

**STEPHEN K. AIKINS**  
10635 LUCAYA DRIVE  
TAMPA, FL 33647

**EDUCATION**            **UNIVERSITY OF NEBRASKA AT OMAHA (UNO)** Omaha, NE  
Doctor of Philosophy (Public Administration) 2005  
Master of Science (Management Information Systems) 1999  
Master of Business Administration (Accounting & Finance) 1995

**UNIVERSITY OF GHANA (UG)** Accra, Ghana  
Bachelor of Science in Business Administration (Accounting) 1987

**CERTIFICATION**    Certified Public Accountant (CPA)  
Certified Risk Professional (CRP)  
Certified Business Manager (CBM)  
Certified Information Systems Auditor (CISA)  
Certified Global Management Accountant (GGMA)

**HONORS AWARDS**        Pi Alpha Alpha (UNO Chapter); Beta Alpha Psi (UNO Chapter)  
Fulbright Scholar, Ghana Institute of Management and Public Administration,  
2016/2017  
Outstanding Paper in Public Budgeting and Finance - 2010 WSSA Conference

**ACTIVITIES**            Participant, Volunteer Income Tax Assistance (VITA) Program

**PROFESSIONAL MEMBERSHIP**

- National Honor Society for Public Affairs and Administration
- American Institute of Certified Public Accountants (AICPA)
- Association for Budgeting and Financial Management (ABFM)
- American Society for Public Administration (ASPA)

**ACADEMIC EXPERIENCE**

**2017-2023**            **UNIVERSITY OF SOUTH FLORIDA**  
**Director, Master of Public Administration (MPA) Program**

- Led the MPA program to achieve full 6 year NASPAA reaccreditation in 2018
- Manage the day-to day operations of the MPA program
- Manage MPA strategic partnerships and faculty-student relations
- Reshape the MPA program with strategic vision and corresponding differentiated course offerings and curriculum design
- Build and strengthen relationships with government and nonprofit stakeholders

**2013– Present**        **Associate Professor – School of Public Affairs**  
**2007-2013**            **Assistant Professor – Government and International Affairs**

**Courses Taught**        **Graduate Courses**

- Leadership and Risk Management in Public Organizations
- Public Budgeting
- Public Financial Administration
- Issues in Florida Budgeting and Finance
- Political Economy for Public Managers
- Government Technology for Decision-Making
- Project Management
- Urban and Local Government Administration

**Undergraduate Courses**

- Managing Information Resources in the Public Sector
- Introduction to Public Administration

2016-2017

**GHANA INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION  
Fulbright Scholar – GIMPA School of Business**

Graduate Courses Taught

- Advanced Financial Accounting
- Financial Accounting Theory
- Public Sector Accounting and Finance

Research, Training and Other Activities

- Conducted research on public financial management in Ghana.
- Conducted research on policy implications of digital divide and technology adoption in Africa
- Trained public and private procurement officers on international best practices.
- Assisted US Embassy staff with application reviews and interviews of African research scholars for funding to teach and conduct research in the United States.
- Set up scholarship fund for needy and brilliant students at GIMPA.
- Performed philanthropic work in basic schools.

2005-2006

**UNIVERSITY OF NEBRASKA AT OMAHA  
Adjunct Professor - Information Management in the Public Sector**

- Prepared and delivered curriculum for a graduate level course in information systems management.
- Prepared course outlines, schedules, case studies and student assignments.
- Applied management experience in corporate environment in class discussions.
- Developed academic research paper for presentation at conferences.

**EDITORIAL  
BOARDS**

International Journal of E-Planning Research, 2010-Present

International Journal of Public Administration in the Digital Age, 2012-2015

**INDUSTRY  
EXPERIENCE  
2005-2007**

**BANK OF THE WEST (Formerly Commercial Federal Bank), Omaha  
Assistant Vice President - Internal Audit**

- Planned and managed operational activities of the audit function, including general administration, staff development and process improvement.
- Managed, and performed financial, operational, information systems and compliance audit services for the bank and its subsidiary entities.
- Recommended and coordinated implementation of operational improvements in policies and procedures, financial controls, and investment practices.
- Directed corporate risk assessments and monitored risk management practices to achieve business objectives.
- Developed, trained, mentored and evaluated audit staff.
- Provided risk advisory and consulting services on corporate and divisional projects.
- Aligned audit departmental strategic and tactical goals with corporate mission.

2003-2005

**COMMERCIAL FEDERAL BANK, Omaha  
Audit Project Manager**

- Managed departmental audit projects on daily basis.
- Assigned audit project staff and delegated authority with clear performance expectations and accountability.
- Monitored audit project executions and ensured deliverables were consistent with project goals.
- Reviewed staff audit work, documented and communicated audit staff performance evaluations.
- Mentored and trained subordinates to develop audit leadership skills
- Supervised and led the documentation and testing of Sarbanes-Oxley 404

financial reporting controls.

**2000-2003**

**COMMERCIAL FEDERAL BANK, Omaha**

**Senior Auditor**

- Planned, managed and evaluated the effectiveness of controls over financial, operational and compliance systems.
- Led audit field work, reviewed staff audit documentation and provided feedback.
- Reported findings and recommend value-added solutions to management.
- Performed consulting services on strategic planning, business risk identification, risk analysis and process improvement.

**1995-2000**

**OTHER FORMER EMPLOYERS**

Mutual of Omaha Insurance Company- Medicare Auditor, Omaha

The State of Nebraska, Department of Revenue- Revenue Auditor, Omaha

Hayes and Associates, Certified Public Accountants- Staff Accountant, Omaha

**PLATFORMS  
SOFTWARE**

AS400, Windows 10, Windows Vista, and OS/2 client/server

Microsoft Office Productivity Suite, Visio Technical, Audit Command Language

## REFEREED PUBLICATIONS

### Books

Aikins, S. K. (Ed.). (2012). *Managing E-Government Projects: Concepts, Issues and Best Practices*. Hershey, PA: IGI Global.

Reddick, C. G. and Aikins, S. K. (Eds.). (2012). *Web 2.0 Technologies and Democratic Governance: Political, Policy and Management Implications*. Springer.

### Journal Articles

Aikins, S. K. (2023). Effects of Intergovernmental Revenue on Local Government Draw on Fiscal Reserves: Evidence from COVID-19 Fiscal Stress. *Local Government Studies*, <https://doi.org/10.1080/03003930.2023.2212586>

Kumi-Yeboah, A., Kim, Y., Yankson, B., Aikins, S. K. and Dadson, Y. A. (2023).Diverse Students' Perspectives on Privacy and Technology Integration in Higher Education. *British Journal of Educational Technology*, <https://doi.org/10.1111/bjet.13386>

Aikins, S. K. (2021). Effects of COVID-19 Related Budget Shortfall on Funding and Provision of Essential Services. *Journal of Management Policy and Practice*, 22(4): 112-126.

Aikins, S. K. (2020). An Examination of the Relationships Between Audit Automation and Performance Measurement Implementation in Government Internal Audits. *Journal of Accounting and Finance*, 20(8): 85-98.

Aikins, S. K. (2019). Determinants of Digital Divide in Africa and Policy Implications. *International Journal of Public Administration in the Digital Age*, 6(1): 64-79.

Aikins, S. K. (2017). An Investigation of the Relationships Between Time Invested in Government Internal Audit Projects and Audit Outcome, *Journal of Accounting and Finance*, 17(7): 159-173.

Aikins, S. K. (2015). Performance Management in Government Internal Audits: Critical Success Factors, *Journal of Public Administration and Governance*, 5(3): 46-70.

Aikins, S. K. (2015). Leveraging Broadband for E-Government and Development in Africa: Opportunities and Challenges, *International Journal of Public Administration in the Digital Age*, 2(3): 1-23.

Aikins, S. K. (2014). A Risk-Based Audit Model for Improving the Success Rates of E-Government Project Implementation, *International Journal of Public Administration in the Digital Age*, 1(3): 70-84.

Aikins, S. K. (2013). Government Internal Audits: The Determinants of Quality Supervisory Review of Audit Documentation, *International Journal of Public Administration*, 36:673-685.

Aikins, S. K. (2012). Determinants of Auditee Adoption of Audit Recommendations: Local Government Auditors' Perspectives, *Journal of Budgeting, Accounting and Financial Management*, 24 (2): 195-220.

Aikins, S. K. (2011). An Examination of Government Internal Audits' Role in Improving Financial Performance, *Public Finance and Management*, 11(4): 306-337.

Aikins, S. K., & Pynes, J. (2011). The Vulnerability of Low Wage Human Service Workers in Retirement: Policy Implication, *Journal of Public Management and Social Policy*, 17 (1): 49-66.

Aikins, S. K., & Krane, D. (2010). Are Public Officials Obstacles to Citizen Centered E-Government? An Examination of Municipal Administrators' Motivations and Actions. *State and Local Government Review*, 42(1): 1-17.

Aikins, S. K. (2009). Global Financial Crisis and Government Intervention: A Case for Effective Regulatory Governance. *International Public Management Review*, 10(2): 23-43.

Aikins, S. K. (2009). The Political Economy of Government Intervention in the Free-Market System. *Administrative Theory and Praxis*, 31(3): 205-210.

### **Book Chapters**

Aikins, S. K. (2019). Managing Risks of SCADA Networks of Critical Infrastructure in Internet of Things Environment. In Z Mahmood (ed.). *Security, Privacy and Trust in IoT Environment*, pp. 3-23. Springer.

Aikins, S. K. (2016). Connectivity of Smart Devices: Addressing the Security Challenges of Internet of Things. In Z. Mahmood (ed.). *Connectivity Framework for Smart Devices, Computer Communications and Networks*. Springer.

Aikins, S. K. (2012). Improving E-Government Projects: Best Practices and Critical Success Factors. In Aikins, S. K. (Ed.). *Managing E-Government Projects: Concepts, Issues and Best Practices*, pp. 42-60. Hershey, PA; IGI Global

Aikins, S. K. (2010). E-Planning: Information Security Risks and Management Implications. In Carlos Nunes Silva (Ed.). *Handbook of Research in E-Planning*, pp. 404-419. Hershey, PA: IGI Global.

Aikins, S. K. (2010). Participatory E-Planning: Bridging Theory and Practice Through Improvements in Technology. In Christopher G. Reddick (Ed.). *Citizens and E-Government: Evaluating Policy and Management*, pp. 131-149. Hershey, PA: IGI Global.

Aikins, S. K. (2010). Internet-Based Citizen Participation: Do Municipal Website Contents Reflect Officials' Beliefs and Funding? In Jones, M. A., E. Downey & C. D. Ekstrom (Eds.). *E-Government Website Development: Future Trends and Strategic Models*, pp. 228-247. Hershey, PA: IGI Global.

Aikins, S. K. (2009). A Comparative Study of Municipal Adoption of Internet-Based Citizen Participation. In Christopher G. Reddick (Ed.). *Handbook of Research on Strategies for Local E-Government Adoption and Implementation*, pp. 205-229. Hershey, PA: IGI Global.

Aikins, S. K. & Chary, M. (2009). Online Participation and Digital Divide: An Empirical Evaluation of USA Midwestern Municipalities. In Enrico Fero, Yogesh K. Dwivedi, J. Ramon Gil-Garcia and Michael D. Williams (Eds.). *Overcoming Digital Divide: Constructing and Equitable and Competitive Information Society*, pp 549-572. Hershey, PA: IGI Global.

Chary, M. & Aikins, S.K. (2009). Policy as a Bridge Across the Global Digital Divide. In Enrico Fero, Yogesh K. Dwivedi, J. Ramon Gil-Garcia and Michael D. Williams (Eds.). *Overcoming Digital Divide: Constructing and Equitable and Competitive Information Society*, pp 40-56. Hershey, PA: IGI Global.

Aikins, S. K. (2008). Practical measures for securing government networks. In David G. Garson and Mehdi Khosrow-Pour (Eds.). *Handbook of Research on Public Information Technology*, pp 386-394. Hershey,

PA: IGI Global.

Aikins, S. K. (2008). Implementing a Sound Public Information Security Program. In David G. Garson and Mehdi Khosrow-Pour (Eds.). *Handbook of Research on Public Information Technology*, pp 689-698. Hershey, PA: IGI Global.

Aikins, S. K. (2008). Issues and Trends in Internet-Based Citizen Participation. In David G. Garson and Mehdi Khosrow-Pour (Eds.). *Handbook of Research on Public Information Technology*, pp 31-40. Hershey, PA: IGI Global.

#### **CONFERENCE PROCEEDINGS**

Aikins, S. K. (2008). Homeland and Cyber Security Challenges: The Importance of Collaborative Risk Management and Emergency Preparedness. In Zhu Xiao-ning and ZHAO Shu-rong (Eds.). *Proceedings of 2008 International Conference on Public Administration*, pp 147-161. (4): 1. Chengdu, China: University of Electronic Science and Technology Press.

#### **CONFERENCES AND PRESENTATIONS**

Aikins, S. K. (2015). *Managing Public Works Infrastructure Projects: Critical Success Factors*. Paper Presented at the Luncheon of the Suncoast Chapter of Florida Public Works Association, March 11, 2015.

Aikins, S. K. (2012). *The Political Economy of Public Works Infrastructure Spending*. Paper Presented at the Florida Public Works Association Conference, Tampa, FL April 2-6.

Aikins, S. K. (2011). Government internal audits: The determinants of quality supervisory review of audit documentation. Presented at the Association of Budgeting and Financial Management Conference, Washington, DC October 13-15.

Aikins, S. K. (2010). *Determinants of Auditee Adoption of Audit Recommendations: Local Government Auditors' Perspectives*. Presented at the Western Social Science Conference, Reno, NV April 14-16.

Aikins, S. K. (2010). *Internal Audit's Role in Government Financial Performance*. Presented at the Association of Budgeting and Financial Management Conference, Omaha NE October 7-9

Aikins, S. K. (2009). *Making Ends Meet: The Painful Budgetary Dilemma Facing Cities and Counties in Florida*. Paper presented at the Florida Government Finance Officers Association Conference, Tampa, FL June 1-4.

Pynes, J. E. & Aikins, S. K. (2008). *Impending Vulnerability of Nonprofit Workers in Retirement*. Paper Presented at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Annual Meeting, Philadelphia, PA. November

Aikins, S. K. (2008). *Homeland and Cyber Security Challenges: The Importance of Collaborative Risk Management and Emergency Preparedness*. Paper Presented at the 4<sup>th</sup> International Conference of Public Administration. Minneapolis, MN. September 24-26.

Panel Chair: Association of Budgeting and Financial Management Conference. Washington, DC. October 2007.

Aikins, S. K. & Krane, D. (2005). *Is the Promise of Citizen Centered E-Government Limited? A Multi-State Analysis of Municipal Officials' Motivations and Actions*. Paper presented at the 8<sup>th</sup> Public Management Research Conference, Los Angeles, CA. September 29 – October 1, 2005.

#### **SELECTED GRANT ACTIVITIES**

2016-2017: Fulbright Core US Scholar Grant. Awarded for Curriculum Development Teaching and Research at the Ghana Institute of Management and Public Administration (GIMPA). \$86,500.

#### **OTHER PROFESSIONAL ACTIVITIES**

##### **Service to the University**

2019-Present: Member, Faculty Alternative Admissions Committee, University of South Florida

2014-2016: Member, Committee on Education Policy, University of South Florida

#### **Service to the College**

2020-Present: Member, Faculty Council, College of Arts and Science, University of South Florida

2011-2013: Member, Computer Committee, College of Arts and Sciences, University of South Florida

#### **Service to the Department**

2020-Present: Member, School Leadership Team, School of Public Affairs, University of South Florida

2017-Present: Member, Tenure and Promotion Committee, School of Public Affairs, University of South Florida

2015-2016: Chair, Faculty Evaluation Committee, School of Public Affairs, University of South Florida

2015-2015: Chair, Tenure and Promotion Guidelines Review Committee, School of Public Affairs, University of South Florida

2013-2014: Chair, Strategic Planning Committee, School of Public Affairs, University of South Florida

2013-2014: Member, Governance Document Committee, School of Public Affairs, University of South Florida

2012-2013: Member, Faculty Recruitment Committee, School of Public Affairs, University of South Florida

2010-2011: Member, Doctoral Admissions Committee, Department of Government and International Affairs, University of South Florida

2007-Present: Member, MPA Student Admissions Committee, University of South Florida

#### **Service to the Community**

2017-Present: Member, Board of Suncoast Chapter of American Society of Public Administration

2009-2013: Assistant Vice President, Ghanaian Association of Tampa Bay

#### **Selected Service to the Profession**

2018: Journal Reviews

- Managerial Auditing Journal
- International Journal of E-Planning Research

2014: International Journal of Public Administration

2011: Reviews:

Book Proposal

- Massachusetts Institute of Technology (MIT) Press: Book Title: Traversing Digital Babel.

Journal Manuscripts

- International Journal of Public Administration. Article Title: Public Governance of State Owned Enterprise: Evidence from the Spanish Banking Industry
- State and Local Government Review Article Title: Staff Involvement in External Audit Skills: Research Independent Auditor Satisfaction Levels Among Professionally Administered County Governments
- Social Science Computer Review I) Article Title: Towards a Survey Instrument for Measuring Operational, Formal and Information Strategic Internet Skills II) Article Title: Citizen Awareness, Perception and Use of Open Government

Book Chapters

- Managing E-Government: Concepts, Issues and Best Practices
- Web 2.0 Technologies and Democratic Governance: Political, Policy and Management Implications

2010: Journal Manuscript Review, International Journal of Public Administration

2009: Journal Manuscripts and Book Chapters

Journal Manuscripts

- Journal of Urban Affairs
- Journal of Public Administration Research and Theory

Book Chapters

- E-Government Website Development: Future Trends and Strategic Models.
- Politics, Democracy and E-Government: Participation and Service Delivery.