MICHAEL ALAN SHIRES

Spicewood, TX and Washington, DC
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CURRICULUM VITAE

TIMELINE OF WORK EXPERIENCE

America First Policy Institute, Washington, DC, 2025 – present

- ***Vice Chair of Education Opportunity / Senior Policy Officer***

Consultant – Policy Research and Business Services, various locations, 1985 – present

University of Austin, Austin, TX, 2022 – 2025

- ***Senior Advisor to the President / Chief of Staff / Senior Vice President for Strategy / Vice President for Strategic Initiatives / Board Secretary / Professor of Economics and Public Policy***

Pepperdine School of Public Policy, Malibu, CA, 1998 – 2024

- ***Vice Dean for Strategy and Online Programs / Associate Dean for Strategy and Special Projects / Director of Assessment / James Q. Wilson Visiting Professor of Public Policy / Adjunct Professor / Associate Professor of Public Policy / Assistant Professor of Public Policy***,

Texas Public Policy Foundation, ***Senior Visiting Fellow,*** Austin, TX, 2021 – 2022 *(sabbatical appointment)*

Public Policy Institute of California, ***Research Fellow***, San Francisco, CA, 1995 – 2000

RAND Corporation, ***Doctoral Fellow and Institute on Education and Training Education Fellow***, Santa Monica, CA, 1990 – 1995

Wickes Companies, Inc., ***Senior Tax Accountant***, Santa Monica, CA, 1989 – 1990

law.dox, ***Manager of Strategic Planning/Acting Director of Operations***, Los Angeles, CA, 1987 – 1988

Diversified Realty Group, Inc., ***Staff Accountant/Acting Controller***, Los Angeles, CA, 1984 – 1986

EDUCATION

- ***Ph.D., Public Policy Analysis*, RAND Graduate School of Policy Studies**, *Distinction in Statistics*, Santa Monica, CA, 1995.
- ***M. Phil., Public Policy Analysis*, RAND Graduate School of Policy Studies**, Santa Monica, CA, 1992.
- ***M.B.A.*, UCLA Anderson School of Management,** *Marketing and Accounting*, Los Angeles, CA, 1987. Captain and player/coach of Division III rugby team for two successful seasons. Worked half-time to full-time while completing full-time MBA program.
- ***B.A., Economics***, *Cum Laude*, **University of California, Los Angeles**, Los Angeles, CA, 1985. Honors included UCLA Honors College and Catalina Marine Biology Quarter. Competed on intercollegiate water polo and club rugby teams.

FELLOWSHIPS, HONORS, AND AWARDS

- ***Future Candidates Seminar,* Leadership Institute**, Arlington, VA, 2014.
  Recruited to attend national program designed to raise up conservative leaders to run for elected office.

- ***FDD Academic Fellow,* Foundation for the Defense of Democracy**, Washington, DC, 2013.
  Selected for national honor to participate in intensive program and course on terrorism and the threat it poses to democratic societies, including programming related to terrorists' ideologies, motives, operations and how democracies can fight them. Program included two-week visit to Israel, including exchanges with Israeli and other international academics and national security experts, as well as visits at security facilities, bases, and programs across the country.

PROFESSIONAL AND PUBLIC LEADERSHIP EXPERIENCE

Accreditation, Innovation and Modernization Committee (AIM) at United States Department of Education (USDoE), Washington, DC – Federal negotiated rulemaking committee responsible for drafting new rules the USDoE's oversight of accrediting organizations.

- ***Member representing taxpayers and the public interest*** (2026) – Nominated and selected to represent taxpayers and the public interest at for negotiated rulemaking process. Prioritized transparency, accountability, and competitive opportunities to modernize and improve current accrediting processes. New rules will ensure that accreditors hold themselves and institutions accountable to federal law and the public interest—protecting families, taxpayers, and students. Committee achieved consensus around the new rules and preliminary rules were issued for comment in August 2026 with final rules expected to go into effect in July 2027.

Association for Public Policy Analysis and Management (APPAM), Washington, DC. National professional association for scholars with professional research and scholarship interests in the field of public policy.

- ***Secretary*** (2018 – 2020) Elected by peers to leadership position as secretary of national public policy research association. Role includes membership on the Executive Committee of the Policy Council and includes fiduciary responsibility for the governance and management of the association.
- ***Book Review Editor, Journal of Policy Analysis and Management*** (2015 – 2018) – Appointed by *JPAM* Editor to serve as book review editor for national, highly-ranked policy journal.
- ***Member, Strategic Planning Committee*** (2014 – 2015) **–** Appointed by president-elect and governing board to serve on committee revisiting the APPAM Strategic Plan to update it to the contemporary policy environment.
- ***Chair, APPAM Data Committee*** (2013 – 2017) – Oversee efforts by APPAM to (1) coordinate data collection at master's level for public policy and affairs programs nationally with NASPAA; (2) develop data on doctoral policy programs nationally; and (3) map career paths and employment by nongovernmental, nonacademic public policy employers.
- ***Member, Executive Committee of Policy Council*** (2013 – 2015) – leadership committee of governing board of national professional association for professionals in the field of public policy.
- ***Member, Policy Council*** (2012 – 2015) – elected to the association's governing board.
- ***Chair, Committee of Institutional Representatives*** (2013 – 2015), ***Vice chair*** (2009 – 2011) and ***Secretary*** (2005 – 2007) – Elected to lead in representative body of national professional association.

PROFESSIONAL AND PUBLIC LEADERSHIP EXPERIENCE *(APPAM continued)*

- **Association for Public Policy Analysis and Management**
  - ***Conference Co-chair, APPAM National Spring Conference,*** (2013 – 2015) – Appointed by governing board to organize more than 30 sessions with 3-6 participants at annual national conference focusing on teaching and pedagogy in public policy (Spring 2014) and building bridges between the academy and the practitioner community (Spring 2015). Responsibilities included selecting themes, soliciting proposals, overseeing proposal selection process, coordinating invited panels and sessions, and general conference logistics.
  - ***Program Committee Section co-chair, APPAM Fall Research Conference*** (2013) – Appointed by president-elect to organize more than 30 sessions with 3-6 participants at annual national conference—covering the areas of human capital, education, and workforce development.

Network of Schools of Public Policy, Affairs, and Administration (NASPAA), Washington, DC – National professional association for administrators and leaders of public policy programs across the U.S.

- ***Member, Executive Council*** (2017 - 2020) – Selected by peers to three-year term on governing board of one of leading professional association for schools of public affairs, policy, and administration. Role includes fiduciary responsibility for the governance and management of the association.
- ***Chair and Member, NASPAA Data Committee*** (2015 - 2021) – Selected to serve on NASPAA committee tasked with accumulating data on all public affairs, public policy, and public administration programs. Surveys include not only enrollment and administrative data (including faculty salaries), but also instruments targeted at alumni and professionals.
- ***Judge, NASPAA Student Simulation Competition*** (February 2015) – One of three judges in Western Region of inaugural national public policy student challenge using ground-breaking big-data simulation technologies to foster student policy analysis and competition.

National Institute of Public Finance, Lexington, KY – Educational program organized under the auspices and control of the National Association of State Treasurers.

- ***Member, Board of Trustees*** (2015 – 2022) – Serve as board member of national certificate training program for state treasurers and their staffs. The program is offered in co-sponsorship with the National Association of State Treasurers and Pepperdine University.

One Heart for Israel, Simi Valley, CA – Non-profit charitable education organization organized under IRS Code Section 501(c)(3) whose mission is to build bridges between Israel and the United States by fostering travel, educational and cultural exchanges. Mission focus is explicitly on building those bridges between the U.S. Christian community and the various Christian, Jewish, and Secular communities in Israel.

- ***Member, Board of Directors,*** (2014 – 2022) – Founding board member for nonprofit foundation
- ***Secretary, Board of Directors*** (2015 – 2022) – Elected secretary of foundation board
- ***Senior Vice President*** (2015 – 2022) – Appointed to senior leadership role by governing board in non-profit 501(c)(3) charitable educational organization. Responsibilities include fundraising, operations, communications, media, and program development.

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TEACHING EXPERIENCE

Pepperdine School of Public Policy

- ***James Q. Wilson Visiting Professor of Public Policy***, (2022 – 2023)
- ***Associate Professor of Public Policy*** [tenured]**,** (2003 – 2022)
- ***Assistant Professor of Public Policy*** [tenure-track]**, (**2000 – 2003)
- ***Adjunct Faculty,*** (1999, 2024)

Teaching position at new policy school focusing on state, regional and local policy issues as well as the application of policy, economic, political, and analytic theory to policy. Additional areas include energy policy, technology, and public policy, as well as quantitative analysis and education policy issues.

Anderson School of Management at UCLA, (1994).

Instructor**,** Statistics for business applications for MBA students covering probability, random variables and distributions, regression, multiple linear regression, and decision theory.

California State University, Dominguez Hills, School of Management, Department of Public Administration, (1993).

Lecturer**,** Management and application of a systems approach to strategic planning in the public sector for undergraduate and graduate students.

AREAS OF POLICY WORK, RESEARCH AND SCHOLARSHIP

- ***Postsecondary leadership, governance, access, finance, accreditation and institutional processes***
- ***Accountability and technology in government policy***
- ***K-12 education finance, governance, structure, and accountability***
- ***Leadership and ethics in public initiatives and institutions***
- ***Strategic planning, assessment, and implementation***
- ***International trade and economics***
- ***Economic development and opportunity***
- ***Local and regional community and economic development issues***
- ***Modeling complex fiscal and production processes in public policy***
- ***State, regional, and local government finance and governance***
- ***Operations***
- ***Organizational leadership***

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LEADERSHIP AND ADMINISTRATIVE EXPERIENCE

VICE CHAIR OF EDUCATION OPPORTUNITY AND SENIOR POLICY OFFICER, America First Policy Institute, Washington, DC. ***(current role)***

Leading higher education policy and research for national public policy thinktank. Building and executing an agenda for higher education reform that realigns federal and state governance and regulatory processes to create a postsecondary sector that will both serve the American public and strategically prepare the workforce America for the next century.

- Develop and communicate a policy agenda and set priorities that serve America First goals
- Lead a team of scholars and analysts to produce analysis and research that supports that agenda
- Communicate the Institute's agenda for primary, secondary and postsecondary education to a wide range of constituents, including the White House, the Departments of Education and Labor, Congressional staff, the broader public policy community, the media and the general public
- Work with legislators to build coalitions to address and solve policy problems that fit within the Institute's priorities and agenda
- Provide commentary and insight to elected officials, appointed leaders, and the general public regarding public policy developments
- Communicate America First research and priorities to the broader public at the national, state and local levels, advocating for good policy choices that advance the public good
- Work with our development team to identify, attract and enlist supporters who will support our work reputationally, financially and actively
- Lead and manage teams across five policy areas including higher education policy, federal K-12 education policy, state education policy, election integrity, artificial intelligence and emergent technology, economic and budget policy, and U.S. trade policy.

SENIOR ADVISOR TO THE PRESIDENT / CHIEF OF STAFF / SVP FOR STRATEGY, SECRETARY OF THE BOARD, PROFESSOR OF ECONOMICS AND PUBLIC POLICY, University of Austin, Austin, TX.

Serve as the number two executive delivering on the vision of an innovative, new university in Austin, Texas. Key responsibilities include hiring senior staff and creating a culture of communications, collaboration and innovation. Built a solid framework for recruiting quality students, hiring phenomenal faculty, raising needed resources, building robust review and quality control processes, finding innovative administrative strategies and securing the needed state and federal authorizations to open and operate as a university.

SENIOR LEADERSHIP ROLE IN STARTUP UNIVERSITY

- Coordinate and lead senior management team, reporting directly to the President and supervising C-suite leadership
- Coordinated the creation of an innovative Constitution for the University that will guarantee academic freedom without tenure
- Develop strategic plan for new University applying its mission to today's dynamic higher education landscape
- Oversee $250 million fundraising campaign (including cultivation of major donors)
- Led regulatory compliance process that resulted in authorization by the Texas Higher Education Coordinating Board

LEADERSHIP AND ADMINISTRATIVE EXPERIENCE

University of Austin (continued)

SENIOR LEADERSHIP ROLE IN STARTUP UNIVERSITY

- Led regulatory compliance process that secured exemption from the Texas Workforce Commission
- Lead accreditation process with former Middle States Commission on Higher Education—currently pursing applicant status
- Directed $2 million dollar construction of campus facility in historic downtown location
- Oversaw faculty-oriented development of curriculum and assessment infrastructure for innovative new curriculum that blends classical education with practical skills and experiences
- Creating new administrative platform that has reduced administrative costs by 20-30 percent
- Ensure communication between full range of academic and business processes across the organization
- Lease, design, negotiate and oversee the development of new office and classroom spaces
- Oversee academic research institutes on civil discourse and human flourishing
- Lead search, design and planning for interim campus
- Lead search, design and planning for permanent campus
- Serve as lead on site selection and development of permanent campus, including negotiations over land, lease and construction options
- Directed legal processes and issues for university, including multiple negotiations with significant stakes for the institution
- Build new financial services model that streamlines and focuses the infrastructure of the university on student services
- Managed board oversight of budget and financial processes
- Support development initiatives across the institution
- Support and coordinate University's Board of Trustees
- Perform additional duties as assigned by the Chairman of the Board and the President
- Oversee application process with the Texas Higher Education Coordinating Board
- Represent the University before external audiences and constituencies
- Build strategic partnerships with external actor and institutions around the University's mission
- Develop strategic plan for the institution
- Build foundation for accreditation with major national accreditor
- Develop new vision and strategy to maximize national and international impact of fledgling university
- Negotiate and sign partnerships and alliances with other universities around faculty-sharing, curricular and articulation agreements, business opportunities and partnerships
- Negotiate international partnership to create innovative support organization for universities
- Negotiate and sign partnerships and agreements with national businesses for technology sharing, innovation and educational services
- Hire senior leaders within the university
- Develop staffing, budgetary and personnel plans for new university

LEADERSHIP AND ADMINISTRATIVE EXPERIENCE *(continued)*

VICE DEAN / SENIOR ASSOCIATE DEAN, ASSOCIATE PROFESSOR OF PUBLIC POLICY, Pepperdine School of Public Policy, Malibu, CA.

Approximately 25 years as a professor and academic leader at Pepperdine University. Served as a full-time professor throughout my time at Pepperdine and an administrator for much of the last 15 years. Led several successful redesigns of the curriculum, the design and launch of a new online degree (including approvals by WSCUC), oversaw assessment cycles and processes, created professional development models for faculty and staff, oversaw student services staff, served as faculty anchor for technology issues, led the successful faculty response to COVID-19 and served as key University leader across a wide range of administrative functions and issues including technology, libraries, curriculum design, assessment processes, executive searches, accreditation and strategic planning.

PEPPERDINE UNIVERSITY WASC AND WSCUC ACCREDITATION PROCESSES

- Representative for School of Public Policy to the WASC Accreditation Steering Committee
- Part of campus leadership team that successfully secured re-affirmation for accreditation over the course of three separate accreditation cycles
- Served as part of host committee for site visits
- Participated in conversations with WASC accreditation committee and site visit teams.

MANAGING ASSESSMENT PLANNING AT SPP

- Developing and overseeing internship assessment and review processes
- Coordinating capstone pedagogies and processes
- Developing capstone assessment processes
- Overseeing capstone assessment processes

ANNUAL NEW STUDENT ORIENTATION LEADERSHIP WORKSHOP

- Organizing and leading/co-leading workshop for 13 years (assisting for two years before that)
- Planning logistics for annual 3-day, new student orientation with event staff and administration
- Developing Program objectives for student leadership and team-building exercises
- Leading and co-leading new student orientation over three-day program

FACULTY GOVERNANCE AND LEADERSHIP

- Led faculty curriculum, governance, and assessment committees
- Oversaw school faculty team that extensively re-engineered MPP degree program
- Worked with university administration to ensure faculty ownership of academic and co-curricular content across the university under auspices of university-wide Assessment of Student Learning Council and University Academic Council
- Liaised closely with accreditation site visit team to identify and implement new opportunities for improving faculty governance at Pepperdine

SPP FIVE-YEAR PROGRAM REVIEW

- Developed plan for preparing review
- Oversaw data systems development and collection for 5-year review
- Coordinated and guided external review process
- Wrote and prepared draft of document
- Presented Five-year Review to faculty, staff, alumni, advisory board, students, and community
- Revised final report and submitted to university review process
- Wrote and negotiated Memorandum of Understanding with administration for implementation of recommendations of Five-year Program Review
- Implemented on-going annual re-evaluation and accountability process for MOU and 5-year review

ACADEMIC LEADERSHIP AND ADMINISTRATIVE EXPERIENCE *(Pepperdine continued)*

DESIGN, BUILD, CREATE AND LAUNCH INNOVATIVE NEW ONLINE DEGREE

- Oversaw the creation of innovative, online degree using stackable certificates
- Led faculty discussions and deliberations for design of new program
- Screened and selected vendors for delivery of various services, including online program management
- Designed, developed, and drafted curriculum, curriculum design, curriculum map, assessment strategies and tools for new online program
- Developed and designed budgets, personnel, organizational structure, governance, funding models, marketing strategies, and regulatory documents for new program
- Negotiated budgets, personnel, organizational structure, funding models, marketing strategies, and regulatory documents with administrators at university
- Negotiated governance, faculty policies, online working documents, personnel issues with faculty and human resources staff
- Oversaw course design for more than 30 courses for online program, including assessment goals, course objectives, and full syllabi
- Developed and carried proposal for new program (including four separate certificates) through university approval process, including the University Academic Council—including getting signoff and support from all administrative quarters of the university
- Prepared and secured approval from the Western Association of Schools and Colleges Senior College and University Commission for four professional certificate programs and online degree in record time
- Led faculty curriculum, governance, and assessment committees
- Collaborated with vendors and university information technology staff to develop technical and support infrastructure for program
- Collaborated with university staff and vendors to build student support infrastructure
- Built new financial aid policies for online program
- Developed job descriptions for staff in collaboration with staff and human resources staff
- Worked with marketing teams to build content, branding, and marketing strategies for program
- Developed and oversee student admissions processes and teams
- Hired faculty for online program, including contract development, setting norms, and course standards

MAJOR PROGRAM REDESIGN AND REFORMULATION

- Oversaw the re-invention and redesign of complete MPP program at Pepperdine to expand professional development and education for students
- Led faculty-governed process to develop new standards, create new program components, and revise existing components to rebalance and expand professional development portion of MPP program
- Held focus groups and sessions with faculty, students, alumni, donors, stakeholders, practitioners, university administrators, peer institution administrators to develop plan for niche and positioning of Pepperdine program
- Developed extensive assessment materials ascertaining effectiveness of current curriculum
- Worked with university technology staff to build new technology tools to support new curriculum
- Coordinated with Dean and events staff to build a professional development speaker calendar
- Built new teaching infrastructure in SPP that realigned balance between academic course work and practical experience
- Expanded student flexibility for pursuing and integrating professional experiences into classroom
- With student services, built new professional development curriculum, track and assessment program
- Created academic plan and strategy for implementation of program redesign
- Guided faculty-led redesign process through internal and external approval processes
- Helped university redesign school's budgeting model to accommodate program revisions
- Assisted administration staff in implementing revisions
- Negotiated revisions and collaborations with other schools at Pepperdine
- Leading development of new partnership initiatives with other universities to improve student opportunity and access
- Overseeing development of Pepperdine's new programs in Washington, DC

ACADEMIC LEADERSHIP AND ADMINISTRATIVE EXPERIENCE *(Pepperdine continued)*

COLLABORATION WITH OTHER SCHOOLS AND DEGREE PROGRAMS

- Working extensively with other schools both within and outside the university to create new educational opportunities and partnerships
- Leading redesign collaborations with several schools to redesign and re-engineer joint degree programs
- Creating new categories of cross-school enrollment opportunities—both within the courses and with co-curricular activities
- Negotiating new tuition-sharing models between schools to account for cross-enrollments between schools and programs
- Leading efforts to create new certificate experiences for our students in other programs and for students in other programs within our school
- Supporting faculty in multiple schools as they generate new collaborations models between the schools
- Identifying innovative approaches to student specializations across schools at the University
- Collaborating with other universities to create shared professional and educational experiences for our students
- Developing new "pipeline" programs with partner universities that will allow undergraduates to jumpstart their graduate education at Pepperdine

ADMINISTRATIVE TASKS GENERALLY ASSOCIATED WITH CURRICULUM AND PROGRAMMING

- Coordinating SPP Annual Review Process –
- Managing layout and planning of RTP processes
- Coordinating and making committee assignments to university-wide and internal faculty committees
- Developing agendas for faculty meetings and running faculty meetings
- Built class-concentration balancing model used to identify projected course and staffing needs
- Assisted in coordinating faculty scheduling to accommodate leaves and sabbaticals
- Actively recruiting adjuncts to cover portions of the program curriculum
- Oversee and manage Summer Internship program
- Oversee and manage Capstone Policy Seminar program

DEVELOPMENT OF SPP STRATEGIC PLANNING PROCESS AND PLAN

- In conjunction with five-year review, led school-wide conversation about the school's strategic direction and vision
- Convened and moderated community meetings with faculty
- Convened and moderated community meetings with staff
- Convened and moderated community meetings with alumni
- Convened and moderated community meetings with students
- Convened and moderated community meetings with members of the Board of Visitors
- Meet individually with each member of the Board of Visitors and selected donors
- Drafted initial version of SPP Strategic Plan
- Collaborated with another member of faculty to craft compromise language for strategic plan
- Final draft was adopted by faculty and advanced to Dean for final revisions and changes

REPRESENTATION OF SPP TO CONSTITUENCIES EXTERNAL TO THE SCHOOL

- Institutional representative to Network Among Schools of Public Policy, Affairs and Administration
- Institutional representative to Association for Public Policy Analysis and Management
- Policy program collaboration with other schools (including George Washington University, USC Price School, and Pardee RAND Graduate School of Policy Studies)
- Development of the Pepperdine-hosted National Institute of Public Finance with the Graziadio School of Business and Management under the auspices of the National Association of State Treasurers
- Appearances on video-based *Graziadio Business Review* with members of the GSBM finance faculty

ACADEMIC LEADERSHIP AND ADMINISTRATIVE EXPERIENCE *(Pepperdine continued)*

SPP-SPECIFIC COMMITTEE SERVICE

- Academic Ethics Committee (Student Honor Boards)
- SPP Assessment Committee
- SPP Diversity Committee
- Student Grade Petition Committee
- Rank, Tenure, and Promotion Committee
- Faculty Search and Hiring Committees

UNIVERSITY-WIDE COMMITTEE SERVICE

- WASC Accreditation Steering Committee (through ***four*** 10-year accreditation cycles)
- University Diversity Committee
- University Rank, Tenure and Promotions Committee
- University Planning Committee
- University Academic Council
- High Impact Practices Committee
- Advancement of Student Learning Council
- University Grievance Committee
- Library Faculty Committee
- Technology and Learning Faculty Steering Committee (Vice-chair)
- Education Technology Users Group
- Hiring Search Committees (for Chief Information Officer)
- Institutional Review Board (Human Subjects Protection)

CURRICULAR CHANGES COORDINATED AND LED

- Sequencing and content of core classes in curriculum:
  - Assessment and re-configuration of economics track
  - Order/timing of "roots of the American Order" and "Ethics in Public Policy" courses
  - Coordinating sections and content of multiple sections of courses across curriculum
  - Timing of core applied policy analysis course in curriculum (MPP 604) as it was shifted from the third semester to the second semester to its current place in the first semester of the four-semester program
  - Streamlining of core requirements by eliminating Public Policy and the Law course as part of the core
- Sequencing and content of core classes in curriculum:
- Revising content and tracking of students in the economics portion of the core
- Development of econometrics as a pre-requisite for a concentration in economics
- Revision of focus and content of core policy analysis course
- Revision of capstone policy seminar structure, standards, and requirements
- Redesign of summer internship program, review, administration, and requirements
- Revisitation and eventual modification of the New Student Orientation Leadership Workshop
- Revision, restructuring and eventual merger of the Mid-Program Leadership Workshop into the Summer Internship Program

SURVEY AND MARKETING INITIATIVES

- Conduct regular, periodic SPP-specific alumni surveys
- Coordinating surveys for other matters with OIE
- Coordinate SPP completion of national data surveys relating to graduate programs and graduate programs in public policy
- Conduct focus groups with alumni regarding key program issues, curriculum, and planning

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ADDITIONAL PROFESSIONAL AND RESEARCH ACTIVITIES

- **American Enterprise Institute, Higher Education Working Group.** Regular contributor to on-going conversations on issues affecting U.S. postsecondary educational institutions.
- **American Enterprise Institute, Conservative Education Reform Network.** Regular contributor to on-going conversations on issues affecting U.S. education policy.
- **Aspen Institute**, Outside reviewer for project proposals.
- **California Higher Education Roundtable/RAND.** Advisory Committee for research effort on the Future of Postsecondary Education in California.
- **California Governance Consensus Project**. Participated on several panels on state/local finance, K-12 education, and postsecondary education.
- **California Higher Education Policy Center**. Participated on several panels addressing assorted topics in higher education including enrollment projections, financial aid and student need, the future of public higher education in California.
- **California Center for Jobs and the Economy-Research Advisory Council.** Serve as technical expert on California economic issues.
- **City of Oakland Economic Advisory Council.** Serve on advisory body providing the City of Oakland with assistance and planning for economic contingencies and issues.
- **City of Simi Valley Citizens' Election Advisory Commission.** Serve as commissioner on city commission charged with enforcing election laws in local elections.
- **Georgetown University Press**. Peer-reviewed manuscript for recently released book on special district governance and tax incidence in the United States.
- **Hawaii International Conference on System Science.** Serve as outside expert reviewer for peer-reviewed conference papers.
- **The Heritage Foundation, Higher Education Working Group.** Regular contributor to on-going conversations on issues affecting U.S. postsecondary educational institutions.
- **Informing Science and IT Education 2004 Conference,** Served as outside expert reviewer for peer-reviewed conference papers.
- **National Tax Journal**. Peer-reviewed manuscript for articles on local government finance.
- **Postsecondary Subgroup of the Facilities and Finance Working Group of the California Legislature's Joint Committee to Develop a Master Plan for Education—Kindergarten Through University**. Member of advisory working group for decennial legislative review of the California Master Plan for Higher Education.
- **Public Policy Institute of California.** First hire at nonpartisan thinktank committed to California state and local policy issues. Assisted in design of most procedures and strategies within the institution. Chair of the Computer Advisory Committee, numerous recruiting committees, and Selection and Review Committees for the PPIC Extramural Research Program.
- **RAND Graduate School Advisory Board.** Representative to joint student/faculty/staff advisory committee that included elite academics (and two Nobel Laureates).
- **RAND Graduate Students Organization.** Class representative on student governing body.

ADDITIONAL PROFESSIONAL AND RESEARCH ACTIVITIES *(continued)*

- **San Fernando Valley Council of Governments, *Transportation Advisory Committee member,*** Los Angeles, CA. Serve as advisor to regional council of governments on transportation and economic development issues.
- **Simi Valley Unified School District**, ***School Site Councilmember***, Simi Valley, CA. Served term as elected representative on advisory board for local public school regarding spending and revenue prioritization for Wood Ranch Elementary School.

SELECTED PUBLIC POLICY PUBLICATIONS

Accreditation Reform Is Exactly What Higher Education Needs, Commentary, September 2026.

The Looming Fight Over Intellectual Diversity – Restoring the Academy's Reason for Being, Column on townhall.com, June 2026.

A Higher Education Compact that Protects American Students, Parents and Taxpayers, AFPI Research Report, March 2026.

How a Compact Restores Public Trust in American Higher Education, AFPI Expert Insight, February 2026.

Creating a New Compact for Academic Excellence in Higher Education, AFPI Fact Sheet, January 2026.

The Economic Impact of the Westlands Water District on the Local and Regional Economy: 2025 Update, Economic Impact study of the largest water district in the United States, December 2025.

America and Her Universities Need the Government's Compact, Column in the *Washington Examiner*, October 2025.

Trump's Compact for Academic Excellence Restores American Values to Higher Education **(**co-authored), Column on townhall.com, October 2025.

The Senate Must Act to Bring College Costs Under Control. Column on townhall.com, June 2025.

The Economic Impact of the Westlands Water District on the Local and Regional Economy: 2022 Update, Economic Impact study of the largest water district in the United States, March 2022.

Foreign Direct Investment in Southern California, 2018, published in the *Los Angeles Business Journal* in conjunction with the World Trade Center Los Angeles, May 2018

The Cities Creating the Most White-collar Jobs, 2018, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2018

Where U.S. Manufacturing is Thriving, 2018, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2018

Growth in America is Tilting Toward Smaller Cities, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2018

The Best Cities for Jobs 2018: Dallas and Austin Lead the Surging South, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2018

The Implications of Agricultural Water for the Central Valley**,** Policy analysis of economic impacts of water policies on Fresno and Kings Counties, CA, June 2017

The Cities Creating the Most High-wage Jobs, 2017, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2017

SELECTED PUBLIC POLICY PUBLICATIONS *(continued)*

Where Manufacturing Is Thriving in the U.S., (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2017

The Best Small and Medium-size Cities for Jobs, 2017, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2017

Move Over, San Francisco: Dallas Tops Our List of the Best Cities for Jobs, 2017, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2017

***The Economic Impact of the Westlands Water District on the Local and Regional Economy*,** Economic impact study of largest water district in the United States, August 2016

The U.S. Cities Creating the Most White-Collar Jobs, 2016, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, July 2016

The U.S. Cities Winning the Battle for Manufacturing Jobs, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2016

The Cities That Are Winning the Battle for Information Jobs, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2016

The Best Small and Medium-size Cities For Jobs, 2016, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2016

Northeast San Fernando Valley: Sustainability and Prosperity Strategy, (co-authored) Monograph strategy prepared for the Mulholland Institute under contract with the Southern California Association of Governments, May 2016, 145 pp. (website and document at http://www.northeaststrategy.org)

The Cities For Jobs, 2016, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2016

The Cities Leading a U.S. Manufacturing Revival, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, July 2015

The Cities Creating the Most White-Collar Jobs, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, July 2015

The Cities That Are Winning the Battle for Information Jobs 2015, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015

Smaller Stars: The Best Small and Medium-size Cities for Jobs 2015, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015

The Best Big Cities for Jobs 2015, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015

The Best Cities for Jobs, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2015

***The Effects of California's Energy Policy on Opportunity in Los Angeles County*,** report prepared for the Valley Industry and Commerce Association, July 2014

***Malibu, California: Yesterday, Today, and Tomorrow*,** (co-authored), concept document prepared for Malibu Coastal Vision, Summer 2014

The Cities Stealing Jobs from Wall Street, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2014

SELECTED PUBLIC POLICY PUBLICATIONS *(continued)*

America's New Industrial Boomtowns, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, June 2014

The Cities Winning the Battle for Information Jobs, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2014

The Best Small and Midsize Cities for Jobs 2014, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2014

The Best Cities for Jobs 2014, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, April 2014

The *Cities That Are Stealing Finance Jobs from Wall Street*, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013

The Cities Winning the Battle for Information Jobs, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013

America's New Manufacturing Boomtowns, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013

The Best Cities for Jobs 2013, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2013

2012 California Business Roundtable – Pepperdine School of Public Policy Election Poll series (co-authored), biweekly series of public opinion polls covering initiatives and election-related issues for November 2012 election, July 2012 – November 2012

2012 Best Cities for Job Growth, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2012

An Analysis of Split Roll Property Tax Rolls Issues and Impacts, (coauthored), Economic analysis of impacts of proposed revision to California property tax system, Davenport Institute study at Pepperdine University, March 2012

2011 Best Cities for Job Growth, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2011

An Updated Analysis of Statewide and District-level K-12 Education Spending in California: FY 2003-04 to FY 2008-09, (coauthored), Davenport Institute study, Pepperdine University, January 2011

An Analysis of K-12 Education Expenditures in California: FY 2003-04 to FY 2008-09, (coauthored), Davenport Institute study at Pepperdine University, July 2010

Interstate 5 Corridor Economic Development Plan, (co-authored), Developed strategic plan for economic development for specific subregion for San Fernando Valley Council of Governments under contract with the Southern California Association of Governments, 2010, 75 pp.

2010 Best Cities for Job Growth, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2010

2009 Best Cities for Job Growth, (co-authored), *Forbes.com* and *Newgeography.com*, prepared rankings in national newsmagazine, May 2009

Boomtowns '08: Best Places for Doing Business in America, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2008

SELECTED PUBLIC POLICY PUBLICATIONS *(continued)*

Interstate-5 Corridor: Economic and Community Development Strategy (co-authored), research report prepared for the Mulholland Institute, Los Angeles, CA, 2007, 64 pp.

Boomtowns '07: Best Places for Doing Business in America, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2007

Calabasas Performing Arts Center: Feasibility Study Business Model, (co-authored), Feasibility study and analysis of proposed community performing arts center, 2006, 140 pp.

Boomtowns 2006: Best Places for Doing Business in America, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2006

Best Places for Doing Business in America 2005, (co-authored), *Inc. Magazine*, prepared rankings in national newsmagazine, May 2005, pp. 93-110.

Prosperity Tomorrow: San Fernando Valley, Southern California's Region of Opportunity, research report prepared for the Mulholland Institute, Los Angeles, CA, 2004, 35 pp.

Our Future Neighborhoods: Housing and Urban Villages in the San Fernando Valley, research report prepared for the Economic Alliance of the San Fernando Valley, Los Angeles, CA, 2003

Expanding Citizen Access and Public Official Accountability through Knowledge Creation Technology: One Recent Development in e-Democracy, (coauthored), *Proceedings of the Thirty-Sixth Annual Hawaii International Conference on System Sciences (CD/ROM)*, January 6-9, 2003, Computer Society Press, 2003, 10 pp.

A Definition of Public Policy and RAND**,** contributed essays in David Schultz, *Encyclopedia of Public Administration and Public Policy*, New York: Facts on File, Inc., 2003

The Development of Counties as Municipal Governments: A Case Study of Los Angeles County in the 21st Century**,** (coauthored), *Urban Affairs Review*, March 2002, 37: 575-591

Using Finance to Meet State Goals in the Master Plan for Education**,** (coauthored), Report to the Joint Committee to Develop A Master Plan for California—Kindergarten through University from the Postsecondary Education Working Group of the Facilities and Finance Working Group, Sacramento, CA, February 2002

Alternative Approaches to Funding Higher Education in California**,** Working paper for the Joint Committee to Develop a Master Plan for California—Kindergarten through University, Sacramento, CA, April 2001

Risky Business: Los Angeles County's Role in Providing Local Services, (coauthored) Public Policy Institute of California, San Francisco, CA, 2000

Patterns in California Government Revenues Since Proposition 13, Public Policy Institute of California, San Francisco, CA, 1999

Has Proposition 13 Delivered? The Changing Tax Burden in California**,** (coauthored) Public Policy Institute of California, San Francisco, CA, 1998

Differences in Participation, Transition and Degree Completion in Postsecondary Education in California: The Effects of Equalizing Across Race/Ethnicity, Public Policy Institute of California Working Paper, San Francisco, CA, 1998

A Review of Local Government Revenue Data, (coauthored) Public Policy Institute of California Report, San Francisco, CA, 1997

SELECTED PUBLIC POLICY PUBLICATIONS *(continued)*

The Future of Public Undergraduate Education in California, RAND Monograph Report MR-561-LE, Santa Monica, CA, 1996

Projecting California's Fiscal Future, (coauthored) RAND Report MR-570, Santa Monica, CA, 1995

The California Master Plan Revisited (Again): Prospects for Providing Access to Public Undergraduate Education in California, **Dissertation**, RAND Graduate School, 1995

The Effects of the California Voucher Initiative on Public Expenditures for Education, (coauthored) RAND Monograph Report MR-364-LE, Santa Monica, CA, 1994

Estimating a Research and Development Index, RAND Monograph Report MR-174-ACQ, Santa Monica, CA, 1993

The Redesign of Governance in Higher Education, (coauthored) RAND Monograph Report MR-222-IET, Santa Monica, CA, 1993

The Evolution of the European Economy: Implications for Transatlantic Relations, (coauthored) RAND Note N-3432-FF, Santa Monica, CA, 1991

The Fairness Debate in U.S.-Japan Economic Relations, (coauthored) RAND Report for the Center for U.S.-Japan Relations, RAND Report R-4100-CSUJR, Santa Monica, CA, 1991

SELECTED MAJOR MEDIA PRESENTATIONS

Special areas of media expertise: **California politics and finance, U.S. federal fiscal and budget issues, U.S. and international foreign policy issues, the Affordable Care Act, U.S. and California K-12 and higher education policy issues, ethics and accountability in government, U.S. and California election issues and coverage**

Political Commentary on Issues of the Week, *KCAL9 News*, monthly Saturday morning in-studio commentary on the political issues of the day, January 2012 – 2022

Political Commentary on Issues of the Week, *KTLA Channel 5 News*, periodic in-studio commentary on the political issues of the day, January 2013 – 2022

Political Commentary on Issues of the Week, *KRLA 870 AM*, periodic in-studio commentary on the political issues of the day including occasional in-depth segments on *Newsmakers* Sunday morning news program, November 2012 – 2022

Election Coverage, *KRLA 870 AM*, radio commentary role on the national Republican and general election processes for the 2012 and 2014 elections, October 2011 – 2022

The Effects of a Split Roll on California's Economy, *Fox News 13*, local, in-studio TV coverage on research findings from Pepperdine study, March 2012

The Debate Over Propositions 8 and 11, *LA Cityview 35*, in-studio commentary on Propositions 8 (Definition of Marriage) and 11 (Redistricting), October 2008

Super-Tuesday Election Coverage, *KTLA Channel 5 News*, provided in-studio commentary on election results from February 5, 2008 election, February 2008

Initiatives and Leadership in California Government, a panel on *This Week in Review* television show, Santa Monica, CA, September 2005

Ethics in the Governor's Mansion, a panel on *This Week in Review* television show, Santa Monica, CA, July 2005

SELECTED MAJOR MEDIA PRESENTATIONS *(continued)*

Privatizing the UC Boalt Hall Law School, a panel on *This Week in Review* television show, Santa Monica, CA, January 2005

California's 2004 General Election—What It Means to Californians, a panel on *This Week in Review* television show, Santa Monica, CA, November 2004

Iraq War Profiteering: Advocacy and Business Success, *Warren Olney's To the Point*, NPR National Radio Show, Los Angeles, CA, July 2004

Schwarzenegger Inauguration Overview, *KCBS Channel 2 News*, provided in-studio commentary of inauguration of Governor Arnold Schwarzenegger, Los Angeles, CA, November 2003

California Policy Overview, *KCAL Channel 9 News*, provided in-studio commentary regarding California politics, budget and policy, Los Angeles, CA, November 2003

Election 2002 Overview, *Air Talk with Larry Mantle*, Guest on NPR Radio Program, Pasadena, CA, November 2002

***Life and Times Tonight,* KCET-TV,** *California's National Rank in K-12: How We Got Here*, TV Panelist, Los Angeles, CA, April 1998

***Life and Times Tonight,* KCET-TV,** *Admission Impossible: Future Access to Higher Education in California*, Advisory Committee and TV Panelist, Los Angeles, CA, April 1998

LEGISLATIVE AND GOVERNMENT ORGANIZATION TESTIMONY

National Advisory Committee on Institutional Quality and Integrity, **U.S. Department of Education**, *Public Comment: NACIQI Should Withdraw the Department of Education's Recognition of the American Bar Association's Accreditor*, Washington, DC, September 2026.

National Advisory Committee on Institutional Quality and Integrity, **U.S. Department of Education**, *Public Comment: NACIQI Should Hold the American Psychological Association's Accreditor Accountable*, Washington, DC, September 2026.

U.S. House of Representatives, Committee on Oversight and Government Reform, Task Force on Defending Constitutional Rights and Exposing Institutional Abuses, *Legislative Testimony: Combating DEI in American Institutions*, Washington, DC, July 2026.

Louisiana Senate, Senate Finance Committee, *State Legislative Testimony: Governor's Executive Budget – GATOR Scholarship Expansion*, Baton Rouge, LA, May 2026.

Westlands Water District, *The Economic Impact of the Westlands Water District on the Local and Regional Economy*, Press conference on economic impact analysis, Fresno, CA, December 2025.

Orange County Board of Education, *Panel on School Reopening,* via Zoom – Orange County, California, June 2020.

California State Water Resources Board, *The Economic Impacts of Agriculture in the California Central Valley*, Sacramento, CA, March 2018.

California State Senate Member session, *Alternatives for Tax and Finance Policy Reform in California*, Special meeting to discuss tax reform in California, Sacramento, CA, February 2017

Southern California Association of Governments, *Leadership Roundtable: Northeast Valley Sustainability and Prosperity Strategy*, moderated discussion with community leaders in the Northeast San Fernando Valley about strategies for sustainable community development, Van Nuys, CA, May 2016

LEGISLATIVE AND GOVERNMENT ORGANIZATION TESTIMONY *(continued)*

Wyoming Infrastructure Authority, *California's Energy Policy's Impact on Electricity Rates*, Invited Testimony for state regulatory board, Jackson Hole, WY, October 2014

California State Assembly—Assembly Budget Subcommittee No. 4, *California's Five-year Infrastructure Plan*, Invited Testimony for state legislative committee, Sacramento, CA, February 2014

California State Assembly—Assembly Committee on Revenue & Taxation, *Proposition 13 and Local Tax Authority*, Invited Testimony for legislative committee, Sacramento, CA, April 2013

San Fernando Valley Council of Governments, *Valley Mobility Summit 2012—Making Ends Meet*, Invited Keynote Panel at Regional Transportation Conference, Valencia, CA, October 2012

San Fernando Valley Council of Governments, *Issues in Developing a Workplan for the SFVCOG-Building an Economic Development Strategy for the I-5 Corridor*, Invited Testimony to regional government, Van Nuys, CA, April 2011

California State Assembly—Joint Hearing of the Assembly Committee on Accountability and Administrative Review, *The Future and Governance of Special Districts in California***,** Invited Testimony before legislative committee, Sacramento, CA, March 2011

Where Are We Headed? The Future of Local Government Public Policy and Relationship with the State, Invited Featured Speaker at the *2005 State Controller's Annual Conference With County Auditors*, Santa Ana, CA, October 2005

Joint Committee to Develop a Master Plan for Education—Kindergarten through University, *Financial Aid and Fee Policy in California Postsecondary Education*, Invited Panelist, Sacramento, CA, August 2002

Joint Committee to Develop a Master Plan for Education—Kindergarten through University, *General Issues Regarding the New California Master Plan for Education*, Invited Panelist, Lancaster, CA, June 2002

Joint Committee to Develop a Master Plan for Education—Kindergarten through University, *Affordability Issues Regarding the New California Master Plan for Education*, Invited Panelist, Pasadena, CA, June 2002

Joint Committee to Develop a Master Plan for Education—Kindergarten through University, *General Issues Regarding the New California Master Plan for Education*, Invited Panelist, Santa Clarita, CA, June 2002

Joint Committee to Develop a Master Plan for Education—Kindergarten through University, *Affordability Issues in the New California Master Plan for Education*, Invited Panelist, Culver City, CA, June 2002

Postsecondary Subgroup of the Facilities and Finance Working Group of the Joint Committee to Develop a Master Plan for Education—Kindergarten through University, *Alternative Approaches to Funding Postsecondary Education in California*, Discussion Briefing, Sacramento, CA, August 2001

California Contract Cities Association, *The Forces Shaping Local Government Finance in California and Its Implications for Cities*, Keynote Conference Address, Palm Springs, CA, May 2000

Los Angeles County Economy and Efficiency Commission, *Risky Business: Los Angeles County's Role in the Provision of Local Services*, Testimony before Deliberative Body, Los Angeles, CA, November 1999

LEGISLATIVE AND GOVERNMENT ORGANIZATION TESTIMONY *(continued)*

California Legislature—Joint Committee to Develop a Master Plan for Education-Kindergarten through University, *Student Demand for Higher Education and the Costs of Their Enrollment*, Legislative testimony, Sacramento, CA, September 1999

California Association of County Auditor-Controllers, *Patterns in California State and Local Government Revenues Since Proposition 13*, Keynote Address, Ventura, CA, April 1999

California Speaker's Commission on State and Local Government Finance, *Patterns in California State and Local Government Revenues Since Proposition 13*, Invited Testimony, San Francisco, CA, March 1999

California Lieutenant Governor Gray Davis, *Issues in K-12 and Postsecondary Education in California*, Sacramento, CA, May 1997

Controller's Quarterly Conference, *Access Denied: The Future of Public Undergraduate Education in California*, San Francisco, CA, March 1997

California State Controller's Senior Staff, *A Review of Local Government Revenue Data in California*, Sacramento, CA, March 1997

California State Assembly and Senate Key Committee Consultants, *Issues in Local Government Fiscal Reporting*, Sacramento, CA, March 1996

California State Assembly and Senate Legislators and Key Committee Consultants, *Current Research on the California Tax (Public Revenue) Burden*, Sacramento, CA, February 1996

California Cabinet Directors and Senior Executive Branch Staff, *Current Research on the California Tax (Public Revenue) Burden*, Sacramento, CA, February 1996

California Assembly Committee on Higher Education, *The Future Prospects for Access to Public Undergraduate Education in California*, Berkeley, CA, November 1995

California Assembly Committee on Higher Education, *Estimation Issues for Projecting Higher Education Enrollments in California,* Sacramento, California, June 1995

Controller's Quarterly Conference, *California's Fiscal Future*, Sacramento, CA, April 1995

ACADEMIC, PROFESSIONAL AND OTHER CONFERENCE PARTICIPATION

Bureaucracy and Reform in Higher Education, Panel presentation at "Future of Higher Education Conference" at Florida Atlantic University, Boca Raton, FL, March 2026.

America at 250: The Future of Civic Education at in North Carolina's Classrooms, Panel presentation at the Carolina Liberty Conference, Raleigh, NC, February 2026.

Foreign Funding in Higher Education, Panel presentation at the Conservative Vision of Education Conference, Phoenix, AZ, February 2026.

Restoring Trust in Higher Education II: From Principles to Practice, Leadership event participation at national dialogue conference, Dallas, TX, February 2026.

The Future of the U.S. Department of Education, APPAM Fall Research Conference, Seattle, WA, Plenary Lunch Membership Panel, November 2025.

ACADEMIC, PROFESSIONAL AND OTHER CONFERENCE PARTICIPATION *(continued)*

Alternative Models of Education and the Future of Learning, Panel presentation at the "Rethinking Higher Education: Free Inquiry, Policy, and The Future of Learning" Conference sponsored by the Macdonald-Laurier Institute, Ottawa, ONT, Canada, August 2025.

Impact Policy with Your Research, Led Pre-conference workshop for new professionals at national public policy conference, APPAM Fall Research Conference, Denver, CO, November 2019

Growing a Commitment to Sustainability, Inclusivity, Civic Engagement, and Globalization in Public Affairs Programs; A Threshold Project, Panel session for NASPAA Annual Conference, Los Angeles, CA, October 2019

Designing Public Affairs Programs and Curricula for Stakeholder Engagement, Panel Session for NASPAA Annual Conference "Toward a Quality Public Service Education: An International Conference," Doha, Qatar, October 2018

Public Affairs Program and Curricula Design with Stakeholder Engagement, Plenary Session for NASPAA International Conference "Toward a Quality Public Service Education: An International Conference," Doha, Qatar, November 2017

Building Better Data Systems for Better Decisions within the Field of Public Policy, Session chair, moderator, and participant for roundtable session at APPAM Fall Research Conference, Washington, DC, November 2017

Policy Adoption and Implementation, Session chair and Contributor for panel at APPAM Fall Research Conference, Washington, DC, November 2017

Preparing Tomorrow's Public Service: What Skills Do Public Servants Need and How Well are we Doing at Providing Them? Session chair and Moderator for NASPAA Annual Conference, Washington, DC, October 2017

NASPAA and the US News & World Report Rankings: A Look Forward. Session chair and contributor for NASPAA Annual Conference, Washington, DC, October 2017

Mapping the Future: Innovative Practices by Local Governments, Session presentation at the *2017 Business Forecast Conference* of the Valley Industry and Commerce Association, Studio City, CA, October 2017

What MPA/MPP Graduates Are Doing Three Years Out: New NASPAA Alumni Results, Session chair and Moderator for Network of Schools of Public Policy, Affairs, and Administration Annual Conference, Washington, DC, October 2016

Presidential Election 2016: A Discussion of How the Nation's Changing Demographics and Media Habits Are Impacting Voter Education and Mobilization, Panelist for Network of Schools of Public Policy, Affairs, and Administration Annual Conference, Washington, DC, October 2016

How Rankings Affect Public Policy Schools and Programs, Presentation at the Network Among Schools of Public Affairs, Policy, and Administration Annual National Conference (NASPAA), Albuquerque, NM, November 2014

The Landscape of Public Affairs Education: Results from the NASPAA Data Center Project, Presentation at the NASPAA Annual National Conference, Albuquerque, NM, November 2014

How Technology Is Changing Learning in the Classroom of the Future: Responses to the *On the Horizon Report 2013,* Invited Panelist at the Pepperdine University Technology and Leadership Conference, Westlake Village, CA, October 2013

ACADEMIC, PROFESSIONAL AND OTHER CONFERENCE PARTICIPATION *(continued)*

Regional Strategies and Responses to the Valley's Transportation Needs, Invited Keynote Panelist at the 2012 San Fernando Valley Mobility Summit sponsored by the San Fernando Valley Council of Governments, October 2012

The New Economics of Transportation, Presentation at the 2011 San Fernando Valley Mobility Summit sponsored by the San Fernando Valley Council of Governments, November 2011

State and Municipal Default Workshop, participant in high-level discussion of state and municipal fault issues sponsored by the Hoover Institution, Palo Alto, CA, June 2011

California Municipal Finance Conference, *An Analysis of K-12 Expenditures in California,* Conference Panel Presentation, Huntington Beach, CA, March 2011

Ventura County Economic Development Association, *Reform What Does It Mean to Your Business*, moderated 40th Annual Business Outlook Conference, Camarillo, CA, October 2010

Preserving the American Dream Conference, *Opportunity Urbanism,* Conference Panel Discussion, Houston, TX, May 2008

Hewlett Foundation Community College Symposium, Invited Panelist at high-level policy meeting discussing reform and financing issues in California's community colleges, Los Altos Hills, CA, November 2005

Teaching Ethics to MPP and MPA Students, Roundtable Panel Presentation at the Association for Public Policy Analysis and Management Annual Fall Research Conference, Atlanta, GA, November 2004

Adult Learning Models in Professional Policy Education, Panel Presentation at Pepperdine Faculty Conference, Malibu, CA, October 2004

Hawaii International Conference on System Science, *Expanding Citizen Access and Public Official Accountability through Knowledge Creation Technology: One Recent Development in e-Democracy*, Waikoloa, HI, January 2003

Municipal Management Association of Southern California, *California's Energy Crisis: Today and Tomorrow*, Conference Address, Big Bear Lake, CA, July 2001

Western Economic Association, International, *Comments on the Application of Macroeconomic Models to Local and Regional Economies*, Conference Panel Discussion, San Francisco, CA, July 2001

California Community College Public Relations Officers Organization, *Swimming Against the Current: The Future of Higher Education in California*, Keynote Luncheon Address, Monterey, CA, April 1999

Tenth Annual Envisioning California Conference, *Proposition 13: Consequences and Considerations*, Invited Featured Panelist, Sacramento, CA, September 1998

California Association for Institutional Research, *The Future of Higher Education in California*, Invited Panelist at the Annual State Conference, San Francisco, CA, November 1997

Association for Public Policy Analysis and Management Annual Conference, *Differences in Participation in Postsecondary Education in California: Techniques for Identifying the Sources*, Washington, DC, November 1997

Links '97 Conference, *The Role of Nonprofit Research Institutions in Building Bridges Between State Government and Higher Education*, Springfield, IL, May 1997

ACADEMIC, PROFESSIONAL AND OTHER CONFERENCE PARTICIPATION *(continued)*

American Society for Public Administration, Region X Annual Conference, *Trends in California's Municipal Finance: Past and Future*, Sacramento, CA, April 1997

California Community Colleges Public Relations Organization, *Navigating the Future Through Changing Seas,* Conference Keynote Luncheon Address, Shell Beach, CA, April 1997

California Little Hoover Commission, *A History of California's Finance and Budgets*, Electronic Data Compilation of California budgetary and economic data, June 1994

Association for Public Policy Analysis and Management Annual Conference, *The Changing Environment in Higher Education* (coauthored), Washington, DC, October 1993

SELECTED OTHER TESTIMONY AND PRESENTATIONS

Conejo Chinese Cultural Association and the California Lutheran University Department of Languages and Cultures, *What the 2016 Election Means to the Chinese Community*, Invited Presentation, Thousand Oaks, CA, June 2016

White Memorial Medical Center Charitable Foundation Board of Directors Meeting, *Today's Prognosis on the Affordable Care Act***, Invited** Presentation to the Board of the White Memorial Medical Center Charitable Foundation, Laguna Niguel, CA, September 2014

Pepperdine University "Great Conversations Series," *Whither California*, led weekend workshop with elite donors on the issues shaping California policy and politics, Malibu, CA, June 2011

Prosperity Tomorrow: Economic Opportunity in the San Fernando Valley, Keynote Presentation at the annual *Info Summit 2004* of the Economic Alliance of the San Fernando Valley, Universal City, CA, November 2004

Understanding the State/Local Fiscal Relationship, *The Berkeley Executive Seminar on the California Budget*, Invited Presentation, Berkeley, CA, February 2004

University of San Diego Department of Political Science, *Using Technology to Enhance Public Official Accountability*, Scholarly Presentation, San Diego, CA, October 2002

eNeuralNet, *Minutes-in-Motion and the Implications of Knowledge Creation Technology for Local Government*, Press Conference, San Francisco, CA, September 2002

Institute for Local Self-Government, *Options for Improving Access to City Finance Data*, Invited Presentation, Santa Barbara, CA, August 2002

Valley Industry and Commerce Association Conference on the Energy Crisis in California, *Issues Shaping California's Energy Crisis*, Guest Panelist, Universal City, CA, March 2001

California Student Day in Sacramento, *California's Energy Crisis in Perspective***,** Panel presentation as part of day-long student (undergraduate) program, Sacramento, CA, February 2001

California Citizens' Commission on Higher Education, *Comments on the Commission's Draft Report*, Invited Testimony, Los Angeles, CA, September 1998

University of California, Davis Student Conference, *Higher Education Finance in California: Where Do We Stand?* Keynote Panel Presentation, Davis, CA, April 1998

Institute of Governmental Affairs, University of California, Davis, *Higher Education Finance in California: Where Do We Stand?* Workshop Presentation, Davis, CA, December 1997

SELECTED OTHER TESTIMONY AND PRESENTATIONS *(continued)*

RAND Workshop Series, *Strategic Planning as Process*, Invited Workshop Presentation, Santa Monica, CA, September 1997

City College of San Francisco, *Future Supply and Demand for California's Community Colleges*, an Invited Keynote Presentation to the Academic Senate, San Francisco, CA, May 1997

CONSULTING EXPERIENCE

Policy Analysis and Research

Carnegie Endowment for International Peace, Washington, DC
Prepared extensive analysis of world trade patterns from 1950 to 1994. Focus was the scope of trade flows within and between the European Community, Asian and North American.

Civic Center Group, Calabasas, CA
Working with consulting firm to develop feasibility studies and recommendations related to the development of a community theater in southern California Community. Performed detailed economic feasibility study of major commercial/residential development in Los Angeles County.

Confidential Client, Austin, TX
Worked with client to prepare an evaluation of the regulatory opportunities and challenges associated with either acquiring or developing a new mission-driven university in the New England region. Analysis included a detailed assessment of accreditors, potential partner institutions, and state and federal regulatory considerations.

Confidential Client, Sacramento, CA
Developed authoritative, detailed narrative of the California rental housing market. Produced detailed analysis and report that was used directly to map out housing policies that were adopted by the state legislature and signed into law by the Governor.

Confidential Client, Ventura County, CA
Prepared detailed economic impact study of proposed school bond for suburban unified school district in California. Analysis included economic and employment impacts.

Economic Alliance of the San Fernando Valley, Los Angeles, CA
Prepared extensive analysis of housing patterns and developments in the San Fernando Valley. Prepared detailed recommendations of specific strategies to enhance the quality of life in the region while developing new housing capacity. Research included detailed quantitative analysis of community and census data, interviews, focus groups, and other qualitative research strategies.

Institute for Higher Education Leadership and Policy, CSU Sacramento, Sacramento, CA
Part of research team developing alternative financing structures for California's Community Colleges—a system that serves the needs of nearly 2 million students annually. The project is a collaborative effort of scholars from many institutions and funded by the Hewlett Foundation.

McCarty Companies, Los Angeles, CA
Sub-contracted on initiative to develop an economic development strategy for the I-5 Corridor in Northeast San Fernando Valley for the Southern California Association of Governments. Economic development strategy submitted for adoption by the San Fernando Valley Council of Governments.

Mulholland Institute, Los Angeles, CA
Collaborate on detailed research project generating a vision of opportunities for economic prosperity in the San Fernando Valley. Research includes detailed quantitative analysis of community and census data, interviews, extensive focus groups, and other qualitative research strategies. Project in 2015 and 2016 to find ways to implement the SCAG Sustainable Communities Strategy in communities in the Northeast Valley.

CONSULTING EXPERIENCE (*Policy Analysis and Research continued*)

Pepperdine University, Malibu, CA
Worked with major university to develop new, groundbreaking program in Middle East Policy Studies. Assisted with program design, curricular design, pedagogical design and course design. Helped university staff apply for and receive approval from university committees, accreditors (including WSCUC), and local regulators (including the Washington, DC Higher Education Licensure Commission within the Office of the State Superintendent of Education).

Public Policy Institute of California, San Francisco, CA
Prepared conceptual overview of alternative funding models for California's postsecondary education sector. Analysis entailed preparing comprehensive framework for funding approaches and detailed application to the specific fiscal and governance context of California's postsecondary education sector. Results served as detailed agenda for active working group for the California Legislature.

RAND, Santa Monica, CA
Performed complex policy research on California higher education policy. Responsibilities spanned all aspects of public policy research process, including proposal preparation, research design, data analysis and final report preparation.

UCLA Extension, Division of Humanities, Los Angeles, CA
Prepared third-party assessment of program effectiveness for National Endowment for the Humanities grant. Assessment included review of program objectives, quantitative evaluation of primary and secondary data and analysis of qualitative reviews of program by participants and other observers.

Westlands Water District, Fresno, CA
Performed complex policy research on economic impacts of water policies on economic opportunity for affected communities. Research included primary data collection, sophisticated economic modeling, communication strategies, testimony before legislative, executive and regulatory bodies, op ed authorship, public engagement with community groups and a wide range of stakeholders. Testified as an expert witness in multiple settings.

Other Expert Witness Testimony

Los Angeles County Employees Retirement Association, et. al. v. Towers, Perrin, Forster & Crosby, Inc., et. al., U.S. District Court Case No. CV 01-1351 DDP, Los Angeles, CA
Provided expert testimony on the ways the dynamics of county and state finance and the ways in which those processes shaped the options, strategies, and choices for the Los Angeles County Board of Supervisors. Testimony also addressed the politics and realities of county government finance. Provided additional consultation to counsel regarding miscellaneous matters.

Marketing Research

Confidential Client, Los Angeles, CA
Performed major market survey of the southern California cash management industry. Provided recommendations regarding new product opportunities and foci, several of which are and have been implemented.

Leucadia National Corporation, New York, NY
Designed and implemented new technique to estimate advertising effectiveness of revolutionary truck-born advertising medium. Developed tools for assessing value of truck routes. Tools in use currently for both sales and purchasing guide. Participated in high-level meetings regarding the development and introduction of the product.

Pacific Gas and Electric Company, San Francisco, CA
Analyzed market database and prepared profile analysis of government users. Research included positioning recommendations to maintain and increase market share.

CONSULTING EXPERIENCE (*continued*)

Business Planning

Confidential Client, Seattle, WA
Consulted with Top-100 law firm on workforce planning and workflow management to reflect innovative approaches to billing and staff management. Client firm has since begun institutional redesign using my suggested design concepts.

Leucadia National Corporation, New York, NY
Worked with management to determine the viability of multi-million-dollar acquisition. Developed model estimating fire door usage and market share for next five years, including alternative scenarios for major economic shifts. Participated in high-level meetings and negotiations.

Leviathan Development, Inc., Marina del Rey, CA
Developed strategic plan for rapidly growing personal computer support services company. Recommendations included product selection, product positioning, sales and marketing strategies, workforce management recommendations, organizational recommendations, administrative control recommendations, financial strategies, new office expansion plans, pricing strategies and tax planning.

FUNDRAISING EXPERIENCE AND GRANTS RECEIVED

University of Austin, Austin, TX (07/2022 – present)

- Oversaw and coordinated team executing $250 million campaign. Currently at $214 million.
- Work with fundraisers, gift officers and president's office to connect with, cultivate and solicit major gifts to the university. Directly collaborated more than $30 million in gifts and "involved" with more than $75 million more.

One Heart for Israel, Simi Valley, CA

- Secured $200,000 in donations for operational expenses from major donor.
- Sustained monthly support ranging from $500 to $2,000 from collection of small donors.
- Secured requests for proposals from major foundations and donors totaling more than $5 million.

Mulholland Institute, Calabasas, CA – Co-principal investigator on major research initiatives in collaboration with local economic development and analysis firm examining the implementation of the Sustainable Communities Strategy of the SCAG 2012 Regional Transportation Plan in the Northeast San Fernando Valley.

- Southern California Association of Governments, November 2014, *Northeast San Fernando Valley Sustainability and Prosperity Strategy*, $157,000.

Pepperdine School of Public Policy, Malibu, CA – Principal investigator or co-principal investigator on the following research grants:

- Small Business Action Committee, December 2010, *California Split Roll Analysis* and *An Analysis of K-12 Expenditures in California*, $120,000.
- Bradley Foundation, Summer 2006, *The Religion and Civil Society Project: Faith-based Disaster Relief*, $50,000.

The McCarty Companies, Los Angeles, CA – Co-principal investigator on research initiative developing an Economic Development Plan for Northeast San Fernando Valley.

- Southern California Association of Governments, September 2009, *Interstate 5 Corridor Economic Development Plan*, $96,000.

OTHER WORK EXPERIENCE

Senior Tax Accountant, **Wickes Companies, Inc.**, Santa Monica, CA, 1989 – 1990.
Responsibilities included compliance in California, Hawaii, Iowa, Nevada, New York, Oregon, Pennsylvania, Rhode Island, and Wisconsin for multi-billion-dollar Fortune 500 company. Included preparation and filing of returns, estimated payments, extensions, annual reports, etc. Responsibilities also entailed provision preparation and special projects relating to various acquisitions and dispositions. Also involved in audits.

Director of Operations & Manager of Strategic Planning, **law.dox, Inc.**, Los Angeles, CA, 1987 – 1988.
Senior management role in startup company. Oversaw operations staff and processes that included 500 people and tens of millions of documents. Accomplishments included designing and implementing critical new internal productivity tracking system; originating new industry standard for productivity measurement; conceiving new cost measurement methods for complex assembly-line production process; developing and implementing leading-edge production methods resulting in 72% cost reduction and improved quality; developing new client performance analysis method; planning and opening several successful regional offices; developing and implementing models for workflow management; overseeing inter-office information and workflow; planning a $3 million budget; managing all aspects of large client relationships and selling our services to potential clients.

Staff Accountant/Acting Controller**, The Diversified Realty Group, Inc.**, Los Angeles, CA, 1984 – 1986.
Was responsible for all financial management of small corporation, including cash planning, financial controls, federal, state, and local tax compliance, personnel management, auditing, fiscal planning, litigation, and overall business strategy. Prepared financials and taxes for real estate partnerships.

Senior Programmer and Senior Coder**, UCLA Department of Psychology, UCLA Department of Kinesiology and UCLA Alumni Association,** Los Angeles, CA, 1981 – 1987.
Wrote computer code to support scientific experiments in PASCAL, FORTRAN, C, and MACRO Assembly programming languages in data laboratories using MV, RT-11, Unix, Windows, and Macintosh operating environments.