator, and seminar presenter for the sessions of the opening seminar, held at the American Association of State Colleges and Universities Academic Affairs Summer Meeting, Baltimore, Maryland, July 2013.

Innovation in Government:

- Texas Governor's Executive Development Program, 1991- 1995
- National Forum for Black Public Administrators, 1992
- State Government Leadership Conference, 1992
- Texas Governor's Management Development Seminar, 1991
- Leadership 2000 Women's Campaign Research Conference, 1991
- Texas Secretary of State's Office, Management Program, 1991

Women in Higher Education: Texas Association of College Teachers Conference, 1992

Cost-Benefit Analysis: Eighth Annual Child Care Administrator's Conference, 1991

Management Skills Workshop, Head Start Training Program, Community Action Corporation of South Texas, Alice, Texas, 1985

## **Workshops and training presentations, continued**

Governmental Accounting and Budgeting:

- Budget Analysis Workshop: City of Austin, Texas, (with David A. Cope), 1986.
- Budgeting Skills Workshop, Central Texas Library System Basic Skills Workshop, Austin, Texas, 1986.
- Budgeting as a Management Tool, Workshop for Librarians, Central Texas Library System, 1983.
- Introductory Governmental Accounting; Lyndon B. Johnson School of Public Affairs, Office of Conferences and Training, occasional presentations, 1982 to 1995.
- Government Budgeting; Lyndon B. Johnson School of Public Affairs, Office of Conferences and Training, occasional presentations, 1982 to 1995.

## **PROFESSIONAL DEVELOPMENT ACTIVITIES**

Conference on the Future of State Universities, hosted by former governors Jeb Bush and Jim Hunt, Dallas, Texas, October 2011.

Conferences and meetings of:

- American Association of State Colleges and Universities (AASCU)
- Association of Public and Land Grant Universities (APLU)

American Academic Leadership Institute Executive Leadership Academy, 2012-13

AASCU Millennium Leadership Institute, June 9-12, 2007

AASCU Academic Leadership Institute, February 11-13, 2000

American Council on Education Office of Women in Higher Education, National Forum: *Advancing Women's Leadership: Styles, Strategies, and Tools*, December 4-5, 2000.

American Society of Association Executives, Symposium for Chief Elected Officers and Chief Executive Officers, April 11-12, 2002, as President of the American Society for Public Administration.

National Security Week, Army War College, June 1991. Participated as an invited civilian guest for the final week of the Army War College term in seminars and presentations with the Army War College class of 1991.

## **AWARDS and HONORS**

- St. Louis Most Influential Business Women award, 2010.
- Athena Award, Hellenic Spirit Association, 2009
- Trail Blazer Award, University of Missouri-St. Louis, 2006
- Sigma Xi, charter member of University of Missouri-St. Louis chapter
- Phi Kappa Phi, Honorary Membership, University of Missouri-St. Louis
- Beta Gamma Sigma, Honorary Membership, University of Missouri-St. Louis
- Tau Sigma, Honorary Membership, University of Missouri, St. Louis
- Golden Key Honorary Society, Honorary Membership, University of Missouri-St. Louis
- Pi Alpha Alpha, Honorary Membership, American University

### **Awards and honors, continued**

- Outstanding Alumna Award, John Glenn College of Public Affairs, The Ohio State University, 2002
- Teaching Awards
  - Texas Excellence Teaching Award, 1985
  - LBJ Foundation Award for Teaching Excellence, 1982

### **PERSONAL**

- American Citizen

**References are available upon request.**

November 2015