

Karen Kunz, DPA
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Associate Professor Emerita
West Virginia University
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[LinkedIn](#)
www.kkunzconsulting.com

ACADEMIC EXPERIENCE

Education

University of Illinois

Doctor, Public Administration (DPA)	Springfield, IL	2005-2008
Dissertation title: <i>The Use of Earmarks to Fund State and Local Infrastructure</i>		
MA, Political Studies	Springfield, IL	2002-2004

Employment

West Virginia University

Associate Professor		2015-2024
Assistant Professor	Morgantown WV	2008-2014

Award-winning teacher and trainer with extensive experience in public and corporate environments.

- Developed and taught graduate courses in public budgeting and finance, fiscal and economic policy, public economics and taxation, public leadership.
- Advised and mentored students, faculty advisor for graduate student public administration organization.
- Facilitated student competition participation in national events and organized regional student-initiated hackathons and public forums.
- Managed and supervised student policy analysis research projects and publications.
- Trained mediator

Courses Taught

Public Financial Management
Public Budgeting
Public Policy Analysis
Contemporary Issues in Fiscal Policy
Contemporary Issues in Economic Policy
Collective Action and Public Policy
Change Leadership
Organizational Leadership
Operationalizing Public Leadership (online)
Public Policy Advocacy (service learning)
Civil Disobedience & Non-Violent Action (graduate & undergraduate)
Civil Disobedience for Public Managers (graduate)

What is Power? (undergraduate, team taught)
Contemporary Ideologies (undergraduate)

West Virginia University

MPA Program Director

Morgantown, WV

2022-2024

- Developed and managed ambassador recruitment program and orientation mentorship program to connect alumni and current students with recruiting endeavors.
- Collaborated with other departments and schools to develop a new specialization degree and streamline existing dual degrees.
- Prepared annual administrative data and reports for program, college, university and accreditation governance.

PUBLICATIONS

Books & book chapters (peer reviewed)

Kunz, K., 2024. *Cost, Quality, and Agency Capacity in Public Service Delivery*, in *Handbook of Public Service Delivery*, Reddick & Hatcher, Eds. Cheltenham, UK: Edward Elgar Publishing.

Kunz, K. & Atsas, S. 2022. *The Cost of Congress*. Santa Barbara, CA: Praeger/ABC-Clio.
www.thecostofcongress.com.

Abel, C.F. & Kunz, K. 2018. *Unsettling the Memes of Neoliberal Capitalism through Administrative Pragmatism*. From *Austerity to Abundance? Creative Approaches to Coordinating the Common Good, Critical Perspectives on International Public Sector Management*, Vol. 6, p. 35-58. Emerald Publishing Limited. –Emerald Publisher’s *Literati Award for Outstanding Author Contribution* in 2019.

Kunz, K., & Martin J. 2017. *When the Levees Break: Re-visioning Regulation of the Securities Markets*. ISBN 978-0-7391- 9604-5. New York: Lexington Press.

Peer-reviewed articles (select)

Kunz, K. & Frank, H. (Forthcoming). Is Public Administration Pedagogy an Intellectual Buggy Whip? “Future of PA Education Symposium,” McDonald & Demir, Eds. *Teaching Administrative Education*.

Able, R. & Kunz, K. (Forthcoming). “Politics, Power, and Public Administration,” Demir, Reddick & Perlman, Eds., *Public Organization Review*.

Abel, R. & Kunz, K. 2026. Combating Populist Memes with Administrative Pragmatism. *Administrative Theory & Praxis*, 48(2), 178–208.

Frank, H., & Kunz, K. 2024. The Need to Reconnect Public Administration Education, Research and Practice. *Administration & Society*; pp. 1-26.

Kunz, K. & Abel, C. 2022 Politics, Governance, and the Ethics of Belief. *Philosophy & Social Criticism*. Special issue: *Critical Problems and Pragmatist Solutions*, pp. 1-16.
<https://doi.org/10.1177/01914537221114907>.

Atsas, S. & Kunz, K. 2014. Policy Review: The U.S. Affordable Care Act, community health centers, and economic development opportunities. *Community Development*, 45(4), pp. 409-22.

Kunz, K. & Atsas, S. 2013. Ensuring equitable access to public health care: two steps forward, one step back. *Social Science Journal*, 50, pp. 449-460.

Kunz, K. & O'Leary, S. 2012. The importance of federal earmarks to states coffers: an examination of distribution trends over the decade. *Journal of Public Budgeting, Accounting and Financial Management*, 4 (24), pp. 569-608.

O'Leary, S. & Kunz, K. 2011. Earmarks Fuel West Virginia Economic Development Spending. *Public Affairs Reporter*, 27 (1), pp. 2-9.

Kunz, K. 2009. The increasing use of earmarks to fund local infrastructure: A case study of Illinois municipal government. *Municipal Finance Journal*, 30, (3), pp. 29-51.

Professional Reports

Kunz, K. 2026. *West Virginia Aviation: Innovative Opportunities for Economic Development*. West Virginia Department of Transportation, Division of Intermodal Transportation.

Kunz, K. 2025. *West Virginia Aviation Study 2024*. West Virginia Department of Transportation. Division of Intermodal Transportation.

Hoehne, F. & Kunz, K. 2025. *Enhancing Government Payment Integrity: Leveraging AI and Other Emerging Technologies*, IBM Center for the Business of Government.
https://www.businessofgovernment.org/sites/default/files/Enhancing%20Government%20Payment%20Integrity_0.pdf

Kunz, K. & Pattison, S. 2023. *Helping Governments Prepare for Future Crises: Using Metrics to Address Transformational Events*. IBM Center for Business of Government. The Future Shocks Initiative. <https://www.businessofgovernment.org/report/helping-governments-prepare-future-crises>.

Kunz, K. 2017. *Funding Sustainable Emergency Response: Firefighter and Emergency Medical Service Readiness in West Virginia*. Joint Committee on Government Organization, WV State Legislature.

Kunz, K., Hudson, A., Scarberry, A. & Eades, D. 2014. *Economic Impact Study: Agricultural Hemp in West Virginia*. West Virginia Commissioner of Agriculture. Presented to Commissioner of Agriculture and WV Legislature, Legislative Rule-Making Committee.

Online Media (select)

Kunz, K. 2026. What, Me Budget? WalletHub. https://wallethub.com/edu/b/what-is-a-budget/142825#expert=Dr._Karen_Kunz.

Kunz, K. 2026. *A Property Tax Primer*. In Property Taxes by State (2026), John S. Kiernan. WalletHub. https://wallethub.com/edu/states-with-the-highest-and-lowest-property-taxes/11585#expert=Dr._Karen_Kunz.

Kunz, K. 2025. *What makes some state and local tax systems better able to weather economic downturns & environmental crises?* In Tax Burden by State, WalletHub.
<https://wallethub.com/edu/states-with-highest-lowest-tax-burden/20494>.

Kunz, K. 2024. *Best States to be Rich or Poor, From A Tax Perspective*. Ask the Experts. WalletHub. Adam McCann. Feb 29. https://wallethub.com/edu/best-states-to-be-rich-poor-from-a-tax-perspective/11257#expert=Dr._Karen_Kunz.

- Kunz, K. 2023. *Cities Where Inflation is Rising the Most. Ask the Experts*. WalletHub. Adam McCann, May 20. https://wallethub.com/edu/cities-inflation/107537#expert=Karen_Kunz.
- Kunz, K. 2021. *Cash Flow -Don't Plan Your Future Without It*. West Virginia Business Link <https://wvbusinesslink.com/2021/12/08/cash-flow-dont-plan-your-future-without-it/>,
- Martin, J. & Kunz, K. 2018. *Wall Street Regulations need a facelift, not a minor Dodd-Frank makeover*. *The Conversation*. May 25. <https://theconversation.com/wall-street-regulations-need-a-facelift-not-a-minor-dodd-frank-makeover-97136>. Appeared in *The Chicago Tribune*, *Salon*, *CNBC*, *the San Francisco Chronicle*, *the Connecticut Post*, *Idaho Press-Tribune*, *EconoTimes*, *Newsify (app)* and others.
- Kunz, K. & Martin J. 2018. *Why Dodd-Frank—or its repeal—won't save us from the next crippling Wall Street crash*. *The Conversation*. May 2. <https://theconversation.com/why-dodd-frank-or-its-repeal-wont-save-us-from-the-next-crippling-wall-street-crash-73417> Picked up by *Salon*, *American City Business Journals*, *EconoTimes*, *Associated Press*.

Quotes & Interviews (select)

- The Briefing. 2022. *The Cost of Congress*. Interviewer: Steve Scully. POTUS, Sirius XM, October 28-29, 2022. <https://blog.siriusxm.com/the-briefing-with-steve-scully/>.
-]Charleston Gazette-Mail. 2021. *Despite opposition, House poised to pass its income tax cut plan*. Phil Kabler, Mar 25. https://www.wvgazettemail.com/news/legislative_session/despite-opposition-house-poised-to-pass-its-income-tax-cut-plan/article_7f39ef85-0f8d-5822-ab88-9e5698f27b76.html.
- Wisconsin Public Radio. 2017. *House Republicans Pass CHOICE Act to Repeal Portions of Dodd-Frank*. Central Time, <https://www.wpr.org/people/karen-kunz>.
- Marketplace. (American Public Media). 2016 *Presidential candidates at least agree on one thing*. <http://www.marketplace.org/2016/10/13/elections/presidential-candidates-least-agree-one-thing>.
- The NY Times. 2012. *In Post-Earmark Era, Small Cities Step Up Lobbying to Fight for Federal Grants*. <https://www.nytimes.com/2012/02/03/us/in-the-post-earmarks-era-small-cities-struggle-for-federal-grants.html>.

Conference presentations (select)

- Kunz, K. 2020. *Proposed Constitutional Change to Illinois Income Tax Structure: A Holistic Approach*. Plenary speaker. State University Annuitants' Association (SUAA) annual meeting. Springfield IL
- Martin, J. & Kunz, K. 2018. *Author Meets Reader: When the Levees Break: Re-visioning Regulation of Securities Markets*. With Jena Martin. International Law & Society, Toronto
- Kunz, K. & Atsas, S. 2015. *Fifty Years of Legislative Branch Appropriations: 1965-2015*. Midwest Political Science Association, Chicago IL.
- Kunz, K. 2013. *The Pension Benefit Guaranty Corporation: Public funds for private pensions*. Association for Budget & Financial Management (ABFM) Annual Conference, Washington DC.
- Kunz, K. 2013. *Sequestration: the last straw*. 2013. Plenary: The Impact of Sequestration on State Budgets. With Paul Posner and Scott Pattison. ABFM Annual Conference, Washington DC.

Kunz, K. 2012. *Illinois - Too Big to Fail: The New Normal*. 2012. Symposium on Long-term Unfunded and Underfunded Liabilities. Sponsors: WVU Eberly College of Arts and Sciences, College of Business and Economics, College of Law and The Federal Reserve Bank of Richmond.

Washington, C.P. & Kunz, K. 2012. *Can the federal budget process still provide a meaningful framework for determining policies and priorities?* A contemporary application of Wildavsky's query. ABFM Annual Conference, New York, NY.

Kunz, K. & Rogers, E. 2010. *State government: the next candidate for federal bailout*. American Political Science Association Conference, Washington DC.

Chaired/Moderated panels (select)

The Congressional Budget and Impoundment Control Act of 1974 (CBA): Expectations, Postmortems, and Prospects. 2024. Speakers: Allen Schick and Bruce Meredith. AABPA.org.

A Conversation About Budget History. 2021. Conversation with James Saturno, Congressional Research Service. 1921 Budget Act-Why it Matters More than Ever, www.1921budgetact.com

Doing performance measurement in a fiscal federalism environment. 2017. ABFM Annual Conference. Panelists: Jon Stehle, MITRE Corporation; Dona Donella, MITRE Corp; Patrick Washington, George Mason University; Carolyn Brock, Matrix. AABPA.org.

Performance Metrics Through a Paramedic Lens. 2016. ABFM Annual Conference. Co-moderator, Patrick Washington, U.S. Patent and Trademark Office. Panelists included Jon Stehle and Donna Donella, MITRE Corporation. AABPA.org.

Tax System Modernization. 2011. AABPA Spring Symposium. Co-moderator: Howard Frank, Florida International University. Panelists: Dr. Donald Boyd, Pew Center on the States, Kathleen Byrne, U.S. Department of Treasury, Scott Pattison, National Association of State Budget Officers, Verenda Smith, Federation of Tax Administrators.

Are States Too Big to Fail? 2010. American Association of Budget and Program Analysts, 35th Anniversary Symposium. Participants: Susan Offutt, Chief Economist, GAO; Scott Pattison, Executive Director, National Association of State Budget Officers (NASBO); Arizona State Senator Meg Burton-Cahill.

Events & symposia planning (select)

The 1974 Congressional Budget Act: Expectations & Postmortems, 2024. Crafting the Act. Moderator. Allen Schick, former Senior Specialist, Congressional Research Service & Bruce Meredith, Special Assistant to George Mahon (D-TX), Chairman of the House Committee on Appropriations, 1974.

Can the US get its budget act together? 2022. Co-chair with Ed Brigham. Maya MacGuineas, President, Committee for a Responsible Federal Budget; Bill Hoagland, Bipartisan Policy Center; Dr. Roy Meyers, University of Maryland, Baltimore County; Dr. Steve Redburn, George Washington University.

The 1921 Budget Act At 100 - Why It Matters More Than Ever. 2021. Event co-chair with Ed Brigham, Terry Gerton (NAPA) & ABFM. Week-long virtual event with eighteen panels. www.1921budgetact.com.

Post Viral Budget Syndrome. 2020. Symposium Chair for AABPA 2020 Virtual Spring Symposium. Speakers; Bill Hoagland, Sr. Vice President, Bipartisan Policy Center, William Gale, The Arjay and Frances Fearing Miller Chair in Federal Economic Policy & Senior Fellow, Brookings Institution and Sarah Cunningham, Chief Financial Officer, Mecklenburg County, NC.

Government Work is Good Work. 2018. Symposium Chair for AABPA 2018 Spring Symposium. Keynote speakers: John Kosegian, former Director of the IRS, and Holly Harvey, former Assistant Director of the Congressional Budget Office. Panels: The fiscal impacts of natural disasters, and a discussion with members of the Joint Select Committee on Budget and Appropriations Process Reform.

K-12 Education Hackathon. 2017. Co-chair, Jon Stehle, MITRE Corp. Follow-up to *Success in the Classroom*, a two-day hackathon to explore the impact of federal spending on education at the local level. This was a follow up to:

Success in the Classroom. 2016. Co-chair, Jon Stehle, MITRE Corp. Day-long hackathon included over 100 k-12 teachers from 5 states within Appalachia to identify classroom successes and develop applicable metrics.

PROFESSIONAL EXPERIENCE

Kunz Consulting

Consultant

Policy and fiscal management	Morgantown WV	2024-present
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In-depth policy analysis and development, and budget and financial management services for state and local government and non-profit organizations.

- Nonpartisan, data-driven analyses to inform policymaking.
- Translation of complex financial and economic data into innovative, actionable insights to guide fiscal planning and support effective governance.
- Development of adaptive capacity to anticipate & respond to today's complex issues.
- Policy evaluation & economic impact, fiscal sustainability, results-oriented performance measures, adaptive & innovative capacity building. Policy solution reports & legislative testimony

Kunz Consulting

Brokerage Development Co

Springfield IL

Los Angeles CA

2001-2005

1980-1995

Owner/Consultant- Financial Markets

Advisory and regulatory services to multinational and boutique investment firms.

- Services to clients included:
 - Developed and presented proposals for principals and associated vendor/partner service firms for comprehensive, turn-key creation of start-up brokerage firms.
 - Provided audit & compliance services

- Served in principle capacities
- Compliance, operations & management training
- Supervised municipal bond operations & trained municipal bond sales
- FINRA licenses, 1982-2005: general (S7) & municipal (S52) securities representative, general (S24), municipal (S53) & options (S4) general/compliance principal, financial & operations (S24) principal.

American General Corporation

VP, Compliance & Administration Springfield IL 1995-2001

Ran investment organization's administrative, operations and compliance departments.

Direct report to corporate president.

- Supervised staff of 25+ including managers and their staff
- Produced, taught and trained staff to teach compliance seminars and audits.
- Audited and taught compliance auditors
- Trained back-office supervisors and staff
- Managed budget, expansion activities, negotiated clearing and vendor agreements and other fiscal obligations

PUBLIC SERVICE

American Association of Budget and Program Analysts (AABPA) 2007- present
VP Symposia/Events

West Virginia Food and Farm Coalition, Treasurer 2020 - present

West Virginia Center on Budget & Policy. Vice President, Treasurer 2019-2024
2010-2015

Public Financial Publications 2026-Present

Morgantown Utility Board (MUB). Commissioner & Board Secretary 2019 -2024

Morgantown WV Human Rights Commission. Commissioner 2018 -2019

WV American Civil Liberties Union. Finance Committee 2017 -2019

Veteran, US Army Signal Corp.