

**Marc K. Fudge**  
[mfudge@csusb.edu](mailto:mfudge@csusb.edu)

## **Education**

Ph.D. Rutgers University – Newark, N.J.  
School of Public Affairs and Administration  
Concentration – Performance Measurement and Improvement

M.P.A. Fairleigh Dickinson University, Teaneck-Hackensack, N.J.

B.A. Howard University, Washington, D.C.  
Major - Political Science, Minor - English

## **Academic Appointments**

2019 – Present Professor – California State University San Bernardino  
Jack H. Brown College of Business and Public Administration

2016 – 2019 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

## **Administrative Appointments**

2021 – 2022 MPA Director – Department of Public Administration, California State University San Bernardino

2018 – 2020 Interim-Chair – California State University San Bernardino  
Department of Special Education, Rehabilitation & Counseling  
College of Education

2012 – 2015 Undergraduate Academic Coordinator - Department of Public Administration,  
California State University San Bernardino

## **Areas of Specialization and Research Interests**

Public budgeting & finance, social equity and performance management

## **Courses Taught**

- Public Budgeting & Finance
- Public Financial Management
- Program Evaluation
- Public Administration Theory & Practice

## Publications

- Baker, D., Fudge, M. and Roman, A. (2021). *Governmental Budgeting Workbook – Bridging Theory and Practice* (4<sup>th</sup> ed.) San Diego, CA., Birkdale Publishers.
- Fudge, M. (2020) Improving the budgetary process – Meeting the public where they are. *Scientific Journal of Research & Review*. 2(5). DOI: 10.33552/SJRR.2020.02.000550.
- Justice, J., Fudge, M., Levine, H., Bird, D., and Iftikhar, M. (2019) Using Fiscal Indicator Systems to Predict Bankruptcies, in: Williams, D. & Calabrese, T. (Eds) *The Palgrave Handbook of Government Budget Forecasting*, New York, N.Y., Palgrave Macmillan.
- Schwartz, R. and Fudge, M. (2018) 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.
- 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.
- Baker, D., Fudge, M. and Roman, A. (2015). *Governmental Budgeting Workbook – Bridging Theory and Practice* (3<sup>rd</sup> ed.) San Diego, CA., Birkdale Publishers.
- 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.

## **Publications (continued)**

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. (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.

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

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.

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.

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**

- 2020 Fudge, M. Conference moderator, Conference of Minority Public Administrators Annual Conference, February, 2020. Peachtree City, GA.
- 2019 Fudge, M. "Land Value Capture in The US - A Strategy for Adoption and Implementation." Presented at the American Society for Public Administration Annual Conference. March, 2019, Washington, D.C.
- 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.
- 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

## **Presentations (continued)**

- 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.

## **Service to the Profession**

- 2022 Planning Committee, Marc Holzer Annual Performance Symposium, virtual
- 2021 Planning Committee, Marc Holzer Annual Performance Symposium, virtual
- 2018 – 2022 Chair – Section on Public Performance and Management (SPPM)
- 2017 – 2018 Representative, ASPA National Council
- 2017 – 2018 President – Conference of Minority Public Administrators (COMPA)
- 2016-2017 Vice-President – Conference of Minority Public Administrators (COMPA)
- 2013 – 2018 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

## **Service to the Profession (*continued*)**

- 2009 - 2020 Associate Director of E-Governance Institute, Rutgers University – Newark, School of Public Affairs and Administration
- 2009 - 2020 Academy of Management Reviewer of conference papers (Section on Technology Improvement & Management; Section on Public Service)

## **University, College & Department Service**

- 2022 – present Educational Policy and Resources Committee (EPRC)
- 2022 – present Jack H. Brown College of Business and Public Administration Publication Quality Task Force
- 2021 – 2022 University Faculty Mentor Network, faculty representative
- 2020 – present Office of Academic Equity (OAE) Ambassador – Jack H. Brown College of Business and Public Administration
- 2020 - 2022 Instructional Quality Control Committee
- 2018 California State University San Bernardino African American Recruitment & Retention Task Force
- 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 – 2015 Advisor to Pi Alpha Alpha academic honor society
- 2011-2015 Department of Public Administration Undergraduate Coordinator
- 2011 – 2012 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

## **University, College & Department Service (continued)**

- 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      *Department Administrator*, Department of Counseling and Educational Leadership, Montclair State University
- 2005 – 2006      *Program Coordinator*, Department of Counseling and Educational Leadership, Montclair State University
- 2003 – 2004      *Student Development Specialist*, Pre-Medical Pre-Dental Program, Seton Hall University
- 1999 – 2003      *Budget Analyst*, 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**

- 2021 – present      California Society of Municipal Finance Officers
- 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 – 2018      Friends of Mandarin Immersion Program - Community Liaison, Marian Bergeson Elementary School
- 2017 – 2018      Mandarin Immersion Program Advisory Committee, Board Member, Marian Bergeson Elementary School

References Available Upon Request