

Notes from the Editing Desk

This newsletter is the voice of MPS – students, alums, friends, staff and faculty. If you have news to share and would like to submit it for publication, please send it to us at:

Newsletter

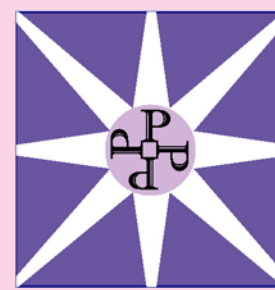
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Mark Your Calendar:

Event	Location	Date/Time
MPS Spring Lecture Series*	Naperville	4/30/05 9 AM – 12 PM
MPS Spring Lecture Series*	Loop	5/16/05 5:30 – 8 PM
Non-Profit Seminar "Best Practices in Not-for-Profit and Public Sector Organizations"	Loop: DePaul Club	5/17/05 8:30 AM – 3:30 PM
MPS 593 Poster Session	Loop: DePaul Club	5/25/05 5:45 – 9 PM
MPS Summer Lecture Series**	Naperville	6/11/05 10 AM – noon
Graduation Brunch	Carlucci's	6/12/05 11:30 AM
Graduation	Allstate Arena 6920 N. Mannheim Rd., Rosemont	6/12 3:30 PM
Pub Night	Mystic Celt	6/23/05 6 – 8 PM
MPS Summer Lecture Series**	Loop	7/18/05 5:30 – 7:30 PM

* "Medicare 2005: Challenges for Health Policy and Management"
Presented by Professor Sara Gooding-Williams
** "Trains, Planes and Automobiles: A Critical Look at American Transportation"
Presented by Professor Joseph Schwieterman



Perspectives

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A Common Future, Uncommon Destiny?

Reflections on the 2004 Survey of the State of Chicagoland Nonprofits

By Raphael O. Ogom Ph.D.

The non-profit sector in Illinois is huge and vibrant. Ranging from social services, development, housing, culture and recreation, health, education and research to environment and political, its annual spending is estimated at \$36.1 billion, representing 8.7 percent of Illinois' Gross State Product (Lampkin & Waringo, 2003). It employs one in every 14 Illinois workers. Of all the reporting non-profits operating the state, almost half of them (4,541) are in Cook County, which includes the City of Chicago (Donors Forum, 2003; Sarah & Salamon, 2001).

That the nonprofit sector has become a vital fabric of the society is evident not only in its employment numbers, but also in the increasing demand for its services (Center on Philanthropy, 2004). However, several national and international economic and political trends have limited the sector's ability to provide these services (Listening Post Project, 2003). These trends include the "bursting of the stock market bubble in the first half of 2000, followed by a recession that began in March of the following year and lasted to November 2001" (Bowman, 2003), to the attack on the World Trade Center in 2001, increased competition and push from funders for performance metrics (Blackbaud, 2004).

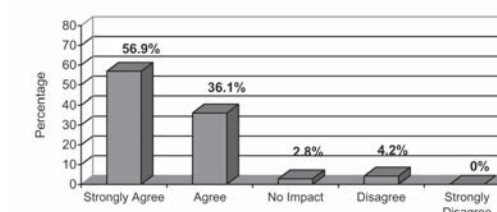
To understand how these developments influenced nonprofits, the Public Services Graduate Program, in partnership with Millennia Consulting, conducted the 2004 Chicagoland Nonprofits Survey. The results from this survey reflect disquieting and uncertain times for these organizations. However, non-profits' destinies are closely tied to how they respond to the coming challenges and opportunities.

So, what is the state of Chicagoland's nonprofits? Survey data reveal that 86.1 percent of responding organizations report that their health has been significantly influenced by world economics and political

events. Similarly, local events have had an even greater effect on nonprofits' operations. As evident in figure 1.1, 93 percent of the organizations agreed or strongly agreed that national economic developments have had a significant impact on their well-being over the last year, with only 4.2 percent and 2.8 percent disagreeing with such impact, and reporting no impact, respectively (fig. 1.1).

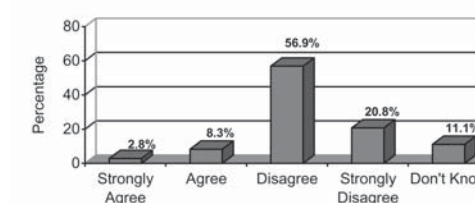


Agree or Disagree: National Economic Trends Have Significantly Impacted Organization



Whereas the message is clear that world and national events significantly influence the sector, the same cannot be said about its funding situation. Organizations varied in their perceptions of the current and future funding environments. In general, they are not confident that the local foundation community would provide adequate support for their critical programs and initiatives. 77.7 percent disagreed or strongly disagreed that local foundations' support would continue, while 11.2 percent agreed, and approximately 11 percent did not know (fig. 1.2).

Agree or Disagree: The Local Foundation Community Will Continue to Provide Adequate Funds



Text of Dean Michael Mezey's Address to MPS 35th Anniversary Celebration



Pictured l to r: Murphy, Parisi, Schultz and Mezey.

Good Evening. My name is Michael Mezey and I am Dean of DePaul University's College of Liberal Arts and Sciences. It is my great pleasure on behalf of the entire University community to welcome you—alumni, students, faculty, and friends—to this 35th anniversary celebration of the founding of the Public Services graduate program, or MPS as it is always known around here. And I want to extend a special welcome to our guest speaker for the evening, Dr. William Schultz of Amnesty International.

This is a truly wonderful occasion in the history of a truly wonderful academic program. For the past 35 years, the MPS Program has served professionals working in the not for profit sector, particularly in universities and in government and health care agencies, who wished to expand their skills and move ahead. It is a program that embodies the Vincentian mission of service to the community. The MPS curriculum strikes a careful balance between theory and practice and it always has been blessed by a faculty committed to their students and to their success. Students leave the MPS program well prepared to be effective managers and policy makers. Our alumni and their accomplishments make us proud, and I am certain that the accomplishments of our current students will make us equally proud.

MPS is now the largest graduate program in the College of Liberal Arts and Sciences enrolling a bit less than 25% of the graduate students in the College. Over the past three years, it has experienced a nearly 50% growth in the number of students who enroll in its courses. More recently, the program has added overseas study opportunities, enhanced its partnership with the School of the Art Institute, and taken charge of the Hay Leadership Program. The Chaddick Center,

MPS Students Vie for Special Management Fellowships/Internships

Congratulations to the following for making candidate status for either the prestigious federal Presidential Management Fellowship (sponsored by the US Office of Personnel Management) or the prestigious New York State Public Management Institute (PMI) Internship program. We are proud of those candidates.

Presidential Management Fellowship Candidates:

Ntina Kalogeropoulos
Christopher Bell
Shaun Trotter

New York State Public Management Institute Internship Candidate:

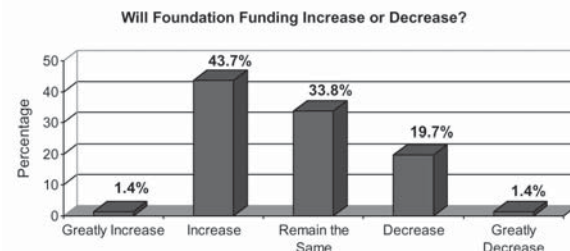
Kevin Hough

We are pleased to announce that Ms. Ntina Kalogeropoulos was named a Finalist as a Presidential Management Fellow.

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The exceptions to this skepticism were the social services (13.2 percent) and development and housing organizations (13.3 percent) that showed some confidence in the continued funding support of the local foundation community. In addition, organizations with budgets of over \$1 million and those based in the city of Chicago expressed more confidence in this funding community than those with lower budgets and suburban organizations, respectively.

Responding organizations were more optimistic about the overall level of foundation funding in support of their activities. 45.1 percent are of the view that private foundation funding would increase or greatly increase; 33.8 percent felt it would remain at the same level, and 21.1 said it would decrease or greatly decrease (fig. 1.3).



However, none of the organizations reported that state grants and contracts would greatly increase. Only 11.4 percent expect an increase, while 58.6 percent and 30 percent expect these to stay at the same level and decrease, respectively.

ALUMNI NEWS

Amy M. Burklund, now serves as the Manager of Professional Affairs for the Department of Anesthesiology at the Northwestern Medical Faculty Foundation. Amy says, "This promotion is a direct result of my education and experience in the MPS program and in the Health Care Administration concentration and the wonderful professors at MPS. Thank you all, for everything!"

Sarah Corradino, MPS 2001, completed two years of service as a community development volunteer in the United States Peace Corps where she provided organizational development assistance to an educational charity in Antigua, West Indies. Sarah recently accepted a position with the Professional Convention Management Association in Chicago, IL, as Manager of Community Services.

Joseph Dusek, MPS 2004, has been accepted into Loyola University's PhD in Research Methodology program in the Graduate School of Education.

Dan Kusek has taken a position in the DePaul treasurer's office.

Katja Kutzschbauch, MPS 2002, married Peter Schuch, son of former MPS faculty member Anna Marie Schuch in the fall of 2004.

Kristen Roberts, MPS 2001, has been named associate director at the Chicago Federation of Labor Workers Assistance Committee.

Joi Ross, MPS 1998, started her own environmental consulting company, Apex Direct, Inc, specializing in developing public outreach and communication strategies. Her company will promote the City of Chicago's "green" initiative through education strategy and developing materials for residents and businesses.

Stacy Shafer Peterson, MPS 2004, has been named Associate Development Director for Rush Neurobehavioral Center of Rush Children's Hospital. She will raise funds for the Center's outreach programs.

Steve Smith, MPS 2005, is in the PhD program at the University of Tennessee-Knoxville in Knoxville, TN.

Bryan A. Wood, MPS 2002, Assistant Director, St. Charles Public Library District is giving a presentation on 9/29 at the Illinois Library Association's Annual Convention at Navy Pier, based upon her Masters Thesis titled "The Role of the Public Library in the Technology Age, or Will We Really Need Libraries in 2025?" (The ILA Conference runs from 9/27 to 10/1/04 at Navy Pier).

another partner of the MPS Program, has expanded its workshops for local government officials, workshops that make a big difference to those charged with delivering needed services in their communities.

Success, it is said, has a thousand parents, while defeat is an orphan. Well, that may be true in some contexts, but in any paternity test conducted for the MPS Program, there is only one name that would come up, and that is Nick Parisi. It was Nick's commitment, hard work, and persistence during the early 1970s when this program began and when it struggled, and when many were at best skeptical and at worst hostile, that made it possible for us to be here this evening celebrating 35 years of success. And since his retirement as a faculty member, Nick and his wife Helen have continued to be involved with MPS through exceedingly generous financial contributions. MPS and, indeed, DePaul University has no better friends than Nick and Helen Parisi. They are with us tonight and I'd like them to stand and be recognized.

I'd also like to recognize Father Pat Murphy who has led the MPS program for most of the past eleven years. Pat has been tireless in his efforts to expand the scope of the MPS curriculum, to raise its national visibility and to recruit more and better students to the program. Although Pat sometimes wishes to go faster and further than his more conservative dean would wish, I have enormous respect for him and what he has accomplished during his tenure as program Director. If Nick's hard work laid the foundation, Pat, more than anyone else, is responsible for the current level of success that the program has achieved.

Finally, I wish to recognize the faculty and staff—the people who work most closely with our students. Although it may be a cliché, it is nonetheless true that the best curriculum is only as good as the faculty members who teach it. And MPS students have over the year benefited from truly excellent faculty members. Being an MPS faculty member is an interesting experience; you do most of your teaching at night, nearly all of your students have other jobs, and you often have to be teaching on more than one campus and these days in more than one country. But the MPS faculty have been up to the challenge—more than that, they appear to have relished it—and they excel.

So, congratulations to all who have made this program what it is today. You have much to celebrate and the University is honored by what you do and honored to share in your celebration.

Do We Have it Right?

Please update your address, phone number, and job changes by e-mailing to pubserv@depaul.edu. We will be contacting alumni shortly to serve on an alumni advisory board and would especially like your e-mail addresses.

Dean F. Eitel arranged 2 days of management training for the Ronald McDonald House Charities organization in October. Those who presented various training sessions were: former faculty member Anna Waring, MPS staff member Carmen White, adjunct faculty member Jamie Nolan, adjunct faculty member Christine DeMaria Norris, and **Dean Eitel**. The training targeted management needs for 41 executive directors from the Charities around the U.S.

Eitel also arranged a 9-session management training series for 35 program managers and 25 officers and Vice-Presidents of The Mercy Home for Boys and Girls. Both **J. Patrick Murphy** and **Dean Eitel** presented some of the early sessions.

Dean Eitel's review of the forthcoming book "The Governance of Public and Non-Profit Organizations" (edited by Chris Cornforth, Routledge Publisher, UK) is quoted on the text's back cover.

This past December, twelve local government managers from throughout Ireland spent 5 days in Chicago as part of their five-month Executive Development Program conducted by the Institute of Public Administration in Dublin, Ireland. Besides various presentations given by **Joe Schweiterman**, **Gloria Simo**, **J. Patrick Murphy** and **Dean Eitel**, along with adjunct faculty member Garth Taylor, they spent one day shadowing City of Chicago Commissioners, while one shadowed a suburban Village Manager. The Chaddick Institute provided a mobile workshop for these managers to visit parts of Chicago to see solutions to urban challenges. **Dean Eitel** coordinated this program after making the arrangements in Dublin last summer.

It has also been an exciting time personally as **Dean** and his wife welcomed grandchildren numbers 6, 7, and 8 into their family.

Ronald Fernandes: "Teaching Quantitative Methods (Statistics) Online to Students in Public Administration Programs: Challenges and Opportunities." Paper presented at the Teaching Public Administration Conference organized by the American Society for Public Administration (ASPA) 2005: Fort Walton Beach February 10-13, 2005. "Do You Go To College If Your Parents Want You To?" Invited paper presented at the American Educational Research Association (AERA) Grants Program Doctoral Conference 2004: Washington D.C. September 30-October 2, 2004.

Woods Bowman, Editor, *ARNOVA Abstracts*, 2004-2007. Published the following:

Do Donors Care About Overhead Costs? Should They Care? Presented to the Association for Research on Nonprofit Organizations and Voluntary Action at Los Angeles, California, November 18, 2004.

"Defining Endowment," Participant in Colloquium on Nonprofit Finance, Association for Research on Nonprofit Organizations and Voluntary Action at Los Angeles, California, November 19, 2004.

"Revenue from Investment," Participant in Colloquium on Nonprofit Finance, Association for Research on Nonprofit Organizations and Voluntary Action at Los Angeles, California, November 19, 2004.

Moderator of panel on Promoting Accountability and Governance in the Nonprofit Sector, Government and Nonprofit Section of the American Accounting Association, Midyear Meeting, Cambridge MA, April 2, 2005.

Brainstorming an Agenda for Nonprofit Research. Sponsored by the Hewlett Foundation and the American Academy of Arts and Sciences, Cambridge MA (November 4, 2004)

In January, **Drs. Maureen Scott** and **Pat Murphy** went to Dublin, Ireland, to plan the programs for summer at All Hallows College.

Marco Tavanti authored the article Chiapas Cross-Cultural Focus Groups: Doing Research in Dangerous and Culturally Diverse Contexts published in the monographic issue 76-77, 2005 on Focus Groups of Sociology and Social Research.

Marco Tavanti and students **Kalinca Gutierrez Copello** and **Susan Anderson** attended the 2005 International Development Conference Turning the Tides Against Poverty: Partnership for Change at the Kennedy School of Government of Harvard University on April 8-10, 2005.

continued from page 2...

These responses reveal a variance of opinion on sector funding. While nonprofits appear to doubt the local foundations' continued support at current levels, these same organizations are confident that overall foundation funding will remain the same or increase in the next twelve months. This divergence suggests a worrisome rift between the local foundation community and Chicagoland nonprofits. The local nonprofits seem to expect less funding from their local foundations and more of foundation funding from institutions based beyond their local borders. What does this scenario mean?

Generally, foundation funding is often linked closely with the asset base. Thus, it is expected that an asset decline would be reflected in the grants budget. The Donors Forum of Chicago (2002) observed that a majority of foundations experienced a decline of about 12 percent in their assets due to economic recession. This decline did not translate into a corresponding decrease in grants, as might be expected. Instead, these foundations reported increases in their grants – 81 percent increased their grants budgets. Does this justify the optimism Chicagoland nonprofits have about overall foundation funding?

This expectation is not only troubling, but also portends rather difficult times ahead. If Chicagoland nonprofits are familiar with foundations' current attitudes towards funding, their prediction that overall local foundation funding will increase or remain the same may be based on wishful thinking rather than reality. Nonprofits that have been denied funding from local sources may hope that foundations in other parts of the country may be willing to fill these gaps. But, evidence suggests to the contrary. Though the *New York Times* had reported that gifts to charity were unexpectedly high in 2002, it went on to further reveal that giving from all sources, including corporations and foundations, actually fell 0.5 percent in inflation-adjusted dollars. Similarly, the *Chronicle of Philanthropy's* survey of donations at 92 corporations found that these also decreased (Bowman, 2003). Thus, the projected dependence by Chicagoland's nonprofits on the national foundation community for funding may be misplaced.

What does all this mean for the savvy nonprofit organization? Are there any lessons for navigating the current funding climate given both national and international economic and political trends?

First, there is an urgent need to re-examine both the thinking about, and relations with, the local foundation community. Whether grant makers respond favorably to funding requests depends on the interplay of several factors, not the least of which is perceptions of both towards each other. The nonprofits must re-engineer their perceptions toward the local foundation communities to better reflect the economic reality.

Second, nonprofits must adjust fund-raising mechanisms and strategies to access the local foundations. If these are

unsuccessful with the local foundation community, they are not likely to succeed with the foundation community beyond their shores.

Third, nonprofits must more actively fund-raise, as well as strategically address both the challenges and opportunities in both the national and international environments within which they operate. Nonprofits with a reactive orientation may be unable to stem the tide occasioned by the constant winds of change in both the national and international operating environments.

Though not huge, 13.2 percent and 13.3 percent of social services and development or housing nonprofits, including those with budgets of over \$1 million that are based in the City of Chicago, showed some confidence in the continued support of the local foundation community. This suggests a link between a) the types of services provided by an organization, b) its size (revenue), and c) its location and the local foundation funding. Chicagoland nonprofits, therefore, should design their operations using this understanding.

Finally, organizations have to balance the growing demand for their services with their actual abilities to provide these. With a shrinking asset and funding base, nonprofits that do not discriminate between this need and their resource levels may be at more of a disadvantage than the economic and political climates may precipitate.

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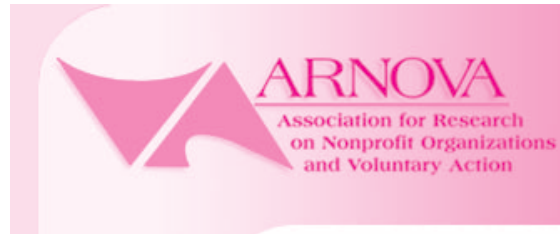
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Students, Professor present at ARNOVA

Tim Winkler (student in the International MPS Program) and Cynthia Gunderson (2004 MPS alumni) co-wrote a paper with Dr. Marco Tavanti entitled "Study Abroad for Sustainable Development: Building Networks between American Universities and Mexican NGOs". Cynthia and Tim, participants in 2004 MPS Chiapas program led by Dr. Tavanti, presented the paper at the 2004 ARNOVA Conference in Los Angeles, CA on November 19, 2004. Both Tim and Cynthia were awarded scholarships from ARNOVA to attend the conference. The following is an excerpt from the paper: "If study abroad programs, especially those in public service/non-profit programs, are to be effective, their intentions must be explicit if students are to make sustained professional and personal decisions for peaceful change in their own communities, nations and in the world. While not explicitly requiring students to sustain their engagement upon return to Chicago, the Chiapas program's clear intentions ensured that many of the student did just that, but on their own free will, empowering themselves to be agents of social change. The key of successful study abroad programs is the integrated engagement of students when they return.



The power of the clear intentions of the Chiapas program was visible in the students' engagement upon their return. The intellectual, relational and emotional experience in Chiapas is transformed into concrete initiatives in Chicago and through cross-border initiatives"

ARNOVA (www.arnova.org) is the Association for Research on Nonprofit Organizations and Voluntary Action. ARNOVA is a neutral, open forum committed to strengthening the research community in the emerging field of nonprofit and philanthropic studies. The annual conference brings together researchers, scholars and practitioners from around the world to present and discuss papers related to issues in nonprofit studies, voluntary action and philanthropy.

ARNOVA publishes the: *Nonprofit and Voluntary Sector Quarterly*, the official journal of ARNOVA; *ARNOVA News*, a quarterly newsletter for members; and, *ARNOVA Abstracts*, a quarterly publication containing short abstracts of interest to ARNOVA members.

SPOTLIGHT ON MPS PROGRAMS

INDIA

A group of MPS students spent part of December traveling to India for an intensive study abroad week. Below are pictures and a quote from the participant, Art Orawski.



"The Study Abroad program in India was excellent! Great instruction at IRMA, with great field trips; the library has useful publications not available elsewhere for writing your paper. A definite class to do."
Art Orawski



STUDENT NEWS

Andrea Ash, welcomed baby girl Ava Arabella Ash on October 23, 2004.

Bill Bell was sworn in as Fire Chief in Oak Park on December 9, 2004.

Julia Foxx, graduating in June, gave birth to her second set of twins Max Xavier (7 lbs. 8 oz.) and Clare Elizabeth (7 lbs.) on November 21, 3 days after taking her Research Methods final. They are doing great at home with Dad Jeff, and sisters Katee (17), Kelsey and Kasey (15), and Kylee (3).

Sharon A. Johnson was awarded a scholarship at the Marks of Excellence Awards Luncheon hosted by Don Lemon of Channel 5 NBC and the National Forum for Black Public Administrators, Friday Feb. 4th at the Hyatt Regency Chicago. NFBPA embodies commitment to strengthen the position of Blacks within the field of public administration; to increase the number of Blacks appointed to executive positions in public service organizations; and, to groom and prepare younger, aspiring administrators for senior public management posts in the years ahead.

Pat Thapanawat is completing an internship with the International Visitors Center of Chicago (IVCC.) She has been assisting the IVCC executive director in a variety of administrative capacities, as well as with special events.

Perry Woo has been selected as the 2004 Officer of the Year by the National Center for Missing and Exploited Children. Woo, a Senior Special Agent of U.S. Immigration and Customs Enforcement, was awarded for his work on Operation Mango, an investigation that dismantled a child sex tourism and prostitution ring.

New Faculty David Ehrlich, Ph.D.

Professor Ehrlich has accepted a one-year, non-tenure track appointment in MPS for the 2005-06 academic year. Many of us know Dr. Ehrlich from one of the three courses he has taught as a part-time faculty member this year. He comes to us from his current position as Senior Evaluator, US General Accounting Office. His doctorate is from Wayne State University in political science. His dissertation is titled "Public v. Private: The Role of Competition in Municipal Expenditures" which makes him well qualified to teach our MPS 503. He also holds a Master in Public Policy from Georgetown and a B.A. with high honors from the University of Michigan. He has worked in the District of Columbia, traveled internationally (joined our class to India in December), published widely on mass transit and transportation topics. He is a certified sailing instructor, marathoner and jazz composer.



Meet Kylie Weller

Kylie Weller, administrative assistant in the MPS program, is a recent graduate of Bowling Green State University in Bowling Green, Ohio. While attending Bowling Green she was active in student organizations such as Dance Marathon, and Campus Buddies. Kylie earned her Bachelor's of Science in Business Administration with a specialization in Human Resource Management.



Kylie plans to attend graduate school at DePaul in the future.