

# ALLEN SCHICK

## **Education**

B.A. Brooklyn College 1956  
M.A. Yale University 1959  
Ph.D. Yale University 1966

## **Professional Positions**

Distinguished University Professor, University of Maryland, 2001-Present

Professor, Maryland School of Public Policy, University of Maryland, 1981- Present

Visiting Scholar, The World Bank, 1997-1998.

Hirst Chair in Public Policy, The Institute for Public Policy, George Mason University, 1994.

Director, Bureau of Governmental Research, University of Maryland, 1987-1994.

Resident Scholar, American Enterprise Institute, 1984-85.

Senior Specialist, Congressional Research Service, 1972-1981.

Resident Principal Research Associate, The Urban Institute, 1977-78.

Research Associate Senior Fellow, Brookings Institution, 1968-1972.

Visiting Fellow, Brookings Institution, 1988-2008.

Instructor and Assistant Professor in Government, Tufts University, 1961-1968.

Research Associate, New York Commission on The Constitutional Convention, 1966-67.

Staff Associate, President's Task Force on Government Organization, 1967.

## **Adjunct Positions**

Visiting Professor, Syracuse University, Spring 1967.

Adjunct Professor, The American University, 1970-74.

Adjunct Professor, Advanced Studies Program, The University of Oklahoma, 1970-1976.

Adjunct Professor, The University of Maryland, 1976-1980.

Adjunct Professor, The John's Hopkin's University, 1979.

Adjunct Professor, University of Delaware, 1979.

Visiting Professor, University of Virginia, 1981.

Course Director, American Association for Advancement of Science, Chautauqua Program, 1975-1977.

Adjunct Scholar, American Enterprise Institute, 1981-1987.

Director, OECD Project on The Capacity to Budget, 1983-1985.

Visiting Scholar, The Urban Institute, 1988.

### **Awards and Honors**

Phi Beta Kappa, Brooklyn College, 1956.

Cowles Fellowship, Yale University, 1958-59.

Danforth Teaching Fellowship, 1964-65.

William Mosher Award for Best Article Published in the Public Administrative Review by a Scholar, American Society for Public Administration, 1967.

Louis Brownlow Award for the Best Article Published in the Public Administrative Review by a Practitioner, American Society for Public Administration, 1973, 1977, 1979.

Elected Member, National Academy of Public Administration, 1973.

Distinguished Service Award, American Association for Budget and Program Analysis, 1977.

Brownlow Award for the Best Book on American Government, National Academy of Public Administration, 1981.

D.B. Hardeman Prize for the Best Book on Congress, L.B.J. School, The University of Texas, 1982.

John Simon Guggenheim Fellowship, 1988.

Waldo Prize presented by the American Society for Public Administration for Contributions to the literature of public administration over a lifetime career, 1989.

The Wildavsky Prize presented by the Association for Budgeting and Financial Management, 1994.

National Association of Schools of Public Affairs and Administration, Award for contributions to the study of public administration, 1998.

Charles E. Merriam Award presented by the American Political Science Association for contributions to government through the application of social science research, 1999.

### **Professional Service**

Member of Council, American Political Science Association, 1978-1980.

Treasurer, American Political Science Association, 1981-1982.

Member of the Robert Wood Johnson Health Policy Fellowship Board, 1987-1989.

National Academy of Public Administration, Panels on Legislative Oversight and Executive-Legislative Relations, 1987-1991.

Prince George's County, Fiscal Affordability Commission, 1991.

### **Grants**

Dirksen Center Award for the study of congressional leadership, 1981.

Ford Foundation Grant for the study of comparative budget practices, 1983.

National Science Foundation Grant for the study of budgetary adaptations to fiscal stress, 1985.

Bradley Foundation Grant for the study of federal budget practices and capacity, 1987.

Bradley Foundation Grant for the study of omnibus legislation, 1989.

Robert Wood Johnson Foundation Grant for the study of health care legislation, 1992.

Smith Richardson Foundation Grant for the study of health care legislation, 1992.

Pew Foundation Grant for the Study of New Public Management, 1999.

## **Books and Monographs**

Government at Risk (with Hana Polackava) World Bank, 2002.

The Budget Puzzle, (with Timothy Muris and John Cogan) Stanford University Press, 1993.

The Federal Budget: Politics, Policy Process, The Brookings Institution, 1995, Rev. Ed. 2000, Third Edition 2006.

Modern Budgeting, Organization for Economic Cooperation and Development, 1997.

A Contemporary Approach to Public Expenditure Management, The World Bank, 1997.

Reconstructing National Governments: Innovations in Public and Financial Management, Organization for Economic Cooperation and Development, Paris, France. Preliminary Report 1994; Final Report 1995.

Manual on the Federal Budget Process, Congressional Research Service. 1998. Previous editions 1982, 1987, 1991.

The Spirit of Reform: Modernizing the New Zealand Public Sector, State Services Commission, Government of New Zealand, 1996.

The Capacity to Budget, The Urban Institute, 1990.

(ed.) Maryland Policy Studies, Bureau of Governmental Research, The University of Maryland. vol. 1, "Chesapeake Bay Policy" (1998); vol. 2 "Blacks in Maryland" (1989); vol. 3 "The Impact of the Defense Budget on the Maryland Economy" (1990); vol. 4 "Maryland Tax Policy" (1991).

Budgeting for Results: Measuring Performance and Allocating Resources, The Organization for Economic Cooperation and Development, Paris, 1997.

(director of study), The Control and Management of Government Expenditure, Organization for Economic Cooperation and Development, Paris, 1987.

Crisis in the Budget Process: Existing Political Choice, American Enterprise Institute, 1986.

(ed.) Making Economic Policy in Congress, American Enterprise Institute, 1984.

(with others) Vital Statistics on Congress, 1984-85 Edition, American Enterprise Institute, 1984.

(ed.) Budget Handbook, Congressional Quarterly, 1980, 1981.

Reconciliation and the Congressional Budget Process, American Enterprise Institute, 1981.

Cutback Budgeting: The Zero-Base Budgeting Experience, The Urban Institute, 1981.

Congress and Money: Spending, Taxing, Budgeting, The Urban Institute, 1980.

Perspectives on Budgeting, American Society for Public Administration, 1980, Second edition, 1987.

Budget Innovation in the States, Brookings Institution, 1971.

Collaborator, with Charles Schultze and Edward Hamilton, Setting National Priorities, 1971; Brookings Institution, 1970.

American Government, Houghton Mifflin Company, 1965, 1972, 1975.

## **Articles**

“Control Patterns in State Budget Execution,” Public Administration Review (1964), pp. 97-106.

Massachusetts Politics: Alienation and Reform: in Robert R. Robbins (ed.), State Government and Public Responsibility (Lincoln Filene Center, 1963), pp. 92-137.

“The Road on PPB: The Stages of Budget Reform,” Public Administration Review (1996), pp. 243-258.

“Students and the State: Campus Images of the Massachusetts Public Service,” in Bradbury Seasholes (ed.), The Public Servant in Massachusetts, Lincoln Filene Center, 1996, pp. 64-93.

“Political Negativism,” in Bradbury Seasholes (ed.) Voting, Interest Groups, and Parties (Scott, Foresman, and Company, 1967).

“Alienation and Politics,” in Norman Zucker, The American Party Process, Dodd Mead and Company, 1968, pp. 217-19.

“Adapting PPBS to State and Local Governments,” in The Cost Effectiveness Newsletter of the Operations Research Society, May 1967.

“Multipurpose Budget Systems,” in Graeme Taylor and Harley Hinrichs, Program Budgeting and Benefit-Cost Analysis, Goodyear Publishing Company, 1969, pp. 358-72

“Systems Politics and Systems Budgeting,” Public Administration Review, (March/April 1969), pp. 137-51.

“The Cybernetic State,” in Trans-Action, February 1970, pp. 14-26.

“From Analysis to Evaluation,” in Annals of the American Academy of Political and Social Science, March 1971, pp. 55-71.

“The Budget Bureau That Was: Thoughts on the Rise, Decline, and Future of a Presidential Agency,” in Law and Contemporary Problems, Summer 1970, pp. 519-39.

“Five Theories in Search of an Urban Crisis,” in Public Administration Review, September/October 1972, pp. 546-552.

“PPB: The View From the States,” State Government, Winter 1972, pp. 12-18.

“Review and Evaluation Focus on Legislative Reform,” Yearbook of the National Conference of State Legislative Leaders, 1971, pp. 5-18.

“Let the Sun Shine In,” The Bureaucrat, Summer 1972, pp. 156-60.

“A Death in the Bureaucracy,” Public Administration Review, March/April 1973, pp. 146-56.

“Oversight and Evaluation: An Older Role for a New Institution,” Yearbook of the National Conference of State Legislative Leaders, 1972, pp. 11-17.

“Financial Control and Accountability,” in Finance Taxation and Company Law (August 1973), pp. 311-18.

“Coming Apart in Public Administration,” in Maxwell Review (Winter 1973-74), pp. 13-24.

“Budget Reform Legislation: Reorganizing Congressional Centers of Fiscal Power,” Harvard Journal on Legislation (February 1974), pp. 303-350.

“Analysis Comes to Congress,” in Association for Public Program Analysis, Toward More Effective Public Programs, 1974, pp. 24-33.

“The Battle of the Budget,” in Harvey C. Mansfield (ed.), Congress Against the President (The Academy of Political Science, 1975), pp. 51-70.

“The Trauma of Politics: Public Administration in the Sixties,” in Frederick C. Mosher (ed.), American Public Administration: Past, Present, Future (University of Alabama Press, 1975), pp. 142-80.

“The Intergovernmental Thicket: The Questions Still are Better than the Answers,” in Public Administration Review (December 1975), pp. 717-22.

“The Supply and Demand for Policy Analysis on Capitol Hill,” in Policy Analysis, Spring 1976, pp. 215-34.

“Political Science Isn’t As Political Sciences Does,” PS, Summer 1976, pp. 276-79.

(with Robert Keith) Zero Base Budgeting in the States, published by the Council of State Governments, 1976.

“Congress and the ‘Details’ of the Administration,” Public Administration Review, September/October 1976, pp. 516-28.

“Zero-Base Budgeting and Sunset: Redundancy or Symbiosis,” The Bureaucrat, Spring 1977, pp. 12-32.

“Beyond Analysis,” Public Administration Review, May/June 1977, pp. 258-63.

“The Road From ZBB,” Public Administration Review, March/April 1978, pp. 77-80.

“Contemporary Problems in Financial Control,” Public Administration Review, November/December 1978, pp. 513-19.

“Whose Budget: It All Depends on Whether the President or Congress is Doing the Counting,” in William S. Livingston & others (eds.) The Presidency and the Congress (Lyndon B. Johnson School of Public Affairs, 1979), pp. 96-123.

Zero Base’80: The Status of Zero Base Budgeting in the States (National Association of State Budget Offices, December 1979. p. 47.

“Budgeting as an Administrative Process,” in Allen Schick (ed.) Perspectives on Budgeting (American Society for Public Administration, 1980), pp. 1-16.

“The Coordination Option,” in Peter Sczanton (ed.) Federal Reorganization: What Have We Learned? (Chatham House, 1981, pp. 85-113.

“The Three-Ring Budget Process: The Appropriations, Tax, and Budget Committee in Congress,” in Thomas Mann & Norman Ornstein (eds.) The New Congress (American Enterprise Institute, 1981), pp. 288-328.

“Budgetary Adaptations to Resource Scarcity,” in Charles H. Levine & Irene S. Rubin (eds.) Fiscal Stress and Public Policy (Stage Publications, 1980), pp. 113-35.

“Five Years of Congressional Budgeting,” in Rudy Penner (ed.) The Congressional Budget Process (American Enterprise Institute, 1981), p. 3-34.

“The Decline of Presidential Budgeting,” in Hugh Heclo (ed.) The Illusion of Presidential Power (Westview Press:1981), pp.85-111.

“Reconciling Congress and the Budget,” in New Jersey Bell Journal (Summer 1981).

(with Harry Hatry) “ZZB: The Manager’s Budget,” in Public Budgeting and Finance, Vol. 2, No. 1 (Spring 1982), pp. 72-87.

“How the Budget Was Won and Lost,” in Norman Ornstein (ed.) President and Congress: Assessing Reagan’s First Year (American Enterprise Institute, 1982), pp. 14-43.

“Controlling the Budget by Statute: An Imperfect But Workable Process,” in Alvin Rabushka and W. Craig Stubblebine (eds.) Constraining Federal Taxing and Spending (1982).

“Politics Through Law: Congressional Limitations on Executive Discretion,” in Anthony King (ed.) Both Ends of the Avenue: The Presidency, the Executive Branch, and Congress in the 1980s (American Enterprise Institute, 1983), pp. 154-84.

“The Staff of Independence: Why Congress Employs More But Legislates Less,” in James S. Young (ed.) Problems and Prospects of Presidential Leadership in the 1980s (University Press of America, 1983), pp. 31-51.

“Incremental Budgeting in a Decremental Age,” Policy Sciences (1983), pp. 1-25.

“The Budget As An Instrument of Presidential Policy,” in Lester H. Salamon and Michael S. Lund (eds.) The Regain Presidency and the Governing of America (Urban Institute, 1985), pp. 91-125.

“Controlling Nonconventional Expenditure: Tax Expenditures and Loans,” Public Budgeting and Finance vol. 6 (Spring 1986), pp. 3-19.



“MacroBudgetary Adaptations to Fiscal Stress in Industrialized Democracies,” Public Administration Review, vol. 46. (March/April 1986), pp. 124-34.

“The Many Faces of Congressional Budgeting,” in Robert E. Hunter and Others (eds.) Making Government Work: From White House to Congress (Westview Press, 1986), pp. 72-107.

“Controlling the Uncontrollables: Budgeting for Health Care in an Age of Mega-Deficits,” in Marion Ein Lewin and Jack Meyers (eds.) Charting the Future of Health Care: Policy, Politics, and Public Health (American Enterprise Institute, 1987), pp. 13-34.

“Back to the Future: Managerial Budgeting in an Age of Fiscal Stress,” in Aidan Pender (ed.) Managing Public Money Institute of Public Administration, Dublin, Ireland, 1987), pp. 47-71.

“An Inquiry into the Possibility of a Budgetary Theory,” in Irene Rubin (ed.) New Directions in Budget Theory (State University of New York Press, 1988), pp. 59-69.

“MicroBudgetary Adaptations to Fiscal Stress in Industrialized Democracies,” Public Administration Review, January/February 1986, pp. 523-33.

“Health Policy: Spending More and Protecting Less,” in Marion Ein Lewis and Sean Sullivan, The Care of Tomorrow’s Elderly (American Enterprise Institute, 1989) pp. 29-52.

“The Conflicted Budget Process,” in Donald S. MacNaughton Symposium, The Federal Deficit: Where Do We go from Here, (Syracuse University Press, 1989) pp. 151-68.

“The Ways and Means of Leading Ways and Means,” The Brookings Review, Fall 1989, pp. 16-23.

“Budgeting for Results: Recent Developments in Five Industrialized Countries,” Public Administration Review, 1990, pp. 26-34.

“Why the Deficit Persists as a Budget Problem: The Role of Political Institutions,” in Premchand (ed.) Governmental Financial Management: Issues and Country Studies, International Monetary Fund, 1990, pp. 38-52.

“Ensenanzas que Deben Recoger los PRI y lost PMD de lost resultado otenidos por las Democracias Industrializadas en Materia Presupuestaria” In a Premchand (ed.) Aspectos del Presupuesto Publico (International Monetary Fund, 1988, pp. 173-89.

“Adapter les Pratiques Budgetaires a la Penurie de Ressources”, in Claude Jeanrenaud and Wim Moesen (eds.) Gerer L’Austerite Budgetaire, Economica, 1990, pp. 19-33.

“Procedimenti di Bilancio e Adattamento alle Difficolta Finanziare” in P. Giarda and N. Parmentola (eds.) Bilanci Pubblici E Crisi Finanziaria, Rome, Formez, 1990, pp. 145-66.

“The Surprising Enactment of Tax Reform in the United States and Japan,” Brookings Institution, 1991, pp. 145-83.

“Informed Legislation: Policy Research Versus Ordinary Knowledge,” in William H. Robinson and Clay H. Wellborn (eds.) Knowledge, Power and the Congress, Congressional Quarterly, Inc., 1991, pp. 99-119.

“Government Versus the Budget Deficit: Experience in Three Countries,” in Ken Weaver and Bert Rockman (eds.) Do Institutions Matter? The Brookings Institution, 1992, pp. 183-236.

“Five Reforms in Search of Budget Control,” Congressional Research Service, 1992.

“The Dance of Impotence: Deficit Budgeting in An Age of Divided Government,” American Enterprise Institute, 1992.

“How a Bill Did Not Become a Law,” in Thomas E. Mann and Norman J. Ornstein (eds.) Intensive Care: How Congress Shapes Health Policy (Brookings Institution, 1995) pp. 227-72.

Fiscal Externalities: A Comparison of US and Japanese Budget Policies, Center for International and Security Studies, University of Maryland, 1996.

“Why Most Developing Countries Should Not Adopt the New Zealand Model,” The World Bank Research Observer, February 1998, pp. 123-31.

“Fiscal Adjustment and Fiscal Risk in Hungary,” (with Hana Polackova and Anita Papp), World Bank Working Paper, 1999.

“A Surplus, if You Can Keep It,” Brookings Review, Fall 1999.

“Opportunity, Strategy, and Tactics in Reforming Public Management,” Organization for Economic Cooperation and Development, 1999.

“Budgeting for Fiscal Risk,” The World Bank, 1999.

“Can National Legislatures Regain an Effective Voice in Budget Policy,” OECD Journal of Budgeting, 2002, pp. 15-42.

“The Performing State,” OECD Journal of Budgeting, 2003, pp. 72-103.

“Does Budgeting Have a Future,” OECD Journal of Budgeting, 2002, pp.7-48.

“Role of Fiscal Rules in Budgeting,” OECD Journal of Budgeting, 2003, pp.7-33.

“25 Years of Budget Reform,” OECD Journal of Budgeting, 2004, pp. 81-102.

“Opportunity, Strategy and Tactics in Modernizing Public Management,” OECD Journal of Budgeting, 2002, pp. 8-34.

“Agencies in Search of Principles,” OECD Journal of Budgeting, 2002, pp. 7-22.

“The Changing Role of the Central Budget Office,” OECD Journal of Budgeting, 2001, pp. 9-26.

“Sustainable Budget Policy: Concepts and Approaches,” OECD Journal of Budgeting, 2005, pp. 107-27.

“Performance Budgeting and Accrual Budgeting: Decision Rules or Analytic Tools,” OECD Journal of Budgeting, 2007, pp. 109-40.

“Off-Budget Expenditures: An Economic and Political Framework,” OECD Journal of Budgeting, 2007, pp. 1-32.

“Budgeting for Fiscal Space,” OECD Journal of Budgeting, 2009.

### **Government Publications and Reports**

“Fiscal Policy” (pp. 12-26); “State Indebtedness” (pp. 65-104); “Federal Assistance” (pp. 124-40); “State-Local Fiscal Relations” (pp. 141-60), in New York State Temporary Commission on the Constitutional Convention, State Finance, 1967.

The Suffolk County Budget System (The Suffolk County Charter Revision Commission, May 1968), 77p.

“Systems for Analysis: PPB and its Alternatives,” in Joint Economic Committee, The Analysis and Evaluation of Public Expenditures (1969), pp. 817-34.

“Congress Versus the Budget,” House Select Committee on Committees, Working Papers on House Committee Organization and Operations (1973).

“Analysis of Proposals to Improve Congressional Control of Spending” (pp. 217-36); “A Three-Year Limit on Authorization Bills” (pp. 261-72); “The Pilot Testing of New Programs” (pp. 273-81); “Requirement of Annual Appropriation” (pp. 282-86); “Backdoor Spending Authority” (pp. 293-301), in Senate Committee on Government Operations, Improving Congressional Control Over the Budget: A Compendium of Materials, 93<sup>rd</sup> Congress (1973).

Evaluation of PPB in Hawaii: Act 185 and its Implementation, A Report to the State of Hawaii Department of Budget and Finance, March 1974. 80p.

Central Budget Issues Under the New York City Charter, New York City Charter Revision Commission, September 1974, 177p.

(with Joe Cantor and Jessie Southwick) After Disaster Strikes: Federal Programs and Organizations, House Committee on Government Operations, July 1974, 118p.

The Congressional Budget Process (Multilith, Congressional Research Service, February 1975), 35p.

The Congressional Budget Act of 1974: Legislative History and Analysis (Multilith, Congressional Research Service, February 1975), 23p.

The Impoundment Control Act of 1974: Legislative History and Implementation (Multilith, Congressional Research Service, rev. ed., February 1976), 116p.

The First Congressional Budget Process (Multilith, Congressional Research Service, June 1976), 38p.

“Congressional Use of its Money Power to Control Foreign Policy,” Commission on the Organization of Government for the Conduct of Foreign Policy, June 1975, Vol. 6, pp. 453-62.

“Evaluating Evaluation: A Congressional Perspective,” Senate Committee on Government Operations, Legislative Oversight and Evaluation, 94<sup>th</sup> Congress (May 1975), pp. 341-53.

“The Appropriations Committee as an Instrument of Legislative Oversight,” Senate Government Operations Committee Congressional Oversight: Methods and Techniques, 94<sup>th</sup> Congress (July 1976), pp. 47-53.

“Complex Policymaking in the United States Senate,” Commission on the Operation of the Senate, Policy Analysis on Major Issues, 94<sup>th</sup> Congress (1977), pp. 4-24.

(Editor) Senate Committee on Government Operations, Compendium of Materials on Zero-Base Budgeting in the States, 95<sup>th</sup> Congress (January 1977).

Congressional Control of Expenditures, House Committee on the Budget, 95<sup>th</sup> Congress (January 1977).

“Putting It All Together: Evaluation, Zero-Base Budgeting, and Sunset,” Virginia Joint Legislative Audit and Review Commission, May 1977, pp. 3-9.

“The Emerging Political and Governmental Environment of the Farm Credit System,” Prepared for the Farm Credit Banks, December 1983.

Legislation, Appropriations, and Budgets: The Development of Spending Decision-Making in Congress (Congressional Research Service, 1984).

“The Integration of State Budgeting and Planning in Hawaii,” Prepared for the Hawaii Department of Budget and Finance, 1986.

“Explanation of the Balanced Budget and Emergency Deficit Control Act of 1985 (The Gramm-Rudman-Hollings Act),” Congressional Research Service, 1986.

The Parts and the Whole: Piecemeal and Integrated Approaches to Congressional Budgeting, Committee Print, House Budget Committee, 1987.

“Assessment of Proposed Budget Reforms,” Congressional Research Service, August 1987.

“Proposed Budget Reforms: A Critical Analysis,” in U.S. Senate Committee on Governmental Affairs, Proposed Budget Reforms, Committee Print, April 1988, pp. 1-69.

“Contemporary Developments in Managerial Budgeting,” in Proposed Budget Reforms, U.S. Senate Committee of Governmental Affairs, Committee Print, April 1988, pp. 119-60.

“The Changing Pattern of Ways and Means Leadership,” in House Committee on Ways and Means, Bicentennial Symposium, Three Decades of Change: A Historical Review of the Leaders and Members of the Committee on Ways and Means, Committee Print, 1989.

(with John Haldi) Legislative Review of State Programs, Auditor, State of Hawaii, 1991.

Reports and papers for international organizations on Russia, China, Latvia, Brazil, Uruguay, Argentina, and other countries.

## Congressional Testimony

House Select Committee on Committees, Panel Discussions on Commission Organization in the House, June 13, 1973.

Senate Subcommittee on Intergovernmental Relations, Hearings on Government Economy and Spending Reform Act of 1976, March 17, 1976, pp. 26-29.

House Commission on the Budget, Task Force on Budget Process, Hearings on Zero-Base Budget Legislation, June 10, 1976, pp. 46-61.

House Committee on the Budget, Task Force on Community and Physical Resources, Hearings on Impact on Highway and mass Transit Programs on the Federal Budget and Associated Federal Urban Investments, October 20, 1977, pp. 53-64.

House Committee on the Budget, Task Force on Budget Process, Oversight Hearings on the Impoundment Control Act of 1974, June 29, 1978, pp. 28-44.

Subcommittee on the Legislative Process, House Committee on Rules, Briefing on Program Evaluation, July 23, 1979.

Task Force on the Budget Process, House Committee on the Budget, Hearings on Multiyear Budgeting, June 23, 1979.

Task Force on Legislative Savings, House Committee on the Budget, Hearing on Legislative Savings, June 24, 1979.

Task Force on Budget Process, House Committee on the Budget, Hearings on Control of Federal Credit Programs, November 14, 1979, pp. 1345-1370.

Subcommittee on Rule of the House, House Committee on Rules, Hearings on Regulatory Reform and Congressional Review of Agency Rules, pp. 1345-1370.

Task Force on Budget Process, House Committee on the Budget, Hearings on Budget Act Review, December 11, 1979.

Task Force on Spending Limitation Proposals, House Committee on Rules, Hearings on Proposal Spending Limitations, February 6, 1980.

Subcommittees on Budget Process, House Committee on Rules, Hearings on Tax Expenditures, December 9, 1981.

Subcommittee on the Budget Process, House Committee on Rules, Hearings on Legislative Oversight. March 24, 1982

Task Force on Budget Process, House Committee on the Budget, Hearings on Impoundment, March 29, 1982

Task Force on the Budget Process, House Committee on the Budget, February 8, 1984

Subcommittee on Economic Stabilization, House Committee on Banking, Housing and Urban Affairs, May 31, 1984

Special Committee on Standing Orders and Procedure, House of Commons, Canada, May 10, 1983

House Committee on Rules, Hearings on the Legislative Veto, February 29, 1984

Subcommittee on the Legislative Process, House Rules Committee, July 31, 1986

House Committee on Government Operations, Subcommittee on Legislation and National Security, March 12, 1987

House Committee on Government Operations, Subcommittee on Legislation and National Security, September 1988

House Committee on the Budget, September 19, 1989

Statement Before the Task Force on Budget Process, Reconciliation, and Enforcement, House Committee on the Budget, October, 1991.

### **Selected Papers**

“Alienation and Politics,” presented at the 1964 Annual Meeting of the American Political Science Association.

“Planning versus Control in State Budgeting,” presented at the 1966 National Convention of the American Society for Public Administration.

“The Hybridization of State Budgeting,” presented to the Capitol District Conference of the American Society for Public Administration, 1966.

“PPB’s First Years: Premature and Maturing,” U.S. Bureau of the Budget, 1967.

“Some Budgetary Prerequisites for Program Planning,” President’s Task Force on Government Organization, April 1987.

“From PABS to Analysis: Notes on the California System.” 1969 Research Conference on State Government, University of California (Davis).

“The Status of PPB in the States,” 1969 Annual Meeting of the Operations Research Society of America.

“Toward Systematic Incrementalism in Intergovernmental Relations,” Symposium on Political Aspects of Intergovernmental Research Allocation, University of Maryland, 1970

“The Use and Abuse of Program Structures,” presented at International Federation of Operational Research Societies ( Washington, D.C., April 1971).

“Up From Failure,” presented at Conference on Planned Central Change, Chapel Hill, April 1972.

“The Appropriations Committees Versus Congress,” presented at the 1975 Annual Meeting of the American Political Science Association.

“The Taking of OMB: The Office of Management and Budget During the Nixon Years,” presented at the Princeton conference on Advising the President, October 1975.

“The Alphabet of Evaluation,” Eagleton Legislative Seminar, July 1974

“Governors and Their Budgets,” Michigan Conference on Budget Innovation, May 1972.

“Intergovernmental Fiscal Relations in the United States,” CENTO Conference on Budgeting, Ankara, Turkey, August 1974.

“PPB and Incremental Budgeting,” International Seminar on Public Policy Analysis, Rio de Janeiro, Brazil, May 1975

“Budgets, Plans, and Scarcity,” (revised) 1975.

“Off-Budget Expenditure: An Economic and Political Framework” Organization for Economic Cooperation and Development, Paris, France 1981.

“Why the Budget No Longer Controls,” Garfield Conference on Public Management, Princeton University, November 1981.

“Budgetary Innovation for an Uncertain Future,” International Monetary Fund, January 1982.

“Credit Practices in OECD Countries” (OECD, 1982).



“Budgeting for Entitlements” (OECD, 1983).

“The Development of Budgetary Practices in the Face of Fiscal Stress” (OECD, 1984).

“The Federal Budget Process: Opportunities for Improvement” (The Business Round Table, 1983).

“Improving the Congressional Budget Process” (Committee for Economic Development, 1983).

“Two Faces of Government: Making Policy and Spending Policy,” Organization for Economic Cooperation and Development, 1986.

“The Capital Budget: An Analysis of its Applicability to the Federal Government,” Business Roundtable, December 1986.

“The Crisis in Public Expenditure,” Symposium, Neuchatel Switzerland, February 1987.

“What NICS and LDCS Should Learn from the Budgetary Experiences of Industrialized Democracies,” International Monetary Fund, April 1987.

“The Reagan Budget Revolution: Objectives Versus Results,” International Conference on Decisions at Historical Crossroads, Jerusalem, June 1989.

“An Historical and Comparative Perspective for Analyzing Budget Reform in Sweden, Stockholm, Swedish Ministry of Finance, August 1989.

“Political Institutions and Budget Deficits,” Conference on Budgetary Policy and the Financing of Government, Rome, Italy, June 1991.

### **Editorial Activities**

Editorial Board, P.S. published by the American Political Science, 1973-1976.

Editorial Board, The Bureaucrat, 1972-1976.

Editorial Advisory Board, Legis 50.

Editorial Board, Southern Review of Public Administration, 1976-

Editorial Board, Public Administration Review, 1978-1981.

Editor and Founder, Public Budgeting and Finance, 1980-1982.

## **Selected Lectures**

State of Vermont, Director of four-week course in PPB for state officials, 1968.

United States Civil Service Commission courses for federal officials in a dozen cities, 1967-1978.

New York City Bureau of the Budget, a series of five lectures to the budget staff, 1968.

Central Intelligence Agency, Senior Intelligence Seminar, 1969-1976.

New York University, Executive Development Program, six seminars, 1967.

Various courses for state and local officials held in New York, New Jersey, California, Colorado, Pennsylvania, Kentucky, New Mexico, 1967, 1968, 1969.

Seminars for State of Hawaii Legislator Budgeting, 1961, 1975, 1976, 1977, 1979.

Governor's Conference on Plainning-Programming-Budgeting System, Commonwealth of Puerto Rico, 1969.

Eagleton Seminars for State Legislators, 1971-1974, annual presentation for legislators from 25 states.

Rand Graduate Institute, Annual Lectures, 1974, 1975, 1976, 1986.

Middlesex Research Center, Seminars on Zero Base Budgeting, 1976-1978.

Southern Regional Training Program, the University of Alabama, "Private Interests and Public Purposes," 1977.

Institute of Politics, Harvard University, Seminar for New Members of Congress, 1976, 1978, 1980, 1984, 1986.

Corporate Policy Seminars, American Telephone and Telegraph Company, 1978.

Federal Executive Institute Alumni Association, Capital Hill Workshops, 1979-

Congressional Quarterly, Seminars on the Federal Budget Process, 1980-

Congressional Research Service, Seminars on the budget, 1980-

Senior Course on Budgeting and Financial Management, Sponsored by the World Bank and the Central Institute for Finance and Banking, Beijing, China, 1988.

U.S. General Accounting Office, Executive Training Programs, 1988-

U.S. Agency for International Development, Study of Performance-Based Budgeting, 1991-92.

Since 1987, lectures and seminars in more than 30 countries for the World Bank, IMF, Inter-American Development Bank, OECD, and Asian Development Bank.

### **Selected Consultant Affiliations**

United States Bureau of the Budget, preparation of reports on federal budget practice, 1966-1969.

President's Advisory Council on Executive Reorganization, 1969.

United States Commission on Civil Rights, 1969.

Policy Management Systems, Inc., Pilot Study of Planning in selected community action agencies, 1967.

Eagleton Institute, Rutgers University, Legislative appropriation processes in Wisconsin, 1967.

Action for Boston Community Development, assisting Boston's community action agency in design of a planning system, 1968.

The Rand Corporation, 1968-1977.

President's Commission on Population and the American Future, 1970.

State of Hawaii, Development of the Planning-Programming-Budgeting System, 1968-1970, 1974.

Member, Federal Technical Assistance Team, 1971-1973.

New York State Commission on the Powers of Local Government, 1971.

New York State Charter Revision Commission for New York City, 1973-1975.

Organization for Economic Cooperation and Development, 1981-

United Nations Development Program, Chile Mission, 1981.

Committee for Economic Development, 1983.

The Business Round Table, 1983-84.

Congressional Research Service, 1981-

Shadow Committee on the Budget, Tax Foundation, 1986-1989.

State of Hawaii, Relationship of Planning and Budgeting Systems, 1985-86.