

**VITA**  
**KARL NOLLENBERGER**

734 Frederick Street  
Oshkosh, WI 54901  
E-mail: [Karl@Nollenberger.net](mailto:Karl@Nollenberger.net)

920-235-2921 Home Office  
920-424-2213 UWO Office  
847-533-0145 Cellular

**EDUCATION**

**Doctorate of Public Administration**

University of Illinois – Chicago  
Graduation Date: May 2008  
GPA: 4.0/4.0

**Master of Public Administration**

University of Colorado – Denver  
Graduation date: May 1977  
GPA: 3.9/4.0

**Bachelors of Business Administration**

University of Iowa, Iowa City, Iowa  
Graduation Date: May 1969  
GPA: 3.4/4.0

**ACADEMIC EXPERIENCE**

**Associate Professor of Public Administration – University of Wisconsin – Oshkosh – September, 2008 to present** – Faculty in the Masters of Public Administration Program

**Academic Director of the MPA Program at Illinois Institute of Technology – June, 2004 to August, 2008** - Administrative responsibility for MPA Program and Professor for various Courses

**Adjunct Instructor Experience in Masters of Public Administration Programs**

Summer 2005 & 2002 - University of Illinois – Chicago  
Course: Local Government Management

Winter, 2007, Spring, 2006, 2005 & 2004 - Northwestern University – Chicago, Illinois  
Course: Economics of State and Local Government

Fall, 2003 - Governors State University – Chicago, Illinois  
Course: Economic Analysis in Public Administration

Fall 1994 - St. Scholastica College – Duluth, Minnesota  
Course: Private Lives, Public Responsibilities

Spring 1984 - Lamar University – Beaumont, Texas  
Course: Urban Management Process

Spring 1981 and Fall 1982 - Mankato State University – Twin Cities, Minnesota  
Courses: Urban Management Process and Labor Relations in Local Government

Fall 1976 & 1975 - University of Colorado – Denver  
Course: Financial Management and Policy Formulation

### **FIELDS OF INTEREST**

Public Administration, Financial Management, Budgeting, Human Resource Management, Urban Management Process, Local Government.

### **PUBLICATIONS**

#### **Referred Journal Articles**

- Nollenberger, Karl and James Simmons, “Municipal Government Structure in Wisconsin – Does Form Matter?” *Journal of Public and Nonprofit Affairs*, November, 2016.
- Nollenberger, Karl, “Traditional versus Hybrid Teaching Modes in a Masters of Public Administration Program”, *Journal of Public Affairs Education*, February, 2017.
- Nollenberger, Karl, “Comparing Alternative Teaching Modes in a Master’s Program – Student Preferences and Perceptions”, *Journal of Public Affairs Education*, May, 2015
- Nelson, Kimberly and Karl Nollenberger, “Conflict and Cooperation in Municipalities: Do Variations in Form of Government Have an Effect?” *Urban Affairs Review*, September 2011.
- Nollenberger, Karl, Craig Maher, Kevin McGee, and Paul Beach (student) “Budget Priorities and Community Perceptions of Service Quality and Importance”, *Journal of Public Budgeting, Accounting and Financial Management*, Summer, 2012

#### **Referred Book Chapters**

- Nollenberger, Karl, “Leadership and Management in Local Government”, in *Transforming Public Leadership for the 21<sup>st</sup> Century*, National Academy of Public Administration, 2006. M.E. Sharpe Publisher
- Elazar, Daniel and Karl Nollenberger, “The Duluth Civil Community: The End of a Long Depression?” in *Opening Cybernetic Frontiers*, 2006. Transaction Publishers

#### **Non- Referred Books**

- Nollenberger, Karl, *Cooperation and Conflict in the Decision-Making Process: Governmental Decision-Making in Middle Size Cities in the USA*. VDM Publishing, October 2009.
- Nollenberger, Karl, *Evaluating Financial Condition – Fourth Edition (Revised)* International City/County Management Association, 2004.

#### **Non- Referred Journal Articles**

- Nollenberger, Karl, “Reform in Government Structure in Wisconsin”, WCMA News, Spring 2016.
- Nollenberger, Karl, Advisory Board on Graduate Education – International City/County Management Association, “Filling the Pipeline for Local Government” in *PA Times*, October, 2013

- Nollenberger, Karl and Craig Maher, “Revisiting Kenneth Brown’s “10-Point Test” in *Government Finance Review*, October, 2009.
- Nollenberger, Karl, and Dennis Judd, “Urban Politics and Government in the Midwest” *The Midwest Encyclopedia*, Columbus, OH, Ohio State University Press, 2007
- Nollenberger, Karl, “Combining Leadership and Management Skills” in *Government Finance Review*, August 2006.
- Nollenberger, Karl, “Moving Up or Moving On - Getting the Right Position” in *Government Finance Review*, October 2005.
- Nollenberger, Karl, “County Government, the Collaborative Spirit” *National Association of County Administrator’s Newsletter* October 2001.
- Nollenberger, Karl, “Contracting Out or Reducing the Cost of Services”, *Texas Municipal Finance Officers*, May, 1986.
- Nollenberger, Karl, and Tom Morgan, "Integrating Inspectional Services, The Richfield, Minnesota Approach" in *Code Administration and Enforcement*, August, 1982.
- Nollenberger, Karl, “It's More Than Balancing the Budget", *Public Management*, April, 1980; reprinted Minnesota Cities, 1981.
- Nollenberger, Karl, "No Longer Fringe Benefits", *Public Management*, August 1978.
- Nollenberger, Karl, and Andy McCown "The Six Quarter Budget - It Works!", *Colorado Municipalities*, May, 1975.
- Nollenberger, Karl, "Idle Funds? Put Them to Work", *Colorado Municipalities*, January, 1975.

#### **Non- Referred Book Chapters**

- Nollenberger, Karl, “Conflict and Cooperation in Decision Making in Local Governments” in *Municipal Year Book 2008*, International City/County Management Association, April, 2008.
- Nollenberger, Karl, “Regional Efforts in Local Government in the Midwest” in *The Midwest Encyclopedia*, Ohio State University, 2006.

#### **Non- Referred Reports**

- *The Government Structure of the Pension Benefit Guaranty Corporation: An Independent Review*, Report to Congress co-authored with Panel of the National Academy of Public Administration, September, 2013.

#### **Works Submitted for Publication**

- Nollenberger, Karl and James Simmons, “Reform in Government Structure in Wisconsin – Does It Matter?” *Public Administration Quarterly*.

#### **CONFERENCE PRESENTATIONS & PAPERS**

- “Municipal Government Structure in Wisconsin – Does Form Matter?” International City/County Management Association Conference, September, 2016.
- “Municipal Government Structure in Wisconsin – Does Form Matter?” Small Cities Conference, October, 2015.

- “Municipal Government Structure in Wisconsin – Does Form Matter?” Midwest Public Affairs Conference, July, 2014.
- “Comparing Online, Hybrid, and On Campus Alternatives in a Masters Program – Student Preferences, Perceptions of Process, and Perceptions of Learning Outcomes” Teaching Public Administration Conference, June 2014.
- “The Relationship of Wisconsin Forms of Government to Socioeconomic, Financial, and Internal factors”, Midwest Political Science Association Conference, April, 2013.
- “Council-Manager Relations – Enhancing the Relationship” – Iowa Municipal Management Institute, March, 2012
- “Evaluating Financial Trends in Local Government: Examining Past Budgets Aren’t Enough”, University of Wisconsin – Green Bay – Academy for Civic and Public Affairs, July 2011.
- “Wisconsin Form of Government – Leadership, Management and Politics”, Midwest Political Science Association Conference, March 2011.
- “The Relationship Between Budget Priorities and Community Perceptions of Service Importance and effectiveness of programs”, American Society of Public Administration Conference, April, 2010.
- “Divided Vote Analysis in the Governmental Decision-Making Process”,
- “How Can Scholars Help City/County Managers Solve Today’s Problems?” - International City/County Management Association Annual Conference, October, 2012
- “Contracts or Agreements? Understanding an Employment Agreement” – Wisconsin City/County Management Association Conference, March 2012.
- “Wisconsin Form of Government – Leadership, Management and Politics”, Midwest Political Science Association Conference, March 2011.
- “The Relationship Between Budget Priorities and Community Perceptions of Service Importance and effectiveness of programs”, American Society of Public Administration Conference, April, 2010.
- “Divided Vote Analysis in the Governmental Decision-Making Process”, Midwest Political Science Association Conference, March, 2009.
- “Divided Vote Analysis in the Governmental Decision-Making Process in Middle Size Cities in the United States”, American Society of Public Administration International Conference on Public Administration, September, 2008.
- “Conflict and Cooperation in the Decision Making Process in Middle Size Cities”, Midwest Political Science Association, April 2008
- “Effective Financial Trend Analysis”, Government Finance Officer’s Association Conference, June 2005
- “Moving up in Your Career”, Government Finance Officers Association Conference, June, 2005
- “Tax Increment Finance Districts – Financial Benefits or Negative Consequences for Local Government” Association of Budgeting and Financial Management Conference, Washington, D.C., January 2002.
- “County Government in Illinois” City Clerk’s Institute, Springfield October 2001.

- “Private Lives, Public Responsibilities” Illinois City/County Management Association Conference, June 2001.
- “Municipal Bonds: An Investment Market Overview” International City/County Management Association Conference, September, 2001
- “Understanding Financing for Artist Housing” Artspace Annual Conference, Galveston, Texas, February 1999.
- “The Evolving Role of Local Government – a US Perspective” Institute of Public Administration of Canada, April 1998.
- “Duluth, Minnesota: Case Study of a Frontier City” Second International Conference of the Negev Center for Regional Development, Beer Sheva, Israel, April 1998.
- “Structures, Roles and responsibilities – Perspectives on the Future of US Local Government” Canadian Association of Managers, September 1996.
- “The Modern City/County Manager – A Perspective” International City/County Management Association Conference, September 1995.
- “Saving Our Youth for Tomorrow’s Challenges” United Nations International Year of the Family Conference, Salt Lake City, Utah, February 1995.
- “Serving People Today Through Professional Local Government Management” Town Clerks of South Africa Conference, April 1995.
- “Budgeting and Finance for Newly Elected Officials” Minnesota League of Cities Newly Elected Officials Conference, April 1994.
- “Financial Management for Local Policymakers” Minnesota League of Cities Conference, February 1992.
- “Mangers in Transition” Minnesota City Management Association, January 1988.
- “Contracting Out: Evaluating Options” National League of Cities, December 1986.
- “Contracting Our Service” Advanced Public Purchasing Seminar, LBJ School of Public Affairs, University of Texas, November 1986.
- “Management Perspective on City Leadership” Texas City Management Seminar, November 1986.”Council/Staff Forward Together” Texas Municipal League, May 1986.
- “Council/Staff – Working Together” Texas Municipal League Conference, April 1986.
- “Financial Realities – Pension Reform” Indiana State Legislature, April, 1977

#### **OTHER PROFESSIONAL EXPERIENCE**

- Vice President, Voorhees Associates/PAR Group, 2002-Present. Part-time consultant to local governments.
- County Administrator, Lake County, Illinois, 1998-2001, Population 650,000, 2800 employees, \$350 million budget
- Chief Administrative Officer, Duluth, Minnesota, 1992-1998, Population 86,000, 1000 employees, \$1135 million budget
- County Administrator, St. Louis County, Minnesota, 1987-1992, Population 200,000, 2300 employees, \$217 million budget

- Senior Manager, Arthur Young & Company, 1985-1987, consultant to local government
- City Manager, Beaumont, Texas, 1983-1985, Population 115,000, 1160 employees, \$70 million budget
- City Manager, Richfield, Minnesota, 1979-1983, Population 38,000, 201 employees, \$20 million budget
- City Administrator, Muscatine, Iowa, 1977-1979, Population 24,000, 235 employees, \$12 million budget
- Assistant City Manager, Englewood, Colorado, 1975-1977, Population 35,000, 350 employees, \$16 million budget
- Director of Finance, Englewood, Colorado, 1972-1975
- Assistant Director of Finance, Iowa City, Iowa, 1970-1972
- Accountant, Collins Radio Company, 1968-1970

### **HONORS AND AWARDS**

- Wisconsin Teaching Fellows Program 2013-14
- Fellow in the National Academy of Public Administration
- President of the International City/County Management Association, 1994-95.
- Vice-President of the International City/County Management Association, 1990-92.
- Board of Directors of the Minnesota League of Cities, 1981-83.

### **PROFESSIONAL AFFILIATIONS**

- International City/County Management Association
- American Society of Public Administration
- Association of Budgeting and Financial Management
- Government Finance Officers Association