

Marc K. Fudge
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Education

- Ph.D. Rutgers University – Newark, N.J.
School of Public Affairs and Administration
- 2007 – 2011 Concentration – Performance Measurement and Improvement
- M.P.A. Fairleigh Dickinson University, Teaneck-Hackensack, N.J.
Concentration – Public Management, Human Resource Management
Thesis – “A Longitudinal Analysis of Fiscal Solvency at Fairleigh Dickinson University Campuses”
- B.A. Howard University, Washington, D.C.
Major - Political Science, Minor - English

Academic Appointments

- 2016 – Present Associate Professor – California State University San Bernardino
Jack H. Brown College of Business and Public Administration
- 2011 – 2016 Assistant Professor – California State University San Bernardino
School of Business and Public Administration
- 2010 - 2011 Visiting Professor
Long Island University – Brooklyn, School of Business, Public Administration and Information Science

Courses Taught	Areas of Specialization and Research Interests
<ul style="list-style-type: none">• Public Budgeting & Finance• Public Financial Management• Program Evaluation• Research Methods• Public Administration Theory & Practice• Policy Analysis and Program Evaluation• Leadership and Diversity• Marketing Social Media through Technology	<ul style="list-style-type: none">• Public Finance• Program Evaluation• Performance Measurement• Social Equity

Courses have been taught face-to-face (in-class), online and hybrid

Publications

Propheter, G., Levine, H., Fudge, M. (2017) An exploration of the Great Recession's impact on States' reliance of user fees. *Public Finance and Management*, vol. 17 (3): 259-282

Blessett, B., Fudge, M., & Gaynor, T.S. (2017). Moving from Theory to Practice: An Evaluative Assessment of Social Equity Approaches. Submitted to the Center for Accountability and Performance (CAP) and the National Academy of Public Administration's (NAPA) Standing Panel on Social Equity in Governance

Levine, H., Fudge, M., Propheter, G. (2016) Local option sales taxes and county rainy day funds. *Journal of Public Budgeting, Accounting & Finance*, 28(4): 467-487.

Estes, J. and Fudge, M. (2015) Greed and perceived need trumps good fiscal practice: The use of capital appreciation bonds by states and municipalities. *Journal of Academy of Business & Economics*. 15(3): 99 – 106.

Manoharan, A., Fudge, M., & Zheng, Y. (2015) Global clusters in municipal e-governance: A longitudinal study. *International Journal of Public Administration*. 38(2): 116 – 131.

Estes, J. Fudge, M. & Van Wart, M. (2014) *Journal of International Finance and Economics*. Structural drivers and political facilitators of local government bankruptcy and the troubling case of capital appreciation bonds, 14(3): 35 – 48.

Fudge, M. (2014) Enhancing user engagement with elected officials – Contextual predictors influencing the use of social network applications on municipal web sites. *International Journal of Technology Diffusion*, 5(3): 1-21.

Fudge, M., Sirotnik, B., Bockman, S. (2014) Missed opportunities: Improving deliberation through digital democracy. *International Journal of eGovernance and Networks*, 2(1): 65-85.

Fudge, M. & Manoharan, A. (2014) Fear or negligence? Contemporary Trends, Approaches and the Future of Online Privacy and Security Policies in US Cities. *International Journal of eGovernance and Networks*, 1(2): 22-37.

Fudge, M. (*Revise & resubmit*) E-Performance reporting in US Cities - An examination of the factors influencing local governments to publish performance information online. *Public Performance & Management Review*.

Fudge, M. and Van Ryzin, G. (2012) Citizens determinants of e-government use. *International Journal of Technology Diffusion*, 3(1): 44-58

Manoharan, A., Fudge, M. and Holzer, M. (2011) Global trends in digital governance: A longitudinal study. *International Journal of Technology Diffusion*, 2(2): 32-46.

Books

Baker, D., Fudge, M. and Roman, A. (2015). *Governmental Budgeting Workbook – Bridging Theory and Practice* (3rd ed.) San Diego, CA., Birkdale Publishers.

Holzer, M., Fudge, M. Stowers, G., Schick, R. and Manoharan (2012) *U.S. Municipalities E-Governance Survey (2010-11) An Assessment and Ranking of Municipal Websites*. Newark, NJ, National Center for Public Performance.

Book Chapters

Schwartz, R. and Fudge, M. (*forthcoming*) *Web Sites and Web Searching*, In: Holzer, M., Flug, J., Meyer, S., and Xu, C. (Eds). *The Public Administration Gateway – A User’s Guide*, Pagateway.newark.rutgers.edu. ISBN: 978-0-942942-30-9

Fudge, M. (2017) *The Inequity of User Fees and the Overreliance by Communities to Generate Revenue*, In: Levine, H. and Moreno, K. (Eds) *Positioning Markets and Governments in Public Management*, Hershey, Pa., IGI Global.

Fudge, M. (2014) *Global Trends in Performance Reporting*, In: Manoharan, A. & Holzer, M. (Eds.) *E-Government and Websites: A Public Solutions Handbook*, Armonk, N.Y., M.E. Sharpe.

Manoharan, A. and Marc Fudge, (2011) *An Examination of Global Municipal Government Privacy and Security Policies*, In: Papadopoulos, T. and Kanellis, P. (Eds.) *Public Sector Reform Using Information Technology: Transforming Policy into Practice*, Hershey, Pa., IGI Global.

Mohammed-Spinger, D., Dan Bromberg, Marc Fudge and Neil Coleman.(2011) *E-Government and Transparency in New Jersey Counties: Providing Information to Citizens* In: Manoharan, A. and Holzer, M. (Eds.) *E-Governance and Civic Engagement: Factors and Determinants of E-Democracy*, Hershey, Pa., IGI Global.

Holzer, Marc, Aroon Manoharan and Marc Fudge (2010) *Beyond E-Governance*, In: Shark, A. and Toporkoff, S. (Eds.), *Beyond E-Government-Measuring Performance*. Washington, D.C., PTI-ITEMS Publishing.

Other Scholarly Contributions

Fudge, M. (2014) *The Varied and Diverse Predictors of Local Government Bankruptcy*. PA Times Online, January.

Fudge, M. (2013) *A Poor Decision Made Worse? The Use of Capital Appreciation Bonds by School Districts*. PA Times Online, October.

Fudge, M. (2013) *Performance Budgeting within State and Local Governments – The Disconnect Between Public Manager Efforts and Legislative Action*. PA Times Online, July.

Other Scholarly Contributions (*continued*)

Fudge, M. (2013) [Book Review] Enacting Electronic Government Success – An Integrative Study of Government-wide Website, Organizational Capabilities and Institutions, *American Review of Public Administration*, 43(3): 371-374.

Fudge, M. (2011) Cost Benefit Analysis Approach to Measure Performance. *Public Administration Review*, 71(3), 487.

Presentations

2018 American Society for Public Administration Annual Conference: Guest Speaker – Social Equity, Diversity and Inclusion Workshop. March 9 – 13, 2018. Denver, CO.

2017 Fudge, M. "The Inequity of User Fees." Presented at the Association for Budgeting & Financial Management Annual Conference. October, 2017, Washington, DC.

Fudge, M. "An Exploration of the Great Recession's Impact on States' Reliance on User Fees." Presented at the American Society for Public Administration Annual Conference. March, 2017, Atlanta, GA.

2016 Fudge, M. "Structural Drivers and Political Facilitators of Local Government Bankruptcy." Presented at the American Society for Public Administration Annual Conference. March 14 - 18, 2014, Washington, DC.

Fudge, M. "The Great Recession's Impact on User Fees." Presented at the Association for Budgeting & Financial Management Conference. October, 2016, Seattle, WA.

2015 Fudge, M. "Taking Your Ground – The Public Policy-Social Equity Dichotomy." Presented at the Public Administration Theory & Network Conference. May 28 – 31, 2015, Vancouver BC.

Fudge, M. "How Effective are Measures that Predict Fiscal Stress?" Presented at the Association for Budgeting & Financial Management Annual Conference. October, 2017, Washington, DC.

Fudge, M. "Emerging Trends in Data Analysis for Local Government Performance Management." Presented at the American Society for Public Administration Annual Conference. March, 2015, Chicago, IL.

Presentations (continued)

- 2015 Fudge, M. "How Effective are Measures that Predict Fiscal Stress?." Presented at the American Society for Public Administration Annual Conference. March, 2015, Chicago, IL.
- Fudge, M. "Moving from Theory to Policy Implementation – An Evaluative Assessment of Social Equity Practices in US Local Governments." Presented at the American Society for Public Administration Annual Conference. March, 2015, Chicago, IL.
- 2014 Fudge, M. "How Effective are Measures that Predict Fiscal Stress?" Presented at the Association for Budgeting & Financial Management Annual Conference, October 2 – 4, 2014, Grand Rapids, MI
- 2014 Fudge, M. "The Impact of the Local Option Sales Tax on Rainy Day Stabilization Funds." Presented at the Association for Budgeting & Financial Management Annual Conference, October 2 – 4, Grand Rapids, MI.
- 2014 Fudge, M. "E-Government is Dead." Presented at the Public Administration Theory and Network Conference. May 15 – 17, 2014, Miami, FL.
- 2014 Fudge, M. "Structural Drivers and Political Facilitators of Local Government Bankruptcy." Presented at the American Society for Public Administration Annual Conference. March 14 - 18, 2014, Washington, DC.
- 2013 Fudge, M. & Baker, D. "Capital Appreciation Bonds: California's Latest Public Finance Conundrum" Presented at the Association for Budgeting and Financial Management Conference October 11-14, 2013, Washington, DC
- 2013 Fudge, M. "Missed Opportunities: Improving Deliberation through Digital Democracy." Presented at the Public Administration Theory & Network Conference. May 24-28, 2013, San Francisco CA.

Presentations (*continued*)

- 2013 Fudge, M. "An Examination of the Factors that Influence U.S. Municipalities to Publish Performance Information Online." Presented at the American Society of Public Administration Annual Conference March 15 – 19, 2013, New Orleans, Louisiana
- 2012 Fudge, M. Online Education – "An Assessment of Student Perceptions." Presented at 35th Annual Teaching Public Administration Conference May 21 - 23, 2012 South Padre Island, Texas
- 2012 Fudge, M. "An Examination of the Factors that Impact U.S. Municipal Government's Utilization of Rainy Day Stabilization Funds." Presented at the American Society of Public Administration Annual Conference March 2 – 6, 2012, Las Vegas, Nevada
- 2012 Fudge, M. "Managing E-Government Service Delivery During Fiscal Stress." Presented at the American Society of Public Administration Annual Conference March 2 – 6, 2012, Las Vegas, Nevada
- 2011 Fudge, Marc. "Is Government Riding the Wave? To What Extent are U.S. Municipal Governments Using Social Networks to Communicate with Citizens? Presented at the American Society of Public Administration Annual Conference, Baltimore, Maryland.
- 2010 Fudge, Marc. "An Examination of the Impact Information and Communication Technologies have on Local Government Performance." Presented at the Southeastern Conference of Public Administration, Wilmington, North Carolina.
- 2010 Fudge, Marc. "Personal and Contextual Determinants of Citizens' Use of Government Websites." Presented at the American Society of Public Administration Annual Conference, San Jose, California.
- 2010 Fudge, Marc. "Accountable Government – An Examination of Online Performance Reporting in U.S. Municipal Governments. Presented at the American Society of Public Administration Annual Conference, San Jose, California.
- 2009 Fudge, Marc. "A Comparative Analysis of Youth Workforce Programs in the U.S. and the U.K." Presented at the International CIRIEC Research Conference on Social Economy, Ostersund, Sweden.
- 2009 Fudge, Marc. "Diversity in E-Government." Presented at the American Society of Public Administration Annual Conference, Miami, Florida.

Guest Lectures

- 2010 Guest Lecturer, Managing Diversity, taught by Dr. Hindy Schachter, New Jersey Institute of Technology (NJIT). Topic: Representative Bureaucracy.
- 2010 Guest Lecturer, Managing Diversity, taught by Dr. Hindy Schachter, New Jersey Institute of Technology (NJIT). Topic: Online Disability Policies.
- 2010 Guest Lecturer, Organizational Behavior, taught by Dr. Hindy Schachter, New Jersey Institute of Technology (NJIT). Topic: Public Sector Motivation.
- 2010 Guest Lecturer, Organizational Behavior, taught by Dr. Hindy Schachter, New Jersey Institute of Technology (NJIT) Topic: Public Administration Leadership Theory.

Service to the Profession

- 2018 – Present Chair-Elect – Section on Public Performance and Management (SPPM)
- 2017 – 2018 President – Conference of Minority Public Administrators (COMPA)
- 2013 -Present Managing Editor - Journal of Public Management and Social Policy
- 2012-2013 Symposium Editor - Journal of Public Management and Social Policy
- 2009 -2012 Associate Editor - Journal of Public Management and Social Policy
- 2009 - Present Associate Director of E-Governance Institute, Rutgers University – Newark, School of Public Affairs and Administration
- 2009 - Present Academy of Management Reviewer of conference papers (Section on Technology Improvement & Management; Section on Public Service)

University Service

- 2015 California State University San Bernardino Strategic Planning Committee Working Group: Resource Sustainability & Expansion
- 2014 – 2015 California State University San Bernardino Faculty Senate Executive Committee
- 2013 – 2015 California State University San Bernardino Faculty Senator
- 2013 – present Advisor to Pi Alpha Alpha academic honor society

University Service (*continued*)

2011-2015	Department of Public Administration Undergraduate Coordinator
2011 – present	University Committee – Faculty Hearing Panel Representative
2012 – present	Text and Academic Authors Association (TAA) Member – California State University San Bernardino Chapter (2012)
2012 - present	College of Business and Public Administration – Outcomes Assessment Committee
2012	Department of Public Administration - Online Fee Committee – Department of Public Administration. Developed a strategic plan to allocate resources for department activities supporting online courses
2012 – 2014	Department of Public Administration - Scholarship Committee
2012 - present	Department of Public Administration - Advisor to Public Administration Organization (PAO)
2012	Department of Public Administration - National Association of Schools of Public Affairs and Administration (NASPAA) Performance Measurement Committee - Department of Public Administration. Aligned NASPAA Competencies with Public Administration Department mission, goals and strategy
2006	Search Committee Chair, Filled Position for Assistant Dean of Graduate School at Montclair State University

Professional Experience

2004 - 2008	<i>Department Administrator</i> , Department of Counseling and Educational Leadership, Montclair State University
2005 – 2006	<i>Program Coordinator</i> , Department of Counseling and Educational Leadership, Montclair State University
2003 – 2004	<i>Student Development Specialist</i> , Pre-Medical Pre-Dental Program, Seton Hall University
1999 – 2003	<i>Budget Analyst</i> , New Jersey Administrative Office of the Courts, Probation Services

Academic Awards

- 2010-2011 Dissertation Fellowship - Rutgers University – Newark, School of Public Affairs and Administration
- 2008 – 2009 Graduate Teaching Assistant, Rutgers University – Newark, School of Public Affairs and Administration
- 1996-1998 Graduate Fellowship, Fairleigh Dickinson University – Teaneck/Hackensack Campus

Professional Associations

- 2007 – Present American Society of Public Administration (ASPA)
ASPA Section on Public Performance and Management
- 2009 – Present Conference of Minority Public Administrators
- 2012 - present Government Finance Officer Association (GFOA)
- 2012 – present Association for Budgeting and Financial Management (ABFM)
- 2012 Consultant for U.S. Governmental Accountability Office (GAO) on the evaluation of Performance.gov, a new performance reporting website for the federal government

Community Service

- 2017 – Present Facilities & Finance Advisory Board Member, Capistrano Unified School District
- 2017 – Present Friends of Mandarin Immersion Program - Community Liaison, Marian Bergeson Elementary School
- Mandarin Immersion Program Advisory Committee, Board Member, Marian Bergeson Elementary School

References Available Upon Request