

CURRICULUM VITAE

Ed Gibson

Education: Ph.D, Public Administration and Public Affairs, Virginia Polytechnic Institute, 2007
MBA, University of Maryland, 1992
BS, Business Administration, University of North Carolina, 1980

Certifications: Certified Management Accountant (Institute of Management Accountants), 1997

Instructional Experience:

University of Baltimore

Joined the School of Public Affairs in Fall 2007 as an assistant professor specializing in public finance. Currently teach courses in public organization theory, budgeting, and financial management.

Publications:

Refereed Journal Publications

- “Admitting a Bad Influence: Contracting the Public Service” (2004). In Charles Goodsell (symposium ed.), “Has PA Grown Up?” *International Journal of Public Administration*. 27(7): 481-490.
- “Tales of Two Cities: The Administrative Façade of Social Security” (2003). *Administration & Society*. 35 (4): 408-437.

Book Chapters

- “Toward Financial Freedom: Budgetary Reform in the U.S. Courts” (2006). In Howard Frank (ed.), *Public Financial Management*. Boca Raton: CRC Press.

Conference Papers

- “Bridging In-Person and Online Instructional Modes via ‘Virtual Classrooms.’” National Teaching Public Administration Annual Conference, Frankfort, KY, (proposal accepted), May 27-28, 2009.
- "Batting Averages and Buy-In: Formalization and Public Performance Management." Annual Conference of the American Society for Public Administration, Miami, FL, March 20-24, 2009.
- “Does Pro-Nuclear Look Greener on the Other Side of the Climate Change Debate?” Annual Conference of the Northeastern Political Science Association. Boston, MA, November 13-15, 2008.
- “Tapping Public ‘Equity’: Lessons of Corporate Finance for Tightening Credit Markets.” Annual Conference of the Association for Budgeting & Financial Management, Chicago, IL, October 23-25, 2008.
- “‘Dollars and Cents’ as Vigotsky’s Historical-Cultural Icons: Or What We Could Learn from a Marxist Educational Psychologist about Teaching Capital Budgeting.” National Teaching Public Administration Annual Conference, Harrisburg, PA, May 24-25, 2007.
- “Building Turf or Traveling Light: Agency-Based Conjecture about the New Public Manager.” National Conference of the American Society for Public Administration: Milwaukee, WI, April 1-3, 2005.
- “Program Assessment and Rating Tool (PART): The Bush Administration’s Hierarchical Management Tool?” Fall Meeting of the Association for Public Policy Analysis and Management, Washington, DC, November 6-8, 2003.

- “Toward Financial Freedom: Budgetary Reform in the U.S. Courts.” Annual Conference of the Association for Budgeting & Financial Management, Washington, DC, September 18-20, 2003.
- “Social Security Advisory Councils: Citizen Custodians of the Symbolic Order.” Annual Meeting of the American Political Science Association, Philadelphia, PA, August 27-31, 2003.
- “Smoke and Mirrors: Contrasting Policies for the Tobacco Settlement Allocation in Two Southern States.” Annual Meeting of the Southern Political Science Association, Atlanta, GA, November 9-11, 2000.
- “Tales of Two Cities: The Administrative Façade of Social Security.” Annual Conference of the Public Administration Theory Network, Ft. Lauderdale, FL, January 28-29, 2000.

Research Awards

- “Ethical Climates in Organizations” – Research Grant by University of Baltimore’s Hoffberger Center for Professional Ethics (co-awardee: Dr. Heather Wyatt-Nichol), January 2009.
- “Modifications to Create a ‘Hybrid’ Public Finance and Budgeting Course” – “Provostial Online Learning Innovation Grant” by the University of Baltimore, May 2008.

Professional Addresses

- “Using Elluminate in the Classroom.” Ethical Climates in Organizations” – Address for the University of Baltimore’s Center for Excellence in Learning and Teaching, March 2009.

Review of Professional Journals

- Symposium reviewer for *Public Administration Review* symposium, “A Public Administration Moment: Forging and Agenda for Financial Regulatory Reform,” reviewed January 2009.

Participation at Professional Meetings

- Panel chair and discussant for “Building Budgets: Budgets for Buildings.” Annual Conference of the Association for Budgeting and Financial Management. Chicago, IL, October 23-25, 2008.

Pre-Academic Work Experience:

PEC Solutions (became Nortel Government Solutions in 2006)

1995 – 2007

PEC provides technology and project management services, primarily to civilian federal government organizations, including the U.S. Courts and many law enforcement agencies. The following selected assignments are representative of my program management, budgetary, and financial consulting practice:

- Conducted the third review of the U.S. Courts’ budgetary mechanism for funding technology infrastructure, which I developed in 1996-97, to assess its current conformance with business-based requirements. This analysis incorporated spending history, infrastructure inventory, and asset management approaches, as articulated by judges and court administrators. Budgetary and inventory data were augmented by interviews. Site visits provided additional first-hand insight into use of technology to advance the courts’ mission. Out of this analysis, I assessed candidate investment strategies, recommended the level and organizational allocation of funds to manage technology assets, and developed allotment formulas to implement the recommended approach.

- Produced a functional requirements document based on analysis of budgeting and financial management functions within the Defender Services program. This analysis served as the basis for a system to generate, justify, and manage the appropriation that funds legal representation of indigent parties in the U.S. Courts. The statement of functional requirements is a component of the judiciary's life-cycle management process.
- Analyzed fee structure alternatives for accessing court records via Internet. I developed and administered a survey to elicit user preferences and utility factors. Analysis of usage trends supported my forecasts of future revenue under various pricing models, on which the Judiciary based its revised fee structure.
- Conducted performance management consulting for the acquisition organization of the Defense Finance and Accounting Service. In addition to creating the performance measurement strategy and recommending the metrics needed to implement the strategy, I conducted a benchmark of the acquisition organization's performance based on a statistical correlation between personnel strength and contracted funds.
- Developed allotment formulations as part of the U.S. Courts' budget decentralization initiative to fund law book purchases and local automation infrastructure.
- Developed a performance measurement approach for the U.S. Patent and Trademark Office, facilitating adoption of metrics and targets in conjunction with the agency's strategic plan. I also created and applied an evolutionary model to increase precision gradually, as measurement became institutionalized and baselines established. These recommendations included strategies to alter measurement regimes to become more relevant and cohesive, and less parochial.
- Modeled organizational work flow processes and analyzed demographic and workload trends in support of an Enterprise Architecture based on the U.S. Courts' functional needs in order to enable information exchange across different organizational areas.

While at PEC, I taught capital planning, performance-based management, and life-cycle management for technology for the U.S. Department of Agriculture Graduate School. During this period I also taught process modeling as part of a project management series that PEC developed for the U.S. Courts.

Electronic Data Systems (EDS)

1980 – 1995

EDS supplies technology services to public and private sector organizations. EDS' Government Group served both federal and state and local sectors, between which my assignments were roughly equally divided.

Senior Business Analyst (1993 - 1995)

Served as a program analyst on a team conducting a cost-benefit analysis for the standard Department of Defense procurement system. The primary focus of the assignment was an activity-based costing analysis to define the operational cost structure and project estimated savings for the proposed system.

Project Manager (1991 - 1992)

Managed systems engineering teams, who performed systems design, development, conversion, and maintenance for clients that included General Motors, AT&T, MCI, and the Federal Aviation Administration.

Systems Analyst (1987 - 1990)

Maintained an accounting and financial system for the Agency for International Development. My responsibilities included quality assurance and configuration management for specifications,

documentation, and software. For migration of military personnel and inventory systems, I was responsible for tracking, resolution, and customer acceptance of complex issues that arose due to differences between the baseline and target systems environments.

Instructor (1986)

Served as COBOL (programming language) instructor for the Systems Engineer Development program, conducting the lectures, laboratory exercises, and test administration for a class of twenty students.

Supervisor (1983 - 1986)

Led teams of programmers, who designed, developed, and implemented two systems: a billing/accounts receivable and student registration system for The Pennsylvania State University and the motor vehicle registration system for the Commonwealth of Massachusetts.

Programmer (1980 - 1982)

Performed process and data modeling, produced systems specifications, and provided quality assurance for systems design, development, conversion, and maintenance projects. Designed and developed batch reports and on-line transactions for systems development projects that supported a manufacturer and a municipal government.