

April, 2005

Rebecca M. Hendrick, Associate Professor

Public Administration (M/C 278)
College of Urban Planning and Public Affairs
University of Illinois at Chicago
Chicago, IL 60607-7064
312/355-0305 (office)
312/996-8804 (FAX)
312/243-3970 (home)
hendrick@uic.edu

EDUCATION

Ph.D., Political Science, Michigan State University, 1986

Major: Public Administration

Minor: Methodology and Public Choice

Dissertation: Towards a Theory of the Politics of Budgeting: An Explanation and Empirical Test of the Elements of Strategic Thinking

M.A., Political Science, Michigan State University, 1980

B.S., Social Sciences Multidisciplinary, Michigan State University, magna cum laude 1977

Major Areas: Public Administration, Organization Theory, Research Methods.

Minor Areas: Computer Science, Statistics, Philosophy of Science

CURRENT FIELDS OF SPECIALIZATION

Public Administration and Management: budgeting and financial management, organizational theory, and management methods (policy analysis, program evaluation, performance monitoring, and strategic planning)

Methodology and Research Methods

ACADEMIC POSITIONS

Associate Professor, Institute of Government and Public Affairs, University of Illinois, 2003-04, joint appointment.

Associate Professor, Public Administration, College of Urban Planning and Public Affairs, University of Illinois at Chicago, 1998-present

Associate Professor, Department of Political Science, University of Wisconsin- Milwaukee, 1991- 1997

Director, Master of Public Administration Program, University of Wisconsin- Milwaukee, 1991 - 1997

Assistant Professor, Department of Political Science, University of Wisconsin- Milwaukee, 1985 - 1991

Graduate Student Instructor, Department of Political Science, Michigan State University, 1978 - 1983

AWARDS

Herbert Kaufman Award, 1995, Best paper in public administration presented at the Annual Meeting of the American Political Science Association, "The Impact of Federal Grants and NonGeneral Fund Expenditures on General Fund Appropriations: A Detailed Analysis of One City."

Faculty Scholar, AY 2002-2003, Great Cities Institute, College of Urban Planning and Public Affairs, University of Illinois at Chicago: Fiscal Strategy Making in Chicago Suburbs: How Suburban Municipalities Balance Their Budget and Manage Fiscal Stress

PUBLICATIONS AND ACCEPTED MANUSCRIPTS : REFEREED JOURNALS

Beth E. Pack, Rebecca Hendrick, Richard Murdock and Lavaughn Palma. 1983. "Factors Affecting Criteria Met By Hospital-Based Patient Education Programs: A Michigan Experience." *Patient Education and Counseling*, 5(2): 76-84.

Rebecca Hendrick. 1989. "Top-Down Budgeting, Fiscal Stress and Budgeting Theory," *American Review of Public Administration*, 19(1): 29-48.

Rebecca Hendrick and James Garand. 1991. "Expenditure Tradeoffs in the American States: A Pooled Cross-Sectional Analysis," *Journal of Public Administration Research and Theory*, 1(3): 295-318.

Rebecca Hendrick and James Garand. 1991. "Variation in State Economic Growth: Decomposing State, Regional and National Effects," *Journal of Politics*, 53(4): 1093-1110.

James Garand and Rebecca Hendrick, 1991. "Expenditure Tradeoffs in the American States: A Longitudinal Analysis," *Western Political Quarterly*, December(4): 915-940.

Rebecca Hendrick. 1992. "Budget Reform in the 1980's: The Compatibility of Design and Practice," *Public Budgeting and Financial Management*, 4(3), pp. 611-644.

Rebecca Hendrick. 1992. "Budgetary Tradeoffs Under Top-Down and Bottom-up Budgeting," *Public Budgeting and Financial Management*, 4(2), pp. 327-358.

Rebecca Hendrick and David Nachmias. 1993. "Policy Sciences: The Challenge of Complexity," *Policy Studies Review*, Vol. 11 (3/4 & Autumn/Winter): 310-328.

Rebecca Hendrick. 1994. "An Information Infrastructure For Innovative Management of Government," *Public Administration Review*, 54(6): 543-551.

Hawkins, Brett W. and Rebecca Hendrick. 1994. "Do County Governments Reinforce City-Suburban Inequalities?: A Study of City and Suburban Service Allocations," *Social Science Quarterly*, 75(4), 1994: 755-771.

Rebecca Hendrick. 1994. "A Heuristic Approach to Policy Analysis and the Use of Sensitivity Analysis," *Public Productivity and Management Review*, 18(1), 1994, 37-55.

Brett Hawkins and Rebecca Hendrick, 1997. "Do Metropolitan Special Districts Reinforce Sociospatial Inequalities? A Study of Sewerage and Technical Education in Milwaukee County," *Publius*, 27(1), 1997, 135-143.

- Rebecca Hendrick. 1998. "The Impact of Federal Grants and Other Funds on General Fund Expenditure Decisions: A Detailed Analysis of One City," *Journal of Public Administration Research and Theory*, 8(3): 353-389.
- Rebecca Hendrick. 2000. "Comprehensive Management and Budgeting Reform in Local Government: The Case of Milwaukee," *Public Productivity and Management Review*, 23(3), 312-337.
- Rebecca Hendrick, 2002. "Revenue Diversification: Fiscal Illusion of Flexible Financial Management," *Public Budgeting and Finance*, 22(4): 52-72.
- Rebecca Hendrick, 2003. "Strategic Planning Environment, Process and Performance in Public Agencies: A Comparative Study of Departments in Milwaukee, WI," *Journal of Public Administration Research and Theory*, 13(4): 491-519.
<http://jpart.oupjournals.org/cgi/reprint/13/4/491?ijkey=YpSwBPajeb1q2&keytype=ref&siteid=jpart>
- Rebecca Hendrick, 2004. "Assessing and Measuring the Fiscal Health of Local Governments: Focus on Chicago Suburban Municipalities" *Urban Affairs Review*, 40(1): 78-114.

PUBLICATIONS AND ACCEPTED MANUSCRIPTS : BOOK CHAPTERS

- John P. Forrester and Rebecca Hendrick. 2003 "Transition to Outcome-Based Budgeting: The Case of the Missouri Department of Revenue and the City of Milwaukee, Wisconsin." In A. Khan and B. Hildreth (eds.), *Case Studies in Public Budgeting and Financial Management*, (New York: Marcel Dekker,) 2003: 173-193.
- Rebecca Hendrick and John P. Forrester. 1999. "Budgeting Implementation." In Roy Meyers (ed.), *Handbook of Governmental Budgeting*, (San Francisco: Jossey-Bass): 568-596.
- Rebecca Hendrick and John Forrester. "The Politics of Operational and Capital Budgeting." In R. Miranda and S. Gauthier (eds.), *Handbook of Local Government Finance: Concepts and Practices 2000* (Chicago, IL: Government Finance Officers Association): forthcoming.

RESEARCH/WORK IN PROGRESS

- Rebecca Hendrick, "Fulfilling the Promise of Performance Measurement in Local Government: Caveats and Complications," working paper.
- Rebecca Hendrick and Bonnie Lindstrom, "Stress, Structure, and Strategy: Fiscal Management in Chicago Suburbs," Working paper.
- Rebecca Hendrick, "Going Into Debt: Options, Limitations, and Professional Fiscal Management,"
- Rebecca Hendrick, "Professional Management and Variations in Fiscal Practices Among Fiscally Threatened Suburban Municipalities," working paper.
- Rebecca Hendrick, Yonghong Wu, and Benoy Jacob. "Tax Competition Among Municipal Governments: Exit Vs. Voice." Under review.

Rebecca Hendrick, "Role of Slack in Managing Local Government Fiscal Conditions" Under Review

BOOK REVIEWS

"Advances in Policy Studies Since 1950" (edited by William Dunn and Rita Mae Kelly), *American Review of Public Administration*, 24(1), 1994, pp. 128-130.

GRANTS/SPONSORED RESEARCH, CURRICULUM DEVELOPMENT, AND ANALYSIS

Graduate School Research Committee Grant, "Does Program Budgeting Improve Budgeting Decisions?" \$8,282., July, 1988 - June, 1989

Urban Research Initiative Grant (with Masoud Yasai), "Strategic Planning in Urban Government", \$17,000, July, 1993-June, 1994.

Rebecca Hendrick and Diane Schleicher, Costs and Benefits of Advanced Life Support Systems and Their Delivery in the Racine Area, Town of Caledonia, WI, \$15,000, April, 1994 - July, 1994.

Rebecca Hendrick, "Budgeting For Elected Officials," Institute For Local Leaders, Public Policy Forum, Milwaukee, WI, \$4500, September, 1994 - May, 1995.

Rebecca Hendrick and Masoud Yasai, "1996 Strategic Plan," Milwaukee County Department of Parks, Recreation, and Culture, \$50,000, June, 1995 - May, 1996.

Rebecca Hendrick, "Accountability for Elected Officials," Institute for Local Leaders, Public Policy Forum, Milwaukee, WI, \$3000, June, 1996 - January, 1997.

Rebecca Hendrick and Eric Welch, "The Capacity for Adoption and Implementation of Enterprise Resource Planning Systems in Local Government," \$687,000, under consideration at NSF.

RESEARCH PRESENTATIONS AND CONFERENCE PARTICIPATION

Rebecca Hendrick, "Environmental Impacts on Budgeting Strategies", Southwestern Political Science Association, San Antonio, March, 1986.

Rebecca Hendrick, "Top-Down Budgeting, Fiscal Stress and Incremental Budgeting Theory", Southern Political Science Association, Atlanta, November, 1986.

"Pooled Cross-sectional Time Series Analysis." Seminar in Quantitative Methods Series, College of Arts and Letters and the Social Science Research Facility, April, 1987.

"Oversight of the EPA: President Versus Congress," panel discussant, Midwest Political Science Association, Chicago, April, 1987.

Rebecca Hendrick, "Crisis and Transition in Budgeting Theory: Where Do We Go From Here?" American Political Science Association, Chicago, September, 1987.

- James Garand and Rebecca Hendrick, "Expenditure Tradeoffs in American States: A Longitudinal Test 1948-1984," American Political Science Association, Washington, DC 1988.
- "Volunteers, Managers and Interorganizational Networks in the Public Sector," panel discussant, American Political Science Association, Washington, DC, September, 1988.
- "Heuristic Problem Solving in Policy Analysis," Workshop on Public Administration and Decision Aiding Software, Midwest Political Science Association, Chicago, April, 1989.
- Rebecca Hendrick and James Garand, "Variation in State Economic Growth: Decomposing State, Regional and National Effects," American Political Science Association, Atlanta, September, 1989.
- Rebecca Hendrick and James Garand, "Expenditure Tradeoffs in the American States: A Pooled Cross-sectional Analysis," American Political Science Association, San Francisco, September, 1990.
- Rebecca Hendrick, "The Development of an Expert system for Evaluating Budgetary Transfer Requests: An Application to the City of Milwaukee," American Political Science Association, Washington, DC, September, 1991.
- Rebecca Hendrick, "An Information Infrastructure For Innovative Management of Government," American Political Science Association, Washington, DC, September, 1992.
- Rebecca Hendrick, "The Necessity and Design of Information Infrastructures For (Total Quality) Entrepreneurial Government," American Society of Public Administration, San Francisco, July, 1993.
- Rebecca Hendrick, "Impact of Federal Grants and other Non-General Fund Expenditures on General Fund Appropriations: A Detailed Analysis of One City," American Political Science Association, Chicago, IL, September, 1995
- "Assessing New Educational Policy Tools," panel discussant and chair, American Political Science Association, Chicago, IL, September, 1995.
- Rebecca Hendrick, "Fulfilling the Promise of Performance Measurement in Local Government: Caveats and Complications," Association for Budgeting and Financial Management, Washington, DC, October, 1996.
- "Sparkling and Sustaining Innovation", panel chair, Association for Public Policy Analysis and Management, Pittsburgh, PA, October, 1996.
- "Budgets, Bureaus, and Strategic Behavior," panel chair and discussant, American Political Science Association, Washington, DC, September, 1997.
- John Forrester and Rebecca Hendrick. "Transition to Outcome-Based Budgeting: The Case of the Missouri Department of Revenue and the City of Milwaukee, WI," Association of Budgeting and Financial Management, Washington, DC, November, 1997.
- Panel Chair and Presenter: "Comprehensive Management and Budgeting Reform in Local Government: The Case of Milwaukee," New Ways To Get Things Done in Midwestern Municipalities, American Society of Public Administration 60th National Conference, Orlando, FL, April 10-14, 1999.

Rebecca Hendrick. "Contextual Factors Affecting Strategic Planning in Public Agencies: A Comparative Study of Agencies in Milwaukee, WI," Association for Budgeting and Financial Management, Washington, DC: October 7-9, 1999.

"Performance Budgeting: Models, Approaches, and Pitfalls from Federal, State, and Local Experience," presenter on the City of Milwaukee, American Society of Public Administration 60th National Conference, Orlando, FL, April 10-14, 1999.

Chair and Moderator: Student Research Papers Panel, Association for Budgeting and Financial Management, Washington, DC: October 7-9, 1999.

Rebecca Hendrick and Bonnie Lindstrom. "Strategic Decisions: Environment, Opportunity, and Constraint in Suburban Financial Management." Midwest Political Science Association, Chicago, IL: April 18-22, 2001.

Rebecca Hendrick, "Fiscal Stress in Suburban Governments." Association for Budgeting and Financial Management, Washington, DC: January, 17 – 19, 2002

Rebecca Hendrick and Bonnie Lindstrom. "Stress, Structure, and Strategy: Fiscal Management in Chicago Suburbs," American Society of Public Administration, Phoenix, AZ, March 23-26, 2002

Rebecca Hendrick, "Fiscal Stress in Suburban Governments." Midwest Political Science Association, Chicago, IL: April 25-28, 2002.

Rebecca Hendrick and Mike Pagano, "Municipal Tax Competition Under Conditions of Multiple Opportunities," American Political Science Association, Boston, MA: August 29-31, 2002.

Rebecca Hendrick. "The Link Between Environment, Stress, and Strategy in the Financial Management of Local Government, Association of Budgeting and Financial Management," Kansas City, MO: October 10-12, 2002.

"Stability and Change in Public Financial Management Systems," panel chair and discussant, Midwest Political Science Association, April 3-6, 2003

Rebecca Hendrick, "Going Into Debt: Options, Limitations, and Professional Fiscal Management," Association of Budgeting and Financial Management, Washington, DC: September 18-20, 2003.

Rebecca Hendrick, "Professional Management and Variations in Fiscal Practices Among Fiscally Threatened Suburban Municipalities, Association of Budgeting and Financial Management, Washington, DC: September 18-20, 2003. and National Public Management Research Conference, Washington, DC: October 9 – 11, 2003

Rebecca Hendrick, "The Role of Slack in Managing Local Government Fiscal Conditions." Midwest Political Science Association, Chicago, IL: April 15-18, 2004

Rebecca Hendrick, "Municipal Fiscal Stress: Trends and Patterns within the Chicago Metropolitan Area" Conference on Chicago Research and Public Policy, Chicago, IL: May 13-14, 2004

"Local Debt and Fiscal Stress," panel chair and discussant, Association of Budgeting and Financial Management, October 7 -9, 2004.

PRESENTATIONS, LECTURES, AND PUBLICATIONS: PUBLIC ADMINISTRATION PROFESSIONALS

"Impact Assessment: Causation, Design, Analysis, and Inference," Seminar for the Budget and Management Division, City of Milwaukee, December 6 & 14, 1993.

"Performance Monitoring and Impact Assessment," Seminar for Waukesha County managers, Waukesha, WI, May, 1995

"Technology and Financial Management: An Information Infrastructure for Innovative Management of Government, Advanced Government Finance Institute, Government Finance Officer's Association, Madison, WI, August 1995.

"Budgeting for Elected Officials, Institute For Local Leaders, Public Policy Forum, Milwaukee, WI., May, 1995.

"Strategic Planning and Budgeting," Pre-conference Seminar: The Future of Public Budgeting: National Guidelines for Best Practices, Government Finance Officers Association, June, 1998.

"Performance Measurement Workshop," trainer and panelist, Public Administration and the Chicago chapter of the American Society of Public Administration, University of Illinois at Chicago, March 16, 1999.

"Performance Management," Strategic Management Training Seminar, Illinois Department of Commerce and Community Affairs, May 17, 2000.

"Connecting the Strategic Plan to Performance Measurement," presentation to upper and mid-level managers in State of Illinois government, May 19, 2000

Facilitator: Strategic Plan, Department of Central Management Services, State of Illinois, July 18 & 19, 2000

"Review of the Statewide Information Infrastructure," State of Iowa Executive Academy, August 16, 2000.

"Revenue Diversification in Chicago Metropolitan Suburbs, Illinois Government Finance Officers Association, September 5, 2002.

"Revenue Diversification in Chicago Metropolitan Suburbs," Illinois Government Finance Officers Association Newsletter, Fall, 2002

"Municipal Fiscal Stress and Dependence on State Shared Revenue: Evidence From Chicago's Suburbs," Illinois Association of Municipal Manager Assistants, February 12, 2003.

"The Impact of This Year's State Budget on Units of Local Government," panelist, sponsored by the Illinois Municipal League and the Union League Club of Chicago, April 23, 2003.

"Municipal Fiscal Stress and Dependence on State Shared Revenue: Evidence From Chicago's Suburbs," *Policy Forum*, Institute of Government and Public Affairs, vol 16 (3), 2003

"Municipal Fiscal Stress and Dependence on State Shared Revenue: Evidence From Chicago's Suburbs," Association of Government Accountants, October 6, 2003

“Professional Management and Variations in Fiscal Practices Among Fiscally Threatened Suburban Municipalities,” Chicago Chapter of American Society of Public Administration. December 9, 2003

“Gauging Fiscal Stress,” The Public Investors Symposium, Illinois State Treasurers Office, Springfield, April 14, 2004

“Local Governing (Fiscal) Capacity and the Role of the State: Focus on Chicago Suburbs,” Annual conference of the Illinois Municipal League, September 16-19, 2004, Chicago, IL.

INSTRUCTIONAL ACTIVITIES

Graduate Courses

Methods of Decision Making in Public Administration
Quantitative Analysis for Public Administration
Research Methods for Public Administration
Public Program Evaluation
Financial Management
Management Methods in Public Administration
Strategic Management

Undergraduate Courses

Political Science Data Analysis
Introduction to Public Administration
Approaches to Political Science Research
Public Policy Analysis
Methods of Political Research- 1 & 2
Introduction to Computer Science- 1 & 2

Dissertation and Masters Committees for students in Nursing, Education, Engineering, Sociology, Urban Affairs, and Political Science

PROFESSIONAL ACTIVITIES

Program Chair: 2001 Association for Budgeting and Financial Management Conference, Washington, DC.

Workgroup Member: Curriculum standards for Financial Management and Budgeting, NASPAA

Illinois Strategic Planning Advisory Council: Office of Strategic Planning, Office of the Governor, State of Illinois 1999-2000.

Consultant: to various state agencies in Illinois on strategic planning and performance measurement

Co-chair. Public Administration section of the 2003 Midwest Political Science Association Conference, Chicago, Illinois

Executive Board: Association for Budgeting and Financial Management, 1999-2003

Editorial Boards:: State and Local Government Review, 2004-present; American Review of Public Administration, 2004

Policy Task Force: Center for Tax and Budget accountability, 2004-present

Illinois Government Advisory Board, Illinois Office of the Comptroller, State of Illinois, 2004-present

Association Memberships

American Society for Public Administration
Midwest Political Science Association
Association for Budgeting and Financial Management
Association of Public Policy Analysis and Management

Manuscript Reviews

Western Political Quarterly
American Journal of Political Science
American Review of Public Administration
Journal of Politics
Policy Studies Journal
Public Administration Review
American Politics Quarterly
National Science Foundation
Political Research Quarterly
Urban Affairs Review
National Tax Journal