

## KENNETH S. APFEL

Kenneth S. Apfel recently joined the faculty of the School of Public Policy at the University of Maryland as Professor of the Practice. He also directs the Management, Finance and Leadership Program at the School. His primary teaching and research interests are in public management and leadership, as well as in social policy, with a particular focus on aging, health care, and retirement issues.

Before joining the School of Public Policy, Apfel served as the Sid Richardson Chair in Public Affairs at the LBJ School of Public Affairs, the University of Texas at Austin. He held the Richardson Chair from 2001 to 2006.

Prior to his academic appointment, Apfel served as Commissioner of the Social Security Administration (SSA) from 1997 until his term ended in January 2001. He was the first Senate-confirmed Commissioner of Social Security after SSA became an Independent Agency and Congress authorized the new Cabinet-level position.

As Commissioner, Apfel brought a lifetime of leadership and public service experience to a position that has frequently been described as one of the most complex and challenging in the federal government. He headed an Agency that delivers benefits each month to more than fifty million people. He was responsible for the actions of approximately 65,000 employees who, among other responsibilities, serve the needs of twenty-six million visitors each year to SSA's 1,300 field offices and answer sixty million phone calls annually on the agency's toll-free telephone lines.

During his tenure as Commissioner, Apfel was deeply involved in efforts to strengthen the long-term solvency of Social Security. He significantly strengthened the policy, planning and public education activities at the Social Security Administration. He also played a leadership role in efforts to strengthen the childhood disability programs, to expand retirement planning services and to enable persons with disabilities to return to work. In addition, he served from 1997-1999 as a member of the President's Management Council.

Kenneth S. Apfel came to SSA from the Office of Management and Budget (OMB) in the Executive Office of the President where he served since 1995 as the Associate Director for Human Resource Programs. His responsibilities included budget, policy and management review of all the human resource agencies of the Federal government, including the SSA, the Departments of Labor and Education and parts of the Departments of Agriculture and Health and Human Services. In this capacity, he was centrally involved in efforts to reform welfare and to strengthen federal education and training programs.

Prior to his appointment at OMB, Apfel served as Assistant Secretary for Management and Budget at the U.S. Department of Health and Human Services (HHS). He was nominated by President Clinton in March 1993 and was subsequently confirmed by the U.S. Senate. In this capacity, Apfel served as the senior budget official and chief financial officer for HHS. He formulated and executed the third largest budget in the world -- a \$700 billion budget for a department staffed nationwide by 125,000 people. He served as a member of the President's working group on welfare reform and the Secretary's task force on Head Start quality improvement.

Prior to his HHS appointment, Apfel worked for two decades in the areas of social and budget policy. From 1989-1993, he served as legislative director to Senator Bill Bradley, overseeing the formulation and development of all aspects of congressional policy making. During 1982-1989, he was Senator Bradley's chief staff person for Federal social and budget policy, with a particular focus on the Social Security, Medicare, Medicaid and welfare programs under the jurisdiction of the Senate Finance Committee.

From 1980-1982, Apfel served as committee staff for human resource programs for the Senate Budget Committee. From 1978-1980, he served a Presidential Management Internship at the U. S. Department of Labor. He was a college administrator from 1973-1976 at Newbury College in Massachusetts, coordinating a grant from the Department of Health, Education, and Welfare to provide outreach and remediation to veterans.

Kenneth S. Apfel was born in Worcester, Massachusetts, on October 12, 1948. He received his bachelor's degree from the University of Massachusetts, Amherst, 1970; a master's degree in rehabilitation counseling, Northeastern University, 1973; and a master's degree in public affairs from the LBJ School of Public Affairs, University of Texas, 1978. He is a Principal of the Council For Excellence in Government and an elected Fellow of the National Academy of Public Administration and the National Academy of Social Insurance. He is married to Caroline Hadley and they have two grown sons, Derek and Dana.