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**Work Experience**

1976- Present New York University, New York, N.Y.

2002- Present Senior Vice President for Health

2000- 2002 Vice President for Academic and Health Affairs

1996- 2000 Vice President for Academic Development

1994- 1996 Co-Director, New York University Institute for Education and Social Policy

Robert F. Wagner Graduate School of Public Service

1994-1997 Dean  
1988-1994 Associate Dean  
1985-Present Professor of Public Administration  
1979-1985 Associate Professor of Public Administration  
1976-1979 Assistant Professor of Public Administration

1989- 1991 Executive Director, New York State Temporary Commission on New York City School Governance (Marchi Commission).  
1988 Director of Policy Research, New York State Temporary Commission on the Distribution of State Aid to Local School Districts (Salerno Commission).  
1971- 1973 Assistant to Director of Planning, University of Saskatchewan, Saskatoon, Saskatchewan, Canada (Woodrow Wilson Administrative Intern).

**Education**

Cornell University, Ithaca, N.Y.,

- 1977 Ph.D., Major Field: Business and Public Administration.  
1971 M.B.A., Concentration in Finance.  
1970 B.S. with distinction. Major Field, Industrial Engineering  
and Operations Research.

**Publications****Books:**

Hard Lessons: Public Schools and Privatization, (with Carol Ascher and Norm Fruchter). New York, NY: Twentieth Century Fund, 1996.

Outcome Equity in Education (editor, with Lawrence O. Picus, and author of two articles). Thousand Oaks, CA: Corwin Press, 1994.

Reforming Education. The Emerging Systemic Approach (editor with Stephen L. Jacobson). Thousand Oaks, Ca.: Corwin Press, 1994.

The Relationships between Financial Reporting and the Measurement of Financial Condition. Norwalk, Connecticut: Governmental Accounting Standards Board, 1992.

The Financial Analysis of Governments, (with Richard Schramm). Englewood Cliffs, N.J.: Prentice-Hall, 1986.

The Measurement of Equity in School Finance, (with Leanna Stiefel). Baltimore, Maryland: The Johns Hopkins University Press, 1984.

**Articles, Book Chapters, and Published Reports:**

"Concepts of Equity: 1970 to Present," (with Leanna Stiefel in Helen F. Ladd, Rosemary Chalk, and Janet S. Hansen, Equity and Adequacy Issues in Education Finance: Background Papers, Washington, D.C.: National Academy Press, 1999.

"School Site Based Financing in Large U.S. Cities," (with Leanna Stiefel) in Margaret Goertz and Allan Odden, eds., School-Based Financing, Thousand Oaks, CA: Corwin Press, 1999.

"Financing Special Education: Proposed Reforms in New York City," (with Norm Fruchter and Thomas Parrish) in Thomas Parrish, Jay Chambers, and Cassie Guarino, eds., Funding Special Education, Thousand Oaks, CA: Corwin Press, 1999.

"Equity and Efficiency in K-12 Education: Thirty Years of History," (with Michele Moser and Leanna Stiefel) in Stuart Nagel, ed., Research in Public Policy Analysis and Management, Vol. 9. Stanford, Conn.: JAI Press, 1998.

**Articles, Book Chapters, and Published Reports (continued):**

"Intra-District Equity in Four Large Cities: Data, Methods and Results," (with Leanna Stiefel and Ross Rubenstein), Journal of Education Finance, Vol. 23, No. 4, Spring 1998, pp 447-467.

"The Coming of Age of School-Level Finance Data," (with Michele Moser and Leanna Stiefel), Journal of Education Finance, Vol. 22, No. 3, Winter 1997, pp 246-254.

"Student-Level School Resource Measures," (with Leanna Stiefel), in William J. Fowler, editor, Selected Papers in School Finance, 1995. Washington, D.C.: U.S. Department of Education, National Center on Education Statistics, NCES 97-536, 1997.

Final Report. Cost-Effectiveness in Education, A Symposium and "Cost-Effectiveness in Education, A Synopsis," Albany, N.Y.: New York State Board of Regents, March 1, 1996.

"Measuring and Reporting Financial Condition," in James Perry & Associates, Handbook of Public Administration, Second Edition. San Francisco, CA: Jossey-Bass, 1996.

"Estimating the Fiscal Impact of Secession: The Case of Staten Island and New York City," (with Natale Cipollina, Dick Netzer, and Leanna Stiefel) Public Budgeting and Financial Management, Vol. 7, No. 2, Summer 1995, pp 147-169.

"Discrepancies Between Ideal Characteristics of a Property Tax System and Current Practice in New York," (with Dick Netzer) in David Monk, editor, Final Report. Study on the Generation of Revenues for Education. Albany, N.Y.: New York State Board of Regents, February 3, 1995. Published in Journal of Education Finance, Vol. 21, No. 1, Summer 1995, pp 38-56.

"A Modest Proposal for Improving New York State's Educational Outcomes," (with Norm Fruchter) in Temporary New York State Commission on Constitutional Revision, Effective Government Now for the New Century. Albany, N.Y.: Temporary New York State Commission on Constitutional Revision, 1995.

"Measuring Equity at the School Level: The Finance Perspective," (with Leanna Stiefel) Educational Evaluation and Policy Analysis, Vol. 16, No. 4, Winter 1994, pp 405-421.

"Program Equity for All Children: Meaningful Goal or Impossible Dream?" Educational Policy, Vol. 8, No. 4, December 1994, pp 502-517.

"Educational Input and Outcome Inequities in New York State," in Outcome Equity in Education, Thousand Oaks, CA: Corwin Press, 1994.

"Summary and Conclusions on Outcome Equity," in Outcome Equity in Education, Thousand Oaks, CA: Corwin Press, 1994.

**Articles, Book Chapters, and Published Reports (continued):**

"Primary and Secondary Education" in Jeffrey M. Stonecash, John Kenneth White, and Peter M. Colby, editors, Governing New York State. Albany, New York: State University of New York Press, 1994.

"Cutback Budgeting: The Long-term Consequences," (with Leanna Stiefel), Journal of Policy Analysis and Management, Vol. 12, No. 4, 1993, pp 664-684.

"Governmental Accounting and Financial Reporting and the Measurement of Financial Condition," in Robert B. Lamb, James Leigland, and Stephen Rappaport, editors, The Handbook of Municipal Bonds and Public Finance. New York: New York Institute of Finance, Simon and Schuster, 1993.

"Equity Standards for State School Finance Programs: Philosophies and Standards Relevant to Section 5(d)(2) of the Federal Impact Aid Program," (with Leanna Stiefel), Journal of Education Finance, Vol. 18, No. 1, Summer 1992, pp. 89-112.

Governing for Results: Decentralization with Accountability, Report of the Temporary State Commission on New York City School Governance, April 1991.

"Accounting for Public Programs," in James Perry & Associates, Handbook of Public Administration. San Francisco, CA: Jossey-Bass, 1989.

Funding for Fairness, Report of the New York State Temporary Commission on the Distribution of State Aid to Local School Districts (Salerno Commission), State of New York, December 1988.

"Equity Issues in School Finance," Journal of Education Finance, Vol. 14, No. 2, Fall 1988, pp 159-180.

"Education," in Gerald Benjamin and Charles Brecher, editors, The Two New Yorks: State-City Relations in the Changing Federal System. New York: Russell Sage, 1988.

"The Setting for School Policy," (with Emanuel Tobier), in Charles Brecher and Raymond D. Horton, Setting Municipal Priorities, 1988. New York: New York University Press, 1988.

"Education," in Charles Brecher and Raymond D. Horton, editors., Setting Municipal Priorities, 1986. New York: NYU Press, 1985.

"Changes in School Finance Equity: A National Perspective," (with Leanna Stiefel). Journal of Education Finance, Vol. 8, No. 4, Spring 1983, pp. 419-435.

"A Basic Course in Public Sector Financial Management," Public Budgeting & Finance, Vol. 2, No. 3, Autumn 1982, pp. 111-122.

**Articles, Book Chapters, and Published Reports (continued):**

"Alternative Measures of Wealth Neutrality," (with Leanna Stiefel). Education Evaluation and Policy Analysis, Vol. 4, No. 1, Spring 1982, pp. 5-20.

"Taxing Over Tax Limits: Evidence from the Past and Policy Lessons for the Future," (with Dale Hickam and Leanna Stiefel). Public Administration Review, Vol. 41, No. 4, July/August 1981, pp. 445-453.

"Price Indexes for Teachers in Michigan: A Replication and Extension," (with Leanna Stiefel). Selected Papers in School Finance, 1981, Washington, D.C.: U.S. Department of Education, U.S. Government Printing Office, March 1981, pp. 159-211.

"The Equity Effects of State School Finance Reforms: A Methodological Critique and New Evidence," (with Leanna Stiefel). Policy Sciences, Vol. 13, No. 1, February 1981, pp. 75-98.

"Measuring the Equity of School Finance Policies: A Conceptual and Empirical Analysis," (with Leanna Stiefel). Policy Analysis, Vol. 7, No. 1, Winter 1981, pp. 47-69. Reprinted in Ray C. Rist, ed., Policy Studies Review Annual, Volume 6, Beverly, Hills Ca: Sage, 1982.

"Net Price Effects of Two-Year College Attendance Decisions," Journal of Education Finance, Vol. 5, No. 4, Spring 1980, pp. 391-414.

Equity in School Finance, (with Allan Odden and Leanna Stiefel). Denver, Colorado: Education Commission of the States, October 1979.

"Concepts of Equity and Their Relationship to State School Finance Plans," (with Leanna Stiefel). Journal of Education Finance, Vol. 5, No. 2, Fall 1979, pp. 109-132.

"Social Science Research and School Finance Policy: Documentable Impact or Wishful Thinking?", (with Leanna Stiefel). American Behavioral Scientist, Vol. 23, No. 2, Nov./Dec. 1979, pp. 207-236.

"Taxpayer Equity in School Finance Reform: The School Finance and Public Finance Perspectives," (with Leanna Stiefel). Journal of Education Finance, Vol. 5, No. 1, Summer 1979, pp. 36-54.

"The Equity of School Finance Systems Over Time: The Value Judgments Inherent in Evaluation," (with Leanna Stiefel). Educational Administration Quarterly, Vol. 15, No. 2, Spring 1979, pp. 14-34.

"Concepts of Equity and Elements of School Finance Plans: Where to Go and How to Get There," (with Leanna Stiefel). Paper presented for the New York State Special Task Force on Equity and Excellence in Education, February 1979. Part of this paper appears as Appendix B, "Alternative Concepts of Equity in School Finance," in The Search for Equity, Interim Report of the New York State Special Task Force on Equity and Excellence in Education, May 1979, pp. 53-64.

**Articles, Book Chapters, and Published Reports (continued):**

"Alternative Equity and Equality Measures: Does the Measure Make a Difference?", in Esther O. Tron, editor, Selected Papers in School Finance, 1978, Washington, D.C.: U.S. Office of Education, U.S. Government Printing Office, 1978, pp. 1-55.

"The Expenditure-Financing Decision in British Local Governments," (with Douglas E. Ashford and Richard Schramm). Policy and Politics, Vol. 5, No. 1, September 1976, pp. 5-24.

**Book Reviews and Review Essays:**

A Review of Richard J. Murnane and Frank Levy, Teaching the New Basic Skills: Principles for Educating Children to Thrive in a Changing Economy in Journal of Policy Analysis and Management, Vol. 17, No. 1, Winter, 1998, pp. 125-127.

A Review of James Chan, editor, Research in Governmental Accounting, Volume 3, Part B, in Public Budgeting & Finance, Vol 8. No. 2, Summer 1988, pp 116-118.

A Review of James Guthrie, editor, School Finance Policies and Practices. The 1980's: A Decade of Conflict in Resources in Review, Vol. 4, No. 6, November 1982, pp. 18-19.

"Interorganizational Analysis: An Analytical Handle on the Complexity of Service Delivery Systems," (with Charles H. Levine). Urban Affairs Quarterly, Vol. 12, No. 3, March 1977, pp. 411-422. Reprinted in Robert L. Lineberry, editor, The Politics and Economics of Urban Services, Beverly Hills, California: Sage, 1978.

**Papers, Research Reports, Monographs, and Teaching Cases:**

"Focus on Learning: A Report on Reorganizing General and Special Education in New York City," (with Norm Fruchter, Ann Marcus, Mark Alter, and Jay Gottlieb), NYU Institute for Education and Social Policy, November 1995.

"Report on Visit to South Africa," with Walter Stafford, Prepared for the Open Society Foundation-South Africa and the University-Based Management Development Programme, November 1995.

"Comments on 'The Links Between the Citizen and the State: From POSDCORB to ACUMENE,' paper prepared for Annual Conference of National Association of Schools of Public Affairs and Administration, Austin, Texas, October 1995.

"Education for Public Service in South Africa: First Impressions from a First Trip," paper prepared for the Open Society Foundation-South Africa, February 1995.

**Papers, Research Reports, Monographs, and Teaching Cases (continued):**

"Student-Level School Resource Measures: Paper for National Center for Education Statistics," (with Leanna Stiefel), paper prepared for the National Center on Education Statistics, January 1995.

"User's Guide" (with Leanna Stiefel), in Steve Gold et. al., Public School Finance Programs of the United States and Canada, 1990-91. American Education Finance Association and the Center for the Study of the States, 1992.

"The Last Hope for School Governance in New York," paper prepared for the Foundation Executives' Education Reform Fund, October 30, 1992.

"Guide to New York City Public Education Data Bases; Elementary and Middle Schools, and High Schools," (with Jodi Paroff), data base documentation prepared for New York City Public Education Data Consortium, September 1992.

"Status Quo Fiscal Study: An Analysis of New York City Expenditures and Revenues on Staten Island," (with Dick Netzer and Leanna Stiefel), prepared for the State of New York, Charter Commission for Staten Island, July 1992.

"The Relationship Between School Resources and Racial/Ethnic Status of Students in New York State Public Schools including Appendix and Addendum," (with Leanna Stiefel), prepared for New York City Board of Education for school finance litigation, January and May 1992.

"Concept Paper on Measures of Equitability," a paper prepared for a study of Chapter 1 resources in the context of state and local resources for education, (with Jay Chambers and Leanna Stiefel), American Institutes for Research, September 1991.

"School Finance in New York State: Issues from a Rural Perspective," Paper prepared for the New York State Rural Advisory Committee, August 1991.

"Fifteen Years Older and Deeper in Debt: Effects of the Mid-1970s Fiscal Crisis on Public Elementary and Secondary Education in New York City," (with Leanna Stiefel), Urban Research Center, New York University, May 1991.

"Measuring School Finance Equity in the 1990s: Old Dogs or New Tricks," (with Leanna Stiefel), October 1990.

"The State Government Printing Agency," a teaching case in public sector financial management. Available from New York Cases in Public Management, Nelson A. Rockefeller Institute of Government, SUNY, and the Governor's Office of Employee Relations, 1989.

**Papers, Research Reports, Monographs, and Teaching Cases (continued):**

"Relative School-Level Performance Measures for Elementary and Middle Schools in New York City, Final Report to the Macy Foundation on the New York University-Citizens Budget Commission study, June 1, 1989.

"Regression Results in School Performance Study," Unpublished paper, November 14, 1988.

"Urban Education: A National Priority," Paper prepared for New York University's Urban Research Center Conference on An Urban Agenda for the 1990s, May 12, 1988.

"The SAT Scores of Seniors in New York City Public High Schools," (with Emanuel Tobier), Urban Research Center, New York University, March 1988.

"The Fiscal and Economic Condition of Texas," (with Matthew Drennan). Prepared for AMBAC, December 1987.

"Financial Management in State Government: Pressures, Accomplishments, and Challenges," in Managing New York State, New York Governor's Office of Employee Relations, Spring 1987, pp. 1-4.

"The Fiscal and Economic Condition of California," (with Matthew Drennan). Prepared for AMBAC, April 1987.

"Toward the Development of a Financial and Economic Model of Hospitals to Determine the Effects of Alternative Capital Policies," Final Report to the United Hospital Fund, February 1986.

"The Fiscal and Economic Condition of New York State," (with Matthew Drennan). Prepared for AMBAC, December 1985.

Primary author, Graduate Curricula in Budgeting and Financial Management; Recommendations for Reform, Final Report of the National Task Force on Curriculum Reform, Section on Budgeting and Financial Management, ASPA, July 25, 1985. An abridged version of report is in Public Budgeting and Finance, Vol. 5, No. 4, Winter 1985, pp. 3-22.

"Estimating Cash Flows for a Tax Delinquency Note, An IFPS Case in Governmental Budgeting," (with the assistance of Elizabeth Hill and Steven Sachse), April 1985.

"Curricula in Public Sector Financial Management: The Need for Reform," paper presented at the annual meeting of the American Society for Public Administration, Denver, Colorado, April 1984. Paper also prepared for Section on Budgeting and Financial Management's Task Force on Curriculum Needs.

"A Report to the Director, School Finance Project, Illinois State Board of Education, on Cost of Education Index," (with Kathleen Adams and Wayne Wendling), October 1983. Presented at annual meeting,



**Papers, Research Reports, Monographs, and Teaching Cases (continued):**

American Education Finance Association, Orlando, Florida, March 1984.

"911: An Emergency Telephone Number," teaching case study in technology and public policy. Prepared under a grant from the A. P. Sloan Foundation, March 1983.

"Alternative Measures of Disparities in California School Finance," (with Leanna Stiefel). Report prepared for Remcho, Johansen, & Purcell, attorneys for the State of California in Serrano v. Priest and related school finance cases, January 7, 1983. Used as a basis for testimony and submitted as evidence, January 18, 1983.

"The Measurement of Vertical Equity in School Finance," (with Leanna Stiefel). Paper presented at NIE, July 1982.

"Assessing School Finance Equity in the States: A Literature Review," (with Leanna Stiefel). Paper prepared for the School Finance Project, U.S. Department of Education, February 1982.

"What Every Public Manager Needs to Know about Financial Management or A Basic Course in Public Sector Financial Management". Paper presented at a conference on Graduate Training in Public Sector Financial Management sponsored by the Maxwell School, Syracuse University, December 1981.

"On Teaching Public Management Skills: Some Ideas and an Example". Paper presented at the annual meeting, American Society for Public Administration, San Francisco, April 1980.

"A Statistical Comparative Analysis of the Equity of Maryland's School Finance System: 1975-76," (with Leanna Stiefel). Report prepared for Rauh, Silard, and Lichtman, attorneys for the plaintiffs in Maryland's school finance case, Hornbeck v. Somerset County, September 1979.

"A Methodological Assessment of Education Equality and Wealth Neutrality Measures," (with Leanna Stiefel). Graduate School of Public Administration, New York University, and Papers in Education Finance, paper no. 17, Education Commission of the States, Denver, Colorado, July 1978. Presented at a meeting of the School Finance Cooperative, Washington D.C., July 1978.

"Equity and Public Education: Conceptual Issues of Measurement," Graduate School of Public Administration, New York University, Working Paper No. 4, October 1977. Presented at School Finance Cooperative Meeting, Chicago, November 1977; Ford-NIE conference on school finance reform, Tucson, February 1978; annual meeting of American Education Finance Association, Denver, March 1978.

"Financial Solvency of Local Governments: A Conceptual Approach," (with Richard Schramm). Paper prepared for the International City

**Papers, Research Reports, Monographs, and Teaching Cases (continued):**

Management Association's NSF grant on Assessing Municipal Financial Condition and Improving Financial Management Practices, March 1978. Part of this paper appears as "The Financial Solvency of Local Governments," Department of City and Regional Planning, Cornell University, Working Paper No. 21, January 1979.

"Minority Group Attendance Patterns and Program Choice at the Community College," (with Steven Klees). Final report to the Exxon Education Foundation, Department of Education, Cornell University, October 1977.

"Interorganizational Analysis: Theoretical Opportunity or Technological Fix?", (with Charles H. Levine). Paper presented at the annual meeting, American Society for Public Administration, March 1977.

**Teaching Experience and Interests**

Courses Taught, 1976-2003:

Policy Issues in Primary and Secondary Education; Budgeting and Financial Condition Analysis; Accounting for Public, Non-Profit, and Health Management; Financial Decision-Making for Public, Non-Profit, and Health Management; Models and Methods of Public Financial Decision-Making and Management; Governmental Budgeting; Public Policy Implementation; Organization Theory in a Public Context; Quantitative Methods for Public Policy Analysis II; Financial Analysis of Public Organizations.

Designed and taught continuing and professional education courses for New York State's Office of Employee Relations and New York State's Public Service Training Program. Taught in New York City's "Top 40 Program" and in program for foundation executives in the Baltic States.

**Awards and Honors**

New York University Alumni Federation, Great Teacher Award, May 1986.

American Society for Public Administration, New York Metropolitan Chapter, Outstanding Academic Award, June 1987.

American Education Finance Association, Outstanding Service Award, March 1999.

**Funded Research and Other Projects**

Principal Investigator, "A Partnership with the Institute of Public Administration and Local Government, Cabinet of Ministers, Ukraine," Pew Foundation, March 1993 to July 1996.

Principal Investigator, "Edmund Muskie Fellowship Program for Students from the Former Soviet Union," Soros Foundation and USIA, August 1992 to August 1993, and August 1993 to August 1996.

Co-Principal Investigator, "A Four City Study of School Based Budgeting," Andrew W. Mellon Foundation, October 1992 to September 1995.

Principal Investigator, "Evaluation of New York City Head Start Transition Project," New York City Board of Education, October 1991 to September 1994.

Principal Investigator, "New York City Public Education Data Consortium," Aaron Diamond Foundation and Robert Sterling Clark Foundation, and New York Community Trust, January 1992 through August 1995.

Principal Investigator, "Chairman and Convener of New York State Study Group on Outcome Equity," New York State Department of Education, April 1992 to July 1993.

Co-Principal Investigator, "A Study of Chapter 1 Resources in the Context of State and Local Resources for Education," American Institutes for Research, October 1991 to March 1993.

Co-Principal Investigator, "School-Level Resource Allocation," Educational Priorities Panel, November 1991 to June 1993.

Co-Principal Investigator, "Data Base and Analysis of School Finance Equity in New York State," Fund for New York City Public Education, July to December 1991.

Co-Principal Investigator, "The Effects of the 1970s Fiscal Crisis on Public Education in New York City," The Aaron Diamond Foundation, January to June, 1991.

Principal Investigator, "Relative Measures of Elementary and Middle School Performance in New York City," Aaron Diamond Foundation, J.P. Morgan, New York Telephone, September 1990 to December 1992.

Principal Investigator, "New York State Temporary Commission on New York City School Governance (Marchi Commission), State of New York, November 1989 to March 1991.

Principal Investigator, "Policy Research for New York State Temporary Commission on the Distribution of State Aid to Local School Districts (Salerno Commission), State of New York, September to December 1988.

**Funded Research and Other Projects (continued):**

Principal Investigator, "Governmental Accounting and Financial Reporting and the Measurement of Financial Condition," Governmental Accounting Standards Board, February 15, 1988 to February 15, 1989.

Principal Investigator, "Methods to Evaluate Public Schools in New York City," Macy Foundation and Citizen's Budget Commission, July 1987 to January 1989.

Co-Principal Investigator, "New York's Educational Sector: Change and Prospects, 1950-1990," Exxon Education Foundation, September 1986 to December 1987.

Principal Investigator, "Towards the Development of a Financial and Economic Model of Hospitals to Determine the Effects of Alternative Capital Policies," United Hospital Fund, July 1984 to June 1985.

Principal Investigator, "Teaching Governmental Budgeting with Computerized Interactive Financial Planning Systems," NYU's Curricular Development Fund, September 1983 to August 1984.

Co-Principal Investigator, "The Measurement of Equity in School Finance: Conceptual and Empirical Dimensions," National Institute of Education, September 1980 to September 1981.

Co-Principal Investigator, "School Finance Equity for New York State's Children: A Quantitative Historical Analysis," NYU's Spencer Foundation Grant to Young Scholars, September 1979 to August 1980.

Co-Principal Investigator, "Measurement of Equity in School Finance," Ford Foundation, June 1978 to September 1980; supplement, July 1980 to August 1980.

Principal Investigator, "School Finance Equity Monitoring," National Institute of Education through a grant to Education Commission of the States, January 1978 to December 1978.

Co-Principal Investigator, "The Measurement of Equity with an Expenditure Disparity Measure," U.S. Office of Education and Education Commission of the States, November 1977 to November 1978.

Research Associate, "Minority Group Attendance Patterns and Program Choice at the Community College Level," Exxon Education Foundation, September 1975 to September 1976.

**Consulting**

Weisman & Associates, attorneys for plaintiffs in Hancock v. Commissioner of Education  
Campaign for Fiscal Equity, attorneys for plaintiffs in CFE vs State of New York  
Texas Association of School Boards  
State of Maine, Department of Education  
Soros Foundation  
U.S. Department of Education  
United States General Accounting Office  
New York City Fund for Public Education  
New York State Rural Advisory Committee  
Legislative Budget Board, State of Texas  
Texas Education Agency, State of Texas, attorneys for defense in Edgewood v. Kirby  
AMBAC (American Municipal Bond Assurance Company)  
Bankers Trust Company  
National Westminster Bank PLC  
Financial Guaranty Insurance Company  
Illinois State Board of Education  
Remcho, Johansen & Purcell, attorneys for defense in Serrano v. Priest  
State of Alaska, Department of Education  
Moody's Investors Service  
Rauh, Silard and Lichtman, attorneys for plaintiffs in Hornbeck v. Somerset County  
City of New York, Board of Education  
New York Special Task Force on Equity and Excellence in Education  
Education Commission of the States  
U.S. Office of Education  
International City Management Association  
Ford Foundation  
Syracuse, N.Y., Police Benevolent Association and Firefighters Association  
Saskatchewan Universities Commission, University of  
Saskatchewan, University of Regina

**Professional Associations and Activities**

American Economic Association; American Education Finance Association (Member, Board of Directors, 1985-1988); American Society for Public Administration (Member, Executive Committee, Section on Budgeting and Financial Management, 1985-89); National Tax Association; Association for Public Policy Analysis and Management.

Chair, Working Group on Results-based Planning, Budgeting, Management, and Accountability Systems, The Finance Project, Washington, DC, 1995-1996.

Co-Chair, New York State Regents Subcommittee on Low-Performing Schools Advisory Council, 1993-94.

Member, Board of Directors, 1987-2001; Treasurer, 1988-1998, University Settlement House, N.Y., N.Y.

**Professional Associations and Activities (continued):**

Book Review Editor, Public Budgeting & Finance, 1988-1991.

Public Member, Yonkers Financial Control Board, 1988-1998.

Member, Committee on Education Finance: Equity, Adequacy, and Productivity, National Research Council/National Academy of Sciences, 1996-1999.

Chairman, Steering Committee, Institute for Local Government and Public Service, Budapest, Hungary, 1993-1996, Member, Steering Committee, Local Government Initiative, Budapest, Hungary, funded by the Soros Foundation, 1996-Present.