

# The Community Servant

## NEWSLETTER OF THE GRADUATE PROGRAM IN PUBLIC ADMINISTRATION



Fall

2005

### FROM THE DIRECTORS' DESKS

#### MOVING UP OR MOVING ON ADVICE ON HOW TO GET THAT NEXT JOB

Karl Nollenberger, Academic Director

If you have aspirations and goals in the field of public administration or non-profit management, now is the time to start thinking about your next move. What will it take to get promoted or get a new job with a different organization? What are employers looking for in their next professional? How do you set yourself apart from other qualified candidates? The answers to these questions are critical to your career development. This article offers some practical career advice based on my 30 years of experience in public sector management and five years in executive recruitment and academia.

Demographic data points to a pending talent gap in professional positions as the baby boomer generation reaches retirement age. Whereas only 5 percent of public sector managers were over 50 years old in 1970, 43 percent of today's managers are over 50. While many fear that the retirement of these experienced professionals will cause a brain drain in government, it will also create many opportunities for younger professionals. The role of managers has expanded as the complexity of government and non-profits has grown over the last few decades. To be successful in this environment, you need to be able to show that you have the right combination of skills, style, and traits to meet a prospective employer's needs.

(Continued on page 5)

#### EXTENDING LOCAL AND GLOBAL REACH THROUGH PROGRAM EXPANSION

Richard Bonaccorsi, Program Director

In our last Newsletter, we announced new specializations and certificate programs in Nonprofit Management and in Public Safety & Crisis Management. We also expressed our thanks to alumni who have provided guidance regarding the content of the new offerings. What has happened since? This fall, students are taking advantage of new courses such as *Homeland Security & Crisis Management* and *Financial Management in the Nonprofit Sector*. Further, just as they helped in designing the curriculum, MPA alumni are making valuable contributions towards delivering the programs.

That is, alumni, such as Jennifer Lin (S04), Robert Delaney (S03), and Peter O'Leary (S04), are all providing guest lectures for the new courses they helped design. If that weren't enough, MPA alumni Cesar Blanco (S94), Peter O'Leary, Dennis Prieto (S05), Ron Melka (S05) and student Tannis Williamson are helping to raise awareness of the new programs. Each of them, for example, was featured in promotional media used to describe the two new programs among public safety and nonprofit audiences. (Please see the samples pictured in this Newsletter, page 3).

*We again extend a special thanks to both current students and alumni for playing a key role in the successful design and execution of these new programs!*

(Continued on page 5)

## RECENT IIT MPA GRADUATES

IIT's Graduate Program in Public Administration is proud to recognize the following students who have successfully completed the requirements for the MPA degree and graduated during the Spring and Summer of 2005 academic terms.

Michael Acosta	Commander, Chicago Police Department
Dacia Chrzanowski	Executive Director, School Street Movement
Wayne Gulliford	Commander, Chicago Police Department
Kerry Lofton	Policy Advisor, Illinois Commerce Commission
Ronald Melka	President, United Way of Illinois
Dennis Prieto	Assistant Deputy Superintendent, Chicago Police Department
Denise Schencker	Public Administrator, State of Illinois Council on Developmental Disabilities
Stacy Sigman	Assistant Village Manager, Village of Northfield
Arturo Vazquez	
Christopher Williams	Mental Health Counselor, Northwestern Memorial Hospital
Karen Williams	Asst. Director, MSA Programs University of Illinois - Chicago

**CONGRATULATIONS AND BEST WISHES  
TO OUR MPA GRADUATES!**

## FALL 2005 RECEPTION TO BE HELD ON OCTOBER 27<sup>TH</sup>

The Fall 2005 Reception for alumni, students, faculty, and interested parties will be held from 5:00pm to 6:30pm on Thursday, October 27<sup>th</sup> on the 10th floor of the Downtown Campus Building (565 W. Adams St., Chicago). A Chicago public sector leader will speak about a topic of interest to public sector and non-profit professionals. Plan to attend and renew relationships with others involved in the IIT MPA Program!

We encourage you to invite any colleagues interested in public administration and anybody who may be prospective students. If planning to attend, please RSVP online at

<http://www.mpa.iit.edu/events/reception/rsvp.html> or to Larry Ruffolo, Assistant Director, at 312-906-5197 or [ruffolo@iit.edu](mailto:ruffolo@iit.edu).

## SUCCESSFUL SPRING RECEPTION



Adrienne Hiegel, Office of Emergency Management and Communications, speaks at the Spring 2005 MPA Program Reception

The Spring 2005 MPA Program Reception was held on April 27<sup>th</sup> at the Downtown Campus and proved to be a success. The reception provided an opportunity for around 150 students, faculty and alumni of the MPA Program to socialize and hear a presentation by Cortez Trotter, Fire Commissioner of the Chicago Fire Department, and Adrienne Hiegel, Managing Deputy Director of Administration, Office of Emergency Management and Communications for the City of Chicago.

## ALUMNI FEEDBACK AND RECRUITING MPA STUDENTS

The MPA Program is always looking for ways to improve our programs and provide more relevant training for public administration professionals. Your feedback would be greatly appreciated. A survey to alumni will be mailed in the next few months to solicit this feedback. As an alternative, please feel free to contact Karl Nollenberger, Academic Director, on ideas for improvements at 312-906-5196 or [nollenberger@iit.edu](mailto:nollenberger@iit.edu)

The MPA Program seeks qualified MPA candidates on a regular basis and encourages you to promote our program! It would be helpful if you could pass along information about our program to the appropriate office at your workplace so that it could be shared. We would be pleased to mail program information to you or the office that you designate. Just contact Larry Ruffolo, Assistant Director, at 312-906-5197 or [ruffolo@iit.edu](mailto:ruffolo@iit.edu). If you know a person interested in our program, please have them contact the MPA Program office.

## ALUMNI INVOLVEMENT

## ALUMNI NEWS

**Illinois Institute of Technology**  
Graduate Programs in Public Administration  
for Nonprofit Professionals




"I found the MPA program at IIT very rewarding and very applicable to the nonprofit sector. It definitely challenged me and moved my career forward."  
—Ron Melka  
President, United Way of Illinois

"I was very impressed by the practical experience the program offered. I'm getting exactly what I wanted from a master's program at IIT."  
—Tannis J. Williamson  
Media and Research  
Rainbow PUSH Coalition

Earn a degree in just 11 courses or a certificate in just 4 courses. Programs include:  
• MPA degree with specialization in Nonprofit Management  
• Certificate in Nonprofit Management

**Apply Now.**  
**A Bright Future Follows.**

Ron Melka (S05) and student Tannis Williamson are featured in the MPA Program flyer sent to non-profit organizations

**Illinois Institute of Technology**  
Graduate Programs in Public Administration  
for Public Safety Professionals





"My military duties were easier because of the opportunities opened to me by my MPA from IIT."  
—Cesar A. Blanco  
Special Agent  
Department of Defense

"Having an IIT MPA degree puts me on a higher tier."  
—Peter O'Leary  
Battalion Chief  
Wheaton Fire Department

"My IIT MPA gave me the skills I needed to advance my career."  
—Dennis Prieto  
Assistant Deputy  
Superintendent  
Chicago Police Department

**Apply Now.**  
**A Bright Future Follows.**

Call: 312.906.5197  
E-mail: [mpa@iit.edu](mailto:mpa@iit.edu)  
Apply: [www.grad.iit.edu/apply](http://www.grad.iit.edu/apply)

**ILLINOIS INSTITUTE OF TECHNOLOGY**  
Shaping Lives. Inventing the Future. [www.iit.edu](http://www.iit.edu)

Cesar Blanco (S94), Peter O'Leary (S04), and Dennis Prieto (S05) are featured in the flyer distributed to the public safety organizations

**Wayne Gulliford (S05)** was promoted to rank of Commander of the Chicago Police Department's Special Operations Section in July, 2005. From September 3-19, Wayne acted as Team Leader for 18 CPD SWAT team members, providing site security and force protection for FEMA Search and Rescue and Body Recovery Teams, in New Orleans in the aftermath of Hurricane Katrina.

**Ron Melka (S05)**, President of the United Way of Illinois, has been very active with Hurricane Katrina relief efforts. The United Way has partnered with the City of Chicago, the State of Illinois, the American Red Cross, the Salvation Army and other United Way agencies to assist in the placement and care of over 9,000 evacuees from the Gulf Coast in local shelters. Ron and his wife have been personally volunteering to assist evacuees in a shelter in Maywood, IL, on a regular basis, in the aftermath of the recent hurricanes.

## STUDENT NEWS

Current MPA student, **Steven Mason**, completed coursework this past summer at the international university, Intercollege, on the island of Cyprus. Steve studied international law and researched case studies in conflict analysis, as well as completed extensive research projects on subjects such as international organizations interventions in human rights violations in other countries and its potential conflicts with national sovereignty. Steve reported attending meetings with Cypriot scholars, politicians and other international students regarding the "Cypriot Problem"; and that all of his experiences there were extremely personally and educationally eye-opening, growthful, and impactful.

## NEW STUDENTS

Our welcome to new students for the Fall of 2005. The following students have been admitted to the MPA Program:

Shannon Paige	Senior Portfolio Acctg. Analyst, Northern Trust Company
Martina Auer	Bartender, Ballydoyle Company
Kenneth Johnson	Executive Director, College Summit Illinois
Phillip Kopinski	Trainer, Athletic Dept., IIT
Sequocoria Mallory	Neighborhood Director, Neighborhood Housing Services of Chicago
Adriana Morales	Probation Officer, Cook County Juvenile Court
Percy Palmer	Preliminary Investigation Officer, Chicago Police Department
Michael Ryan	Lieutenant, Chicago Police Department
Irene Bledsoe	Hotline Phone Counselor, Metropolitan Tenants Organization
Tanisha Brooks	Currently between jobs

Sirena Covington Christina Drouet	Financial Aid Counselor, IIT Manager, Safety Standards Branch, Federal Aviation Administration
Nakia Fenner	Police Officer, Chicago Police Department
Deborah Helm	Clerk, Drug Enforcement Administration
Erica Warrior	Coordinator, Records and Administration, IIT
Joseph Hart Megan Popielarz	Dual MPA / BA Program, IIT Park District, Village of Oak Park

**WE ALSO EXTEND A WARM WELCOME TO THE 28 HANGZHOU AND 23 LIAONING CHINESE STUDENTS ADMITTED FOR A FULL-YEAR MPA DEGREE PROGRAM!**

## THE MPA PROGRAM WELCOMES NEW STAFF



Victoria Strokova  
Program Coordinator

We are delighted that **Victoria Strokova** joined the MPA Program in the full-time position of **Program Coordinator**. Victoria started to work for us in February this year first as a student assistant. She graduated with High Honors from IIT with a bachelor's in Political Science in May. Prior to coming to the US to study at IIT, Victoria studied

Political Science in Moscow, Russia, and was a coordinator for a national youth organization. While at IIT, she had internships at the Chicago Board of Election Commissioners and Illinois Technology Development Alliance, and worked on campus at the Office of the Provost. She received prestigious Freedom Support Act award from the US Department of State and was an Interprofessional Projects (IPRO) Fellow for the Spring 2005 semester at IIT. Victoria has brought a great deal of experience in administration, marketing and recruitment to the MPA program. She has been actively involved in different marketing and recruitment projects, and will take on additional responsibilities as a full-time member of our staff.



Mabel Xu  
China Programs Assistant

We are very pleased that **Mabel (Leibo) Xu** joined the MPA team as **China Programs Assistant**. In her part-time role, Mabel has already made valuable contributions to the successful implementation of various training programs, and she is playing an instrumental role in the coordination of public administration programs

for Chinese cohorts. Mabel is pursuing a MS in Finance at Stuart Graduate School of Business. She received her MBA at Case Western Reserve University, and a bachelor's in

Economics from Central University of Finance and Economics (Beijing, China).

**PLEASE JOIN US IN WELCOMING VICTORIA AND MABEL!**

## FACULTY AND STAFF NEWS

Richard Bonaccorsi met with faculty in Social & Political Sciences and Public Administration from Universidad Iberoamericana in Mexico City to discuss collaborative academic programs. "At this early phase, we are exploring and designing practical cooperative programs which will likely lead to student exchange opportunities through joint and dual degrees, as well as faculty and research exchanges". The MPA partnership also facilitated introductions for the Stuart Graduate School of Business and IIT overall. Professor Paul Prabhaker and Rafael Alvarado, Director of Latin American Affairs, joined Rich at this university, nicknamed "La Ibero", to deliver and discuss a Memorandum of Understanding between Illinois Institute of Technology and Universidad Iberoamericana, signed on September 26<sup>th</sup>, 2005.

Officials at the state and federal levels of the Mexican Government have expressed an interest in our Public Safety & Crisis Management curriculum. We are hopeful that implementation details will be worked out in the coming months.

## SEMINAR ON PUBLIC SECTOR FINANCE FOR THE NON-FINANCIAL MANAGER

**WHEN:** October 21<sup>st</sup> & 22<sup>nd</sup>, 2005; 9:00 a.m. – 4:00 p.m.

**WHERE:** IIT Downtown Campus - Room 520 – 565 W. Adams St., Chicago

**WHO SHOULD ATTEND:** Public officials or administrators who do not create the budgets but would like to have a better understanding of governmental finance.

**WHY ATTEND:** This seminar is designed specifically for you to gain an understanding of the basic concepts of budgeting and finance in order to help you make more informed financial decisions.

Join us at this seminar to learn more about:

- The basics of governmental accounting
- The best of budgeting concepts and practices
- Practical financial management strategies
- Evaluating financial trends, management practices, and legislative policies

### PRESENTERS:

**Karl Nollenberger** is the Academic Director of the Graduate Program in Public Administration and an accomplished practitioner in public administration. During his thirty year career in the local government he held positions of city/county manager and finance director in six different organizations throughout the US and spent five years

consulting the local governments. Mr. Nollenberger received his M.P.A. from the University of Colorado.

**Roland Calia** is an instructor at the Graduate Program in Public Administration and an independent consultant in public finance management in his own firm, Roland Calia Consulting. He previously served as Senior Manager for Budgeting and Financial Planning for the GFOA. Mr. Calia holds a M.A. in Government from Claremont Graduate School and a Ph.D. in Political Science from the University of Chicago.

For more information, see  
[http://www.mpa.iit.edu/public\\_sector\\_finance.html](http://www.mpa.iit.edu/public_sector_finance.html)

## FROM THE DIRECTORS' DESKS

(Continued from page 1 - Nollenberger)

### THE PROFILE

While different organizations look for different qualities in their professional staff, they share many of the same expectations (see exhibit to the right). For example, today's manager needs to be able to work creatively with elected board/council members, senior management, and staff to solve organizational problems. Managers do not work in a vacuum; they must work with a wide variety of people both inside and outside the government to effectively manage their jurisdiction's operations. As such, it is crucial that you develop a management style that complements your organization's culture and motivates others to achieve the highest possible level of performance. The manager must be a role model and the type of person who will foster open communication and problem solving, not stifle it. Effective stewardship of a government's operations requires maturity and professional conviction.

In addition to skills and style, managers must possess personal traits that match their organization's political and organizational climate. Public sector and non-profit employers are looking for people with the presence, integrity, energy, and enthusiasm to motivate others to achieve organizational goals. Managers must be able to build a team that produces the best results for the organization.

You will enhance your chances of moving up in your organization or moving on to another position if you develop skills, styles, and traits that are consistent with your career goals. As you consider your career direction, do a self-assessment. Ask yourself the following questions:

- What are my skills?
- What do I like about my work?
- What don't I like about my work?
- What gives me a sense of accomplishment?
- What do I enjoy doing?
- What is my ultimate goal?

With the answer to these questions in mind, you can prepare yourself for the right position with the right type of organization for you. Make sure that any opportunity you

pursue fits your career goals as well as your family and personal needs. To be successful and happy, your skills and personal interests need to align with the requirements of the position and the nature of the community. Avoid unrealistic expectations about the size or complexity of a given government and/or salary levels. Be fully committed to the next opportunity and show that commitment during the application process.

The next Newsletter will present thoughts on how to enhance your chances of getting that new position through a thorough understanding of the process!

### EXHIBIT 1: The Profile

#### Education/Experience:

- Progressively responsible experiences in management
- Experience in capital improvement and economic development proposals
- Strong administrative skills and responsiveness to requests from others
- An approachable problem solver who likes to assist others
- Familiar with state-of-the-art technological applications
- Ability to develop alternative management strategies
- Experience working with elected and appointed officials
- A record of success in employee management, both supportive and giving direction

#### Management Style:

- Ability to present information to the layperson in an understandable manner
- Mature, self-confident, and secure in professional convictions
- Creative and imaginative leadership
- Ability to effectively delegate without losing track of the status of activities and projects
- Ability to foster open organizational communications
- Be a role model for staff and lead by example
- Support, counsel, and mentor others as appropriate

#### Personal Traits:

- Honest, straightforward, and respectful
- Strong professional presence
- Energy and enthusiasm for meeting challenges and responsibilities
- Politically astute, but completely non-political
- Open-minded and an inclusive problem solver
- Strong interpersonal skills and the ability to bring people together

## FROM THE DIRECTORS' DESKS

(Continued from page 1 - Bonaccorsi)

In addition to the aforementioned curriculum expansion, we have also been developing new ways to deliver public administration programs in accelerated time-frames. These changes respond to feedback we have received from public sector leaders, while mirroring more general trends in higher education toward flexible delivery of programs and overall

globalization of the industry. More specifically, the flexibility afforded by these delivery formats allows us to provide educational programs to groups of public servants that otherwise would not have an opportunity to participate in our part-time, evening program. They are looking for intensive programs delivered in compressed time-frames. For example, we recently hosted an international group seeking training in traffic and public safety management. This group, from the Traffic Safety Bureau of City of Beijing Department of Public Safety, came to IIT for training in preparation of the 2008 Olympics Games to be held in Beijing. Another cohort received training in Government Management. Instructors Disselhorst, Nollenberger, Peters, and Calia, among others, all lectured in the programs.

Meanwhile, our 11-month, full-time MPA for international participants has entered its third year. Two groups, one from Hangzhou City, and the other from the Liaoning Province in China, which arrived in September, have embarked on full-time study program. This year, we estimate that the accelerated part and full-time programs will host more than 125 students. In the process of facilitating and imparting knowledge to these diverse participants, we at IIT fortify our own knowledge of public administration as applied in various settings and cultures.

In short, the enhancements to our graduate programs in public administration are attracting new participants locally and globally, thus enriching the experience for participants, faculty, and staff, while assuring a sustainable advantage in providing public administration education.

We continue to ask both current students and alumni to get involved, whether it's through: 1) referring local MPA prospective students; 2) sharing with us information about the contributions that you are making to your organizations and society; 3) participating in the MPA receptions, the upcoming alumni survey, and alumni dialogs. Please stay tuned for upcoming communications and events which we hope will continue to foster an active and close MPA community.

## NEW COURSES FOR SPRING 2006

There will be three new courses offered this spring in the MPA Program. Two of the offerings are part of the new specializations and certificate programs in Nonprofit Management and Public Safety & Crisis Management.

**PA 533 ADVANCED FINANCIAL MANAGEMENT** - This course provides a detailed examination of selected tools and strategies governments and analysts use to evaluate and manage public budgets and programs. The emphasis will be on the hands-on application of these techniques to practical problems. Topics to be covered include conducting budget analysis, constructing and utilizing performance measures, developing a long-term financial plan, utilizing financial trend monitoring to analyze government fiscal

health and employing priority setting techniques to evaluate capital projects.

**PA 543 PUBLIC POLICY, NONPROFITS AND PHILANTHROPY** – This course examines the long history of charitable giving across the globe, with special emphasis on the United States. In particular this course will focus on the philosophical roots of philanthropy, organized giving, and the role philanthropy has played in the development of modern public policy, as it pertains to health and human services.

**PA 538 INFORMATION SYSTEMS SECURITY/CYBER CRIME** This course provides an in depth review of topics in cyber-crime issues in the public safety field. It includes issues involved with policy and legal issues and tools used for network security.

## NEW MPA WEBSITE

Please check out our newly enhanced MPA Program website at [www.mpa.iit.edu](http://www.mpa.iit.edu). Recently, we have added information on our new specializations and certificate programs, course schedules, updated admission requirements and many other pages. In addition, we also post all important announcements on the main page of our website. Feel free to check on a regular basis for important deadlines and announcements. We would appreciate your feedback about our website and suggestions of possible improvements.

## MPA PROGRAM OFFICE HOURS AND CONTACT INFORMATION

The MPA Program Office in Room 659 of the IIT Downtown Campus (565 W. Adams St., Chicago) is open on Monday through Friday 10:00 a.m.-6:00 p.m. Most forms and information you might need are available there. Textbooks are sold through the Bookstore on the Concourse level.

<b>MPA Program Office</b>	312-906-5198
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