

Patrick J. Murphy

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EDUCATION

Ph.D., 1996, M.A. 1992, Political Science, University of Wisconsin at Madison, Madison Wisconsin.

M.P.A. 1986, Public Affairs, Lyndon B. Johnson School of Public Affairs, University of Texas at Austin, Austin, Texas.

B.A. 1984, Government and International Relations, with honors, University of Notre Dame, Notre Dame, Indiana.

PROFESSIONAL EXPERIENCE

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| 2021 -- Present | Professor, Faculty Director, Urban and Public Affairs Graduate Program, Masters of Public Administration, Department of Politics, The University of San Francisco, San Francisco, California |
| 2021 -- Present | Director, Resource Equity and Public Finance, The Opportunity Institute, Berkeley |
| 2021—present | Public policy consultant, Blue Sky Consulting Group, Oakland, CA. |
| 2019 – 2021 | Vice President, Public Finance, Arnold Ventures, LLC, Houston, TX. |
| 2013 -- 2019 | Senior Fellow and Director of Research, Public Policy Institute of California, San Francisco (Adjunct Fellow 2004-2013) |
| 1996 – 2018 | Professor, Politics Department, University of San Francisco, (Professor, 2009-2015; Associate Professor; 2002-08; Assistant Professor, 1996-02; Tenure 2002; Chair 2003, 2009-11; Adjunct 2015-2018) |
| 2010 – 2013 | Senior Research Consultant, Center on Reinventing Public Education, University of Washington, Bothell; also 2000-2004 |
| 2004 – 2009 | Director, Leo T. McCarthy Center for Public Service and the Common Good, University of San Francisco |
| 1998 – 2012 | Consultant, Carnevale and Associates, Darnstown, Maryland |

2002 – 2004	Extramural Researcher, Public Policy Institute of California, San Francisco
1998 - 2004	Adjunct Researcher, RAND Corporation, Santa Monica, California
1997 - 1999	Research Consultant, BOTECH Analysis Corporation, Cambridge, Massachusetts
1994 - 1996	Lecturer, Political Science Department, University of Wisconsin at Madison, Madison Wisconsin. Teaching/research assistant 1992-94
1989 - 1991	Budget Examiner, Office of Management and Budget, Executive Office of the President, Washington, D.C.
1986 - 1989	Social Scientist, RAND Corporation, Washington, D.C.
1985	Research Assistant, Centre for Intergroup Studies, University of Cape Town, Cape Town, South Africa

SELECTED PEER REVIEWED PUBLICATIONS

California's Budget in the COVID-19 Era: A Story in Three Acts. Municipal Finance Journal 41, 2 and 3, Summer and Fall: 1-11; 2020.

Preparing for the Next Recession in California (J. Paluch and R. Mehlotra), San Francisco: Public Policy Institute of California, 2019.

Financing Higher Education Capital Projects. (K. Cook and R. Mehlotra), San Francisco: Public Policy Institute of California, 2018.

“A Practical Framework for Regulating For-Profit Recreational Marijuana in US States: Lessons from Colorado and Washington” (R. Kagan and J. Carnevale), *International Journal of Drug Issues*, April 42: 71-85, 2017.

Measuring Institutional Costs at California's Public Universities (K. Cook and T. Jabbar), San Francisco: Public Policy Institute of California, 2017.

Special Education Financing in California (L. Hill, P. Warren, I. Ugo, and A. Pathak), San Francisco: Public Policy Institute of California, 2016.

Upgrading Technology Infrastructure in California's Schools (N. Gao), San Francisco: Public Policy Institute of California, 2016.

Regulating Marijuana in California (J. Carnevale), San Francisco: Public Policy Institute of California, 2016.

Voluntary Contributions to California's Public Schools (M. Weston, K. Cook, and I. Ugo), San Francisco: Public Policy Institute of California, 2015.

Higher Education in California: Performance Budgeting (M. Weston, K. Cook, H. Johnson), San Francisco: Public Policy Institute of California, 2015.

Higher Education in California: Institutional Costs (M. Weston, K. Cook, H. Johnson), San Francisco: Public Policy Institute of California, 2015.

California's Transition to the Common Core State Standards: The State's Role in Local Capacity Building (P. Warren), San Francisco: Public Policy Institute of California, 2014.

Implementing the Common Core State Standards in California (P. Warren), San Francisco: Public Policy Institute of California, 2014.

The Capacity Challenge: What It Takes for State Education Agencies to Support School Improvement, (A. Jochim), Seattle: Center on Reinventing Public Education, December 2013.

"Doing More with Less: Three Strategies for Improved Resource Alignment," (A. Jochim) in Gross, B., and Jochim, A. (eds.). *Leveraging performance management to support school improvement. The SEA of the Future*, 1(1). San Antonio, TX: Building State Capacity & Productivity Center at Edvance Research, Inc. 2013.

Modernizing the State Education Agency: Different Paths Toward Performance Management (L. Rainey), Seattle: Center on Reinventing Public Education, September 2012.

Putting a Price Tag on the Common Core: How Much Will Smart Implementation Cost? (E. Regenstein), Washington, D.C.: Thomas B. Fordham Institute, May 2012.

State Capacity for School Improvement: A First Look at Agency Resources (M. Oujidani), Seattle: Center on Reinventing Public Education, 2011.

Fiscal Realities: Budget Tradeoffs for California Government. (T. Gordon, J. Calleja Alderete, J. Sonstelie, and P. Zhang), San Francisco: Public Policy Institute of California, 2007.

Financing California's Community Colleges, San Francisco: Public Policy Institute of California, 2004.

"A National Crisis or Localized Problems? Getting perspective on the scope and scale of the teacher shortage" (M. DeArmond and K. Guin), *Education Policy Analysis Archive*, volume 11, no. 23, July 31, 2003.

From the Headlines to the Frontlines: The Teacher Shortage and its Implications for Recruitment Policy, (M. DeArmond), Seattle, WA: Center on Reinventing Public Education, University of Washington, 2003.

The Challenge of Developing Cross-agency Measures: A Case Study of the Office of National Drug Control Policy (J. Carnevale), Arlington, Virginia: PricewaterhouseCoopers Endowment for the Business of Government, 2001. (This paper also appears as a chapter in the book, *Managing for Results*, 2002, edited by J. Kamensky and M. Abramson and published by Rowman and Littlefield, 2002.)

Improving Anti-drug Budgeting, (T. Liston, D. Thaler, K. Webb, L. Davis), Santa Monica: RAND Corporation, 2000.

"Matching Rhetoric to Dollars: Twenty-five Years of Federal Drug Strategies and Drug Budgets," (J. Carnevale), *Journal of Drug Issues*, volume 29, number 2, Spring 1999, pp. 299-322.

Money from Crime: A Study of the Economics of Drug Dealing in Washington, D.C. (P. Reuter and R. MacCoun), Santa Monica: RAND Corporation, R-3894-RF, June 1990.

Drug Use and Drug Programs in the Washington Metropolitan Area (P. Reuter, J. Haaga, and A. Praskac), Santa Monica: RAND Corporation, R-3655-GWRC, July 1988.

Simulation of Adaptive Response: A Model of Drug Interdiction (G. Crawford, P. Reuter, and K. Isaacson), Santa Monica: RAND Corporation, N-2680-USDP, February 1988.

Sealing the Borders: The Effects of Increased Military Participation in Drug Interdiction (P. Reuter, J. Cave, G. Crawford, D. Henry, W. Lisowski, and E. Wainstein), Santa Monica: RAND Corporation, R-3594-USDP, January 1988.

"The Need for Negotiation in an Unjust and Polarised Society" (H.W. van der Merwe), in *Teachers in a Divided Society* (M.J. Ashley, ed.), Department of Education, University of Cape Town, Cape Town, South Africa, December 1985.

OTHER PUBLICATIONS, REPORTS, and BOOK CHAPTERS

How to mend, not end, Connecticut's Fiscal Guardrails (N. McLaughlin, L. Jia, and Z. Liscow). Tobin Center for Economic Policy, Yale University. Forthcoming.

Follow the Money: California Community Schools Partnership Program. A six-part examination of California's \$4 billion investment in community schools. Published on the website of The Opportunity Institute (www.theopportunityinstitute.org). August 2022-November 2023. Various co-authors.

The Pension Debt Challenge for Equity in Education. [Four reports examining the impact](#) of teacher pension plans on both teacher retirement security and equitable student support focusing on California, Texas, Florida, and Ohio. A collaboration between Equable and The Opportunity Institute. January 2023. Various co-authors.

Grim Fiscal Forecast for CA K12 Education, [The Opportunity Institute](#), December 2022.

California's Fiscal Future: Facts, Origins, and Trends (C. Hahnel, A. Jiao, and M. Echaveste). A report for the California 100 Commission, Berkeley: The Opportunity Institute, June 2022.

"Legal Cultivation Challenges," (Henry McCann and Van Busic). In Joaquin Jay Gonzalez III and Mickey P. McGee, eds. *Legal Marijuana: Perspectives on Public Benefits, Risks and Policy Approaches*. Jefferson, NC: McFarland Publishing, 2019.

"A Framework for Regulating Legal Marijuana," (John Carnevale). In Joaquin Jay Gonzalez III and Mickey P. McGee, eds. *Legal Marijuana: Perspectives on Public Benefits, Risks and Policy Approaches*. Jefferson, NC: McFarland Publishing, 2019.

Public Pensions in California (R. Mehlotra), San Francisco: Public Policy Institute of California, 2019.

California's State Budget: The Governor's Proposal. (R. Mehlotra), San Francisco: Public Policy Institute of California, 2019.

Financing California's Public Schools (J. Paluch), San Francisco: Public Policy Institute of California, 2018.

Census-related funding in California (C. Danielson), San Francisco: Public Policy Institute of California, 2018.

"Legal Cultivation Challenges and California," (H. McCann and V. Busic) and "A Framework for Regulating Marijuana," (J. Carnevale), in *Legal Marijuana: Perspectives on Public Benefits, Risks and Policy Approaches Kindle Edition*, J. Gonzalez III and M. McGee, eds.

"Will California's Pot Law Limit Illegal Marijuana Sales?" (J. Carnevale), *Newsweek online*, January 2, 2018.

"Legalization Lessons Learned from Colorado, Washington," (J. Carnevale), *The Daily Journal*, April 21, 2016, vol. 22, no. 77.

Help Wanted: Flexibility for Innovative State Education Agencies, Washington D.C.: Center for American Progress, June 2014.

More Students, More Degrees, More Dollars: How Universities Can Close Budget Gaps While Benefiting Students, (M. Roza, A. Kinne, and B. Gross) Seattle: Center on Reinventing Public Education, June 2013.

How Public Universities Close Budget Gaps Matters for States, (A. Kinne, M. Roza, and B. Gross) Seattle: Center on Reinventing Public Education, December 2012.

Washington State K-12 Education Fiscal Outlook and Opportunities, A White Paper for the Partnership for Learning and the Washington Business Round Table, September 2012.

“Exploring Candidates, Elections, Campaigns, and Expenditures in California Community College Districts, 2004-2010,” (M. Neiman and J. Hasbrouck), the Center on the Study of Higher Education, Occasional Paper Series, CHSE 16.11), University of California Berkeley, September 2012.

“Trimming the Cost of Common-Core Implementation,” *EdWeek* , (E. Reganstein,) August 27, 2012

“Creating Choice in Higher Education, A Proposed Voucher Program,” the Center on the Study of Higher Education, Occasional Paper Series (CHSE 9.12), University of California Berkeley, December 2011.

The Changing Role of States in Education: The Move from Compliance to Performance Management (P. Hill), 2011 PIE Network Policy Summit Brief, PIE Network, September 2011.

On Recovery School Districts and Stronger State Education Agencies: Lessons from Louisiana, (P. Hill), Seattle: Center on Reinventing Public Education, July 2011, CRPE Working Paper 2011-3.

Limited Capacity at the State Level: A Threat to Future School Improvement (an annotated briefing deck), (M. Oujidani) Seattle: Center on Reinventing Public Education, June 2011.

Coping with Teacher Shortages: A Resource Guide, (E. Novak), Baltimore, MD: Annie E. Casey Foundation, 2002.

“Coordinating Drug Policy at the State and Federal Levels,” RAND Drug Policy Research Center Research Brief, Santa Monica: RAND Corporation, RB-6005, 1997.

"Keeping Score: The Frailties of the Federal Drug Budget," RAND Drug Policy Research Center Issue Paper, Santa Monica: RAND Corporation, IP-138, 1994.

Defense and Development in Sub-saharan Africa: Database and Codebook (volumes 1 and 2), Santa Monica: RAND Corporation, N-2651-USDP, March 1988.

SELECTED PRESENTATIONS, TESTIMONY, and PARTICIPATION

Co-author, “Everything old is new again: Evading wealth taxes in freeports,” paper accepted for the National Tax Association Annual Research Conference, Tampa Bay, November, 2022.
Co-author, “Equity and community college bond elections in California,” paper presented at the Association for Education Policy and Finance Annual Conference, Kansas City, March 2018.

Co-author, “Higher education productivity and fiscal decision making,” paper presented at the Association for Public Budgeting and Financial Management, Washington, D.C., September 2018.

Co-author, “Dollars per degree: seeking a productivity measure for higher education,” paper presented at the Association for Education Policy and Finance Annual Conference, Portland, OR, March 2018.

Chair, “Special Education Financing,” Association for Education Policy and Finance Annual Conference, Washington, D.C., March 2017.

Testimony, “California’s Future Need for Bachelor’s Degrees,” California Senate Budget Subcommittee Number 1 on Education, San Diego, November 2016.

Presenter/moderator, “Building capacity at the state education agency,” Council of Chief State Schools Officers Annual Leadership Summit, Santa Ana Pueblo, New Mexico, July 2016.

Chair, “The State Education Agency in a Post-NCLB Era,” Association for Education Policy and Finance Annual Conference, Denver, March 2016.

Workshop leader, “Best Practices in Community College Budgeting,” Government Finance Officers Association, San Antonio, December 2015.

Workshop leader, “Getting the Most Out of Your State Education Agency,” Council of Chief State School Officers Annual Policy Forum, Deputies Leadership Council, Charlotte, November 2015.

Discussant, “College Attainment: Do Language, Immigration Status and Funding Matter?” Association for Education Policy and Finance Annual Conference, New Orleans, March 2013.

Chair, “Re-Thinking Resources in the State Education Agency,” Association for Education Policy and Finance Annual Conference, New Orleans, March 2013.

Presenter, National Conference of State Legislatures' Fall Forum, Costing out the Common Core State Standards, Washington, D.C. December 2012.

Presenter, Broad Foundation Fellows, State Strategies for Implementing Education Reform, Long Beach, CA, October 2012.

Webinar/Presenter, Thomas B. Fordham Institute, Pricing the Common Core, Washington, D.C. May 2012.

Member, Organization of American States CICAD Task Force -- Monitoring and Evaluation of Drug Policy, sponsored by the OAS, Washington, D.C. June 2011

Participant, Workshop on Implementing School Reform in Louisiana: The Recovery School District and Beyond, sponsored by the Louisiana Department of Education, New Orleans, May 2011.

Key Participant, "Improving Productivity in Public Education," sponsored by the Institute for Public School Initiatives, University of Texas, Austin, Texas, January 2011.

Testimony, "Expanding Community Colleges in Rural and Remote Communities," before the California Postsecondary Education Commission, Sacramento, March 2006.

Paper presentation, "Increased Turbidity: A Case Study of the Bolinas Lagoon Restoration Project," presented at the International Environmental Policy Conference, Peter Pazmany University, Budapest, Hungary, June 2003.

Presentation of research findings, "From the Headlines to the Frontlines: Perspectives on the U.S. Teacher Shortage," at "Preparing Today for Tomorrow's Students: A Workshop for State and Local Education Leaders," sponsored by the Connecticut Association for Human Services, Southbury, CT, November 2002.

Final briefing on methodologies used to calculate the federal drug control budget presented to General Barry McCaffrey, Director, Office of National Drug Control Policy, Washington, D.C., March, 2000.

"Reducing Harm or Playing With Percentages: Drug Budgets and Defining the Drug Policy Debate," paper presented at the Annual Research Conference of the Association for Public Policy Analysis and Management, Chicago, Illinois, 1994.

"Caught in the Middle: The Politics of a Budget Cross-Cut," paper presented at the Annual Conference of the American Society for Public Administration, Section on Budget and Finance, Arlington, Virginia, 1993.

"The Federal Drug Budget: Less Than You See," paper presented at the Conference on Drug Policy Initiatives for the 103rd Congress, Washington, D.C., 1992.

"The Future of Federal Resources for State and Local Drug Control Programs," Metropolitan Washington Council of Governments, Washington, D.C. 1990.

"Studying Drug Policy at the Local Level" (with J. Haaga and P. Reuter), paper presented at the Annual Research Conference of the Association for Public Policy Analysis and Management, Bethesda, Maryland, 1988.

"Planning for China's Energy Development" (with R. Pei), paper presented at the State Science and Technology Center's conference on China's energy uses and needs, Nanjing, China, 1987.

"Public Policy Research Design," Institute of Scientific and Technical Information of Shanghai, Shanghai, China, 1987.

"The Need for Negotiation in an Unjust and Polarised Society" (with H.W. van der Merwe), paper presented at the Conference on the Nature and Role of South African Teachers' Associations, University of Cape Town, South Africa, 1985.

SELECTED GRANTS AND AWARDS (*principal investigator or co-PI*)

Broad Foundation, Following Expanded Learning Spending in Los Angeles County Schools, \$200,000, 2023.

California 100 Initiative, *California's Fiscal Future: Facts, Origins, and Trends*, The Opportunity Institute, \$90,000, 2021.

Gates Foundation, Capacity at CSU, \$100,000, PPIC, 2018.

College Futures Foundation, Capacity at CSU, \$100,000, PPIC, 2018.

California Wellness Foundation, Recessions and the impact on social safety net programs, \$100,000, PPIC, 2018.

College Futures Foundation, Higher education capital finance in California, planning grant, \$50,000, PPIC, 2017.

Stuart Foundation, Special education financing in California, \$100,000, PPIC, 2016.

Kabacenell Foundation, Special education financing in California, \$50,000, PPIC, 2016.

Hewlett Foundation, State education agencies of the future, \$264,000, Center for Reinventing Public Education, 2012.

Broad Foundation, New Models to Improve the Efficiency and Impact of State Education Agencies, \$258,000, Center for Reinventing Public Education, 2011.

U.S. Department of Education: Fund for the Improvement of Post Secondary Education, Project public service, \$993,500, USF, 2003.

SELECTED UNIVERSITY SERVICE

University

- Faculty Director, Masters in Public Administration graduate program (2023-present)
- Joint Committee on the General Education Curriculum (1998-01)
- Service Learning Committee (1997-03)
- Judicial Review Board (1997-00)
- University Assessment Committee (2000-03)
- Core Curriculum Implementation (2009-11)
- Peer Review Committee, (2009-12)
- University Budget Committee (2009-13)
- Trustee Finance Subcommittee (2009-13)
- McCarthy Public Service Center Faculty Steering Committee, (2009-13)
- Faculty advisor, Muslim Students Association, (2011-13)

College

- Faculty Director, Urban and Public Affairs graduate program (2022-present)
- Arts Council (2003; 2009-11)
- College Council (2003; 2009-11)
- Advisory Committee for the Environmental Studies Program (2001-04)
- Advisory Committee for the Public Service Program (1996-13)
- ROTC faculty point of contact for the college (2003-11)
- Program Committee for the Environmental Studies Major (2007-09)
- Peer Review Committee, (2009-12)

Department

- Chair, (2003; 2009-11)
- Advisory Committee for the Criminal Justice Legal Studies Program (1996-13)
- Faculty Advisor, Pi Sigma Alpha, (1996-03)
- Member and chair of several search committees both within the department and serving as the external member for other departments.

OTHER PROFESSIONAL AND COMMUNITY SERVICE ACTIVITIES

Government Finance Officers Association, consultant for higher education and K-12 and community college budgeting best practices, 2013-2020.

College admissions coach, ScholarMatch, San Francisco, CA, 2017-2018.

Chair American University's Washington Semester Inter-Institutional Meeting, 2009.

Co-Chair, "Committee to Pass the Parcel Tax," Bolinas Stinson Beach Union School District, Bolinas, California, 2003.

Member of the Bolinas Fire District Capital Campaign Committee, 2002-2003.

Public management consultant, National Alliance for Model State Drug Laws, Arlington, Virginia. 2001.

Consultant to the District of Columbia Department of Health, Addiction, Recovery, and Prevention Administration, 2000 – 2003.

Financial management advisor to the Stinson Beach Montessori School, 2000 – 2003.

Financial management advisor to the Bolinas-Stinson Beach Unified School District, 1997-1999.

Chair, "Committee to Pass the Parcel Tax," Bolinas Stinson Beach Union School District, Bolinas, California, 1999.

President, Board of Trustees, Tenney Nursery and Parent Center, Madison, Wisconsin, 1995-96.

Member of the Montgomery County Community Leadership Task Force on Drug and Alcohol Abuse Prevention, Montgomery County, Maryland, 1988-1989.

HONORS

Named honorary member of Alpha Sigma Nu, the Jesuit Honor Society, University of San Francisco, 2002.

Dissertation nominated for the American Political Science Association's Leonard D. White Award, 1997.

University of Wisconsin, College of Letters and Science, Teaching Fellow Award for Outstanding Teaching Assistants, 1994.

American Society for Public Administration, Section on Budget and Finance Award for Best Graduate Student Paper, 1992.

Office of Management and Budget, Team Award for Excellence in Policy Analysis, 1991.