



Our international trip this coming March will be a trip to China. We'll be taking a group of around 12 graduate students and alumni to Hong Kong and to Guangzhou to visit companies and nonprofit organizations and to do some sightseeing, too.

It will be great to return to this country after being away for more than a year. In May 2010 I taught an MBA course in Change Management to a group of 16 students at the Guangdong University of Foreign Studies. Frankly, I was "changed" through this process as much as my students were. China has a 4000+ year-old culture that now intersects with modern western culture in unusual ways. The Chinese have a growing economy that includes many features of capitalism, yet they also have government control of many corporations. For example, the government essentially owns the two largest telecommunications companies and recently moved the CEO from one to the other to shore up the management capacity of the weaker performer.

We've had several other exchanges with universities in China, including sending Prof. Al Kamienski to AnHui University this past spring and hosting Dr. Fang Ming here at North Park this year. Dr. Fang is working on a research project that examines emigrant issues in China.

Do you have any interest in joining our group as we venture to China in March? Let us know soon, as the trip will most certainly fill up quickly.

Sincerely,

Wesley E. Lindahl

Dr. Wesley Lindahl, Dean

and

Nils Axelsson,

Professor of Nonprofit Management



Dr. Al Kamienski (center) and his students at Anhui University of Finance and Economics in Bengbu, Anhui, China, hold a sign commemorating his course.

East Meets West—AUFE Meets NPU

By Dr. Al Kamienski, Associate Professor Finance and Economics

Confined in the corporeality of current times, how do we comprehend our place as a formative part of a rich, developing history? This was one central question in my mind as I spent a portion of the summer as a Visiting Professor in the School of International Economics and Trade at the Anhui University of Finance and Economics in Bengbu, Anhui, China. Everywhere, from the streets of remote and relatively unknown Bengbu to the Fengyang Royal Mausoleum to Dragon Lake Bridge Park, were signs of a civilization in transition.

Red and yellow, meet red, white, and blue. Dragon and phoenix, meet Uncle Sam and the bald eagle. Hammer and sickle, meet elephant and donkey. Zongzi and baijiu, meet apple pie and Budweiser. AUFE meet NPU.

While teaching two sections of macroeconomics—one to 35 graduate students and the other to 40 professors—I was able to engage in discussions such as, “Is China fully prepared for the implications of the implementation of a market system?” and

“Has the unprecedented growth in the Chinese economy translated into a noticeable improvement in the Chinese quality of life?” Certainly no definitive answers to these questions exist in a culture and economy at the crossroads of its past and future. For the first several weeks the collective student response to these critical questions was silence. Gradually it became clear that the prevailing Chinese pedagogy consists of rote, factual recitation, absent emphasis on critical examination. But as our trust grew and we acclimated to each others’ eccentricities, the ensuing dialog revealed a people with a profound and reverential compliance to their cultural constraints, but also excited by the promise of upward mobility.

Concurrently, the Chinese were perceptively aware that the benefits and promises of the market system have not been fully distributed across the entire economy. The citizens of Bengbu, in Anhui province—one of the poorest provinces in the eastern portion of the country—realize their likely career and economic futures are confined to the

FACE

*“Face” means ‘sociodynamic valuation’,
a lexical hyponym of words meaning
‘prestige; dignity; honor; respect; status’.*

(Carr 1993:90)

Continuation of feature article

East Meets West—AUFÉ Meets NPU

provincial opportunity set. In the meantime, the affluent in Beijing, Hong Kong, and Shanghai continue to make gains that further widen the gap between themselves and their mainland comrades.

Yet the spirits and will of these mainland Chinese were not dampened by these seemingly limited prospects and economic inequities. On campus, I was awestruck by the diligence and dedication of the Chinese students. Most attended classes seven days a week and studied into the late hours every evening. They viewed education as their duty and considered academic achievement and English proficiency as necessary not only for their personal and professional progress, but also a means to bring honor to their families. The families that supported these students—in general, two parents and four grandparents—dedicated themselves personally and financially to their offspring. And these Chinese families share one simple dream in common with Americans—to see our children (or in their case, child) lead better lives than we do.

The students and professors with whom I lived, laughed, and learned were some of the most honorable people I have met in my life. The

mately \$30, to get a new one and keep his offer to me intact. While the amount may seem a pittance, it represented one fourth of the total monthly living allowance his parents sent him. Once I found this out, I demanded he let me repay him. But he refused repeatedly to accept my reimbursement for this business expense, maintaining it was “his honor” to provide for me while in Bengbu. Affirming it as a business expense and explaining how in professional, American business terms I would be able to write off the cost, I eventually forced him to accept my reimbursement under the guise that he should recognize and not reject the fact that “cash is king!” In hindsight, I likely erred in using an aggressive American business approach and should have allowed him the gesture. Capitalism and communism in a culture clash?

So how will my travels to China change me going forward? As Yogi Berra said, “It is tough to make predictions, especially about the future.” I know that I am changed because of my time in China. The experience is tattooed on and in me. Wo ai Bengbu and Wo ai zhongguo. It is a part of my history as I am a part of its. See for yourself and become a part of its future.

Comparing the Income Gap

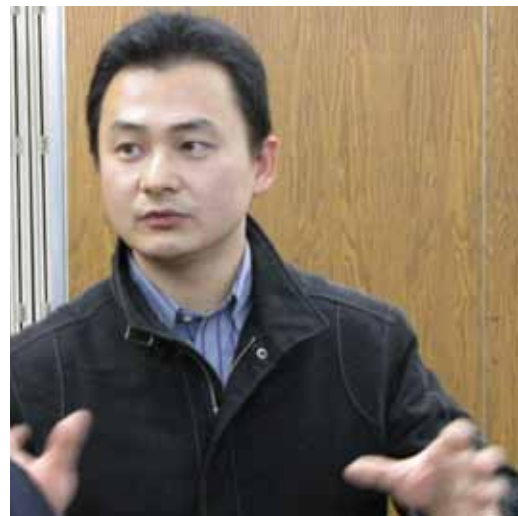
from Rich to Poor in the United States and China

By Christopher Galvez, Jessica Luciano, and Christina McCullough

(Dr. Ming Fang, a visiting professor from China, delivered a lecture on September 28, 2011, at North Park University. Among those in attendance were students from Dr. Lee Sundholm’s graduate macroeconomics course, SBNM 5210. This article was prepared by students from that course.)

On September 28, Dr. Ming Fang spoke to North Park students about intergenerational mobility, comparing the income gap from rich to poor in the United States and China. As part of the agreement between North Park and Anhui University of Finance and Economics (AUFÉ) in Bengbu City, China, Dr. Fang is visiting in order to facilitate a cross-cultural learning experience. Using international comparisons, we can better understand why social mobility across regional and socio-economical groups is an intricate process, and we can determine if inequality in a culture changes over time.

According to Professor Fang’s findings, the higher the income elasticity (determined by a complex equation), the less likely a new



Continued from page 3:

Comparing the Income Gap from Rich to Poor in the United States and China

generation will earn more than its parents. The lower the elasticity, the more likely it is that a new generation will exceed the earnings of its parents. The intergenerational income elasticity is higher in China and the U.S. than that of most other countries. That being said, within each respective country there are even further variations in these numbers. Factors like socioeconomic status, regional locations, and the level of community can all affect how much the next generation earns as it enters the workforce.

For example, one of the interesting findings from Dr. Fang's research is that the majority of the wealth and economic elasticity is higher in China's eastern coastal regions than any other location. Another finding is that China is the least among the socially mobile places in the world. His findings show that even though the country is experiencing an economic expansion, there are still economic issues that need to be addressed and changed to benefit the people as a whole.

Using international comparisons, Dr. Fang concluded that a number of countries, including Denmark, Norway, Sweden, Canada, Germany, and France, have more relative mobility than the United States and China. Of the countries Dr. Fang researched, only Brazilians have less relative mobility than the Chinese. This information

was measured using the relationship between parents' and children's incomes as an indicator of relative mobility. Similar gaps are clear when comparing rural to urban data, as well as the diverse coastal, inland, western, northern, and eastern regions in China.

Professor Fang's talk helped pique the curiosity of the audience, which led to many questions about this fascinating topic. For example: Has China hit such an economic plateau that this growth is preventing the people from upward mobility? What changes, if any, can be made to give people hope and a chance at a different economic lifestyle? How can wealth and education be distributed to other regions of China? Overall, the presentation, data, and equations were insightful and helped us to see the big picture. Does wealth become the primary tool in order to provide a better environment for growth in the future in order to narrow the disparity gap? Will the wealthiest people in the population transmit their social status more easily or will the poorest not be able to provide their children social promotion? Once a country achieves a certain level of economic development, does elasticity stabilize?

We thank Professor Fang for spending time here in Chicago and at North Park, and for shining some light on this interesting subject.

SBNM News & Events

Molly Philosophos awarded Alford Scholarship

We are proud to announce that Molly R. Philosophos is this year's recipient of the Alford Scholarship. This annual scholarship is awarded to a student pursuing a degree or certificate in nonprofit management who has demonstrated academic excellence.

This scholarship is named in honor of Dr. Jimmie Alford, in recognition of his lifelong interest in young people, his dedication to education and strengthening the nonprofit sector, his loyalty, and his devotion to the cause of Christ. Dr. Alford, founder and chair of The Alford Group, serves as executive in residence at North Park University's School of Business and Nonprofit Management, where he teaches graduate courses in nonprofit management and in the Axelson Center's professional certificate program. He is a member of the Advisory Board of the SBNM and the Advisory Board of the Axelson Center for Nonprofit Management. He is also a North Park alum, and has served as a North Park University trustee.

Molly Philosophos is currently pursuing a master of nonprofit administration degree. She is director of development at Hephzibah Children's Association in Oak Park, Illinois. Hephzibah Children's Association is a non-profit organization serving children and families throughout the Chicago area. Its programs and services include residential and group homes for children who have been abused and neglected, family-based programs including foster care and adoption services, and after-school and summer day care programs with local elementary schools. Philosophos previously served in various roles at Hephzibah, including that of board president.

We congratulate Molly on this well-deserved award.

Laura Wilkinson awarded Mark Farano Scholarship

This year's recipient of the Mark Farano Scholarship is Laura Wilkinson. Each year, this scholarship is awarded to an MBA student who demonstrates strong academic performance and leadership capability.

Laura will complete her MBA in May 2012. She is assistant director of development at the American College of Healthcare Executives, an international professional society of healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations. She has more than 15 years of nonprofit and association management experience and has achieved the designation of Certified Association Executive. Laura received her bachelor's degree from Illinois State University and earned a certificate in nonprofit management from William Rainey Harper College.

Hannah Haugen named Lincoln Laureate

Each fall, an outstanding senior from every four-year degree-granting institution of higher learning in Illinois is awarded the Student Lincoln Academy Medallion and thereby becomes a Student Laureate of the Lincoln Academy of Illinois. Student Laureates are honored for their overall excellence in curricular and extracurricular activities. We are pleased to announce that Hannah Haugen, a senior in our undergraduate business program, has been named North Park University's Lincoln Laureate.

Hannah will graduate in May with a major in business and economics and a minor in French, accumulating 153 hours . . . in only three years of study! She has interned in the accounting department at Swedish Covenant Hospital and served as a campus tutor for both macroeconomics and French. She has been a resident assistant in campus apartments and a student consultant with the Albany Park Chamber of Commerce. She has also served as a note taker for students with disabilities and studied abroad in the Netherlands.

Our congratulations to Hannah! This is the second straight year that a student from the SBNM has been awarded the Lincoln Laureate honor.

North Park Breakfast Series

On October 25, the fifth installment of the North Park Breakfast Series was held at the University Club in downtown Chicago. Robert W. Lane, retired CEO of John

Deere and chairman of Deer and Company's board of directors, delivered a talk entitled "Human Flourishing: The High Call of Business Leadership." In his comments, Mr. Lane stressed that "we are not called to success; we are called to faithfulness." He noted that it is imperative for a business person to have a high calling, one where glorifying God is the primary ambition. All other goals, such as the desire to prosper and thrive in competitive business, are secondary ambitions. Business people should not focus on selfish needs. Instead, we must focus on serving others, and personal benefit will be a derivative of having one's priorities in proper order. The purpose of business is to satisfy a customer in a way that, in the long run, benefits the company's stakeholders.

Mr. Lane also summarized the key principles that guided John Deere to success. He noted that he recently had the privilege of presenting these same principles to a group of Tuck Business School students in China. These principles are high aspirations, "gritty ethic" (meaning that there was an obsession with how to do business), uncommon teamwork, and a focus on integrated metrics. Mr. Lane's thought-provoking comments resonated with North Park's Christ-centered mission.

Lasting Friendships

In 2010, Dean Lindahl taught a course in Change Management to a group of 16 students at the Guangdong University of Foreign Studies. One student, Fen Fu Yan, stopped by to visit with us on a recent trip to Chicago.



Meet the Faculty : Dr. Michele Klich Wayte

Welcome to North Park University and the School of Business and Nonprofit Management! You just joined our faculty this fall as professor of marketing, but it seems as though you've settled in to become part of the North Park Team right away. Does it seem that way to you, too?

Yes, North Park is a great fit for me. And the fact that this school focuses on business and nonprofit management is ideal. In addition to teaching marketing, my recent research concentrated in the area of social entrepreneurship. This area is so interesting and so important because social enterprises are tackling some of the most challenging social and economic problems facing us today.

What is it about North Park University that interested you in becoming a full-time faculty member here?

North Park's mission to prepare students for lives of significance and service deeply resonates with my dream of teaching business students to step out boldly and create a better world. So I was very interested in working with the SBNM and the Axelson Center. I have a passion for social entrepreneurship. I've served as a judge in the Social Venture Plan Competition at Seattle Pacific University, and I completed a pilot study of nonprofit managers under a research grant. The project, entitled Social Entrepreneurship: Profiles in Faith, Innovation, and Risk-Taking, investigated the innovative business models of successful young entrepreneurs in Portland and the role of faith in their decision to lead lives of significance and service. Again, the unique environment here, in this school, with a focus on business and nonprofit management, is such a strong match with my interests and goals.

You have been in academia for over 10 years. Before joining North Park, you taught at Concordia University in Portland, Ore., and prior to that at universities in California, Guam, and Taiwan. What is it about teaching that inspires you?

The art and science of learning is a driving force in my life. As a professor, you can never stop learning, and that is the lesson that I strive to teach to my students. I am fascinated with how learning has changed in the past 10 years, how students in the same class might all learn in different ways, and how students can learn from each other. I continually reinvent courses utilizing the newest technologies and resources to better engage students and create a meaningful, collaborative experience. Hopefully students are learning the value of cooperation and how to build strategic alliances. Creating a better system is key to solving business problems.

You previously had the opportunity to teach a course in China. Please tell us about that.

It was a bit daunting at first. While on the faculty at the University of Guam, I taught a graduate marketing course in Hangzhou, China. Traveling there alone in bleak December, I was told nothing about the students except that they would appreciate some lectures about marketing. It turned out that the class consisted of Chinese

business executives looking to study "American case studies." The lectures would not work, so overnight my interpreter (who fortunately had brought a casebook with him from the University of Beijing) and I redesigned the course on the fly. We selected cases and created questions for study and analysis of the cases. The next day, upon returning to class, I assigned teams to analyze cases and prepare and present responses. Initially, the teams wanted to compete with each other and asked me to rank them by quality of response. I suggested we conduct the case studies in a more democratic, "American style." After one team presented, the others would share their responses, and we would all work together to help develop the best one. The students delighted in that learning process. After a couple of missteps, the class eventually became an exciting collaboration. We even ended up singing Christmas carols together!

What interesting cultural differences and similarities did you see between China and the U.S.?

While there are some obvious cultural differences, the joy of learning together is the same in both cultures. One of the courses that I taught this fall at North Park was Social Entrepreneurship. During the last week of the course, the students presented their business plans. After each presentation, the other students provided critical feedback and suggested organizations the teams might contact to help design a better business. The teams happily took down notes and immediately started revising their plans. This type of collaboration reminded me of what happened in my course in China.

In what ways did your experience in China help to shape you as a professor, and how do our North Park students benefit from that?

My China experience helped to condition me. I am very student-focused and design courses based on how students learn and want to learn. If they are not actively engaged, I "change course" and redesign strategies to optimize the learning process. Now, I'm able to adjust rapidly whenever I might need to. My students keep me on my toes. I have to stay sharp and think fast!

What sorts of things do you enjoy doing during your leisure time?

I enjoy the performing arts—music and theatre especially. I sing; play classical and jazz piano; and go to plays, movies, Puccini operas, and the symphony. I'm inspired by musicians and actors working together to create meaning. It gives me ideas about what we can do in the classroom.





Another Awesome International Experience

The Greece Chronicles

By Dr. Chris Nicholson

Last March, a group of 13 SBNM students, alumni, faculty, and staff embarked upon a fascinating journey to Athens, Greece and the 2011 SBNM International Experience. For 12 days the group learned about the business, nonprofit, and historical sides of Greece and the profound and highly contentious change taking place there.

After leaving Chicago on March 7, we arrived at the Athens airport to—are you ready for this?—snow flurries! Locals told us it rarely snows in Athens, and we witnessed several Athenians snapping pictures of the snowfall as we proceeded to our hotel at the foot of the imposing Acropolis, the most prominent of Greece’s ancient ruins. Although tired, the group was anxious to begin exploring our new surroundings, and that evening we strolled neighborhoods thousands of years old in the shadow of the Acropolis. As we traversed cobblestone streets and passageways, large and fluffy snowflakes began gently falling, creating a surreal—and unforgettable—first-night experience in Athens.

After a day to recover from jet lag, we journeyed to the beautiful campus of the American College of Greece (ACG), home of the Duree School of Business. We enjoyed a tour of ACG’s impressive campus (set into a hillside overlooking Athens) prior to listening to Professor of Finance Dr. Dimitrios Doulos, who provided a thorough and fascinating explanation of the origins and impact of the Greek financial crisis.

The next morning we visited the corporate headquarters of APIVITA, Greece’s leading cosmetic company. Committed to marketing sustainable and natural products—many of which are made from propolis, a substance produced by bee colonies—APIVITA grew

from a two-person operation to a global company. After explaining their business strategy and the challenges and opportunities they face, APIVITA executives served us lunch, during which we were surprised by a visit from the firm’s founder and CEO. After leaving APIVITA with bags filled with their products, we proceeded to our next appointment at Nutricia. Nutricia is a division of Danone Group, one of Europe’s largest food manufacturers, and we enjoyed an enlightening conversation about the challenges of doing business in a European Union that consists of dramatically different markets, each with unique buyer characteristics and behavior.

On Saturday we visited the original Olympic Stadium, the site where the first Olympic Games took place and on which was built—entirely of marble—the stadium for first modern Olympics in 1896. The group had the opportunity to “take the field,” running the track, posing with the impressive marble statues on the infield, and ascending the podium to receive their imaginary medals!

The following day we boarded Greek public transportation (an adventure in itself!) and travelled along the beautiful Greek coast to the southern tip of Greece and the awe-inspiring Temple of Poseidon, which overlooks the Aegean Sea. While walking around the impressive site, one could see graffiti inscribed into the marble ruins, detailing visits from travelers in the 1800s. Graffiti is certainly not a contemporary phenomenon!

Monday’s schedule included two visits to nonprofit organizations, including Cerebral Palsy Greece (CPG). We visited with the organization’s founder and executive director, who explained the challenges of operating a nonprofit in Greece, including laws that

(Continued from page 7)

Another Awesome International Experience

The Greece Chronicles

tax donations twice—to both the donor and the receiver. Cerebral Palsy Greece has overcome these obstacles, due in part to its strong belief that individuals with cerebral palsy should have the same opportunities to express themselves artistically as anyone. During one of the most impactful experiences of the trip, CPG students and their teachers produced a formal “artistic review,” which included drama and musical performances. A post-show reception allowed our group to chat with the performers and staffers—truly a remarkable and inspiring experience!

After leaving CPG we visited The Eliza Society for the Prevention of Cruelty to Children. A very small nonprofit, the Society operates a home where children can live as they heal from the physical and emotional scars of abuse. The two principles of the organization reiterated for us the challenges of operating a nonprofit in Greece.

Monday was a free day for the group to explore Athens, and many took the opportunity to visit the Parthenon, Acropolis, Mars Hill (on which the Apostle Paul preached), and the Acropolis Museum, all of which were steps (literally!) from our hotel. Experiencing these icons of Western civilization left us amazed at the brilliance of the ancient Athenians.

On Tuesday, we visited Microsoft Greece and were treated to fascinating presentations on Microsoft’s approach to human resources and talent development, Microsoft’s business in Greece, and its product development. Although some of the group were disappointed Microsoft didn’t provide an Xbox or mobile phone as a parting gift, the entire group nonetheless enjoyed and learned much from our visit.

With half the day left to explore, many of us returned to Syntagma Square, the central point of Athens (which the Greek Parliament building overlooks) and the spot where many Greek protests take place. We were fortunate during our trip to avoid the violent protests and strikes, although several in the group did experience a large, peaceful protest in Syntagma Square, where large signs and loud chants called on politicians to restore workers’ rights.

Apart from our snowy arrival, the weather during our stay was pleasant, with abundant sunshine and warm temperatures. When we boarded a ship on Thursday for a day’s tour of Greek islands, the weather turned overcast with intermittent drizzle. Despite the weather, the group enjoyed hiking and shopping in the ports of Aegina and Poros. On the island of Hydra, several folks took a tour of Greek ruins that included a stop at a pistachio factory; many returned with a bag of warm pistachios! Some rented motor scooters and toured the island on their own, and the remainder strolled the quaint streets sightseeing, shopping, and enjoying Greek pastries from small bakeries. As we returned to Athens, the sun peeked through the clouds and created a brilliant double rainbow that spanned the lovely Aegean Sea.

On our last day in Athens we savored all the city has to offer, including last-minute shopping at the many Greek markets we discovered. During SBNM International Experiences, we gather on our last evening for a farewell dinner, and during this time we enjoyed lots of good Greek food, live traditional Greek music, and a little dancing and singing! As we boarded the plane to come home, more than one person remarked that the trip was a life-changing experience, and I think that sentiment, in one way or another, was shared by each of us.

Join SBNM’s 2012 International Experience!

The destinations for the 2012 SBNM International Experience are Hong Kong and Guangzhou, China!

Join SBNM faculty, staff, and students over spring break for an unforgettable 11 day trip to the world’s second largest economy, including glittering and cosmopolitan Hong Kong. Scheduled from March 6–16, 2012, the trip includes meetings with educational, corporate, and nonprofit organizations, as well as cultural activities. You may take the trip for credit (SBNM 5570), or simply for pleasure. Additional highlights include:

- **Accommodations at four-star business hotels in Hong Kong and Guangzhou**
- **Cultural dining experiences**
- **Sightseeing and shopping in two of China’s premier cities**

For more information, including an application, visit the SBNM graduate website: www.northpark.edu/SBNM/News or contact Chris Nicholson at (773) 244-5518 or cnicholson@northpark.edu. **Space is limited, and the application deadline is December 15!**

Educating the Next Generation of Nonprofit Leaders

North Park University's Nonprofit Leadership Alliance Program

By Christa Beall Diefenbach

Several recent studies suggest that the biggest issue facing the nonprofit sector is not funding, but the ability to attract, retain, and develop the right leaders. North Park is part of a national network of academic programs working to address this leadership gap. From one-hour, professional webinars to the graduate degree in nonprofit management, North Park has one of the most comprehensive nonprofit education programs in the country. Although developing the skills of current leadership is critical, we know it is equally important to stock the pipeline by preparing the next generation of nonprofit leaders.

An often overlooked part of North Park's nonprofit program is the undergraduate Nonprofit Leadership Certificate. Students from across campus pursuing degrees in Biology, Global Studies, Sociology, and many other disciplines, participate in the School of Business and Nonprofit Management's undergraduate Nonprofit Leadership Program.

A national certification provided through an affiliation with the Nonprofit Leadership Alliance, the program provides students with a unique learning experience that includes 180 hours of coursework, participation in a three-day national conference, service-learning activities, and a minimum of 300 hours in a nonprofit internship.

As director of North Park's Nonprofit Leadership Program, I have noted that our students are starting their careers with real-world experience. Most have completed multiple internships, conducted fundraising campaigns, managed volunteers, and coordinated special events. They understand the nuances that make our sector unique, and they are well prepared to hit the ground running.

Since North Park launched the program in 2000, 55 students have received NLA certification to intentionally prepare for nonprofit-sector careers. Another 21 are currently completing the certificate requirements. Upon graduation, students receive Certified Nonprofit Professional (CNP) designation.

As the first generation to enter the nonprofit career field by design, these students are prepared to make a significant impact in our communities.



Sixteen North Park students attended the 2011 Alliance Management Institute in Orlando, Fla.

Alumni Career Updates

Patricia Erickson (MBA 2010)

Patty was recently promoted to senior product operations manager at Element14. In this role, she is responsible for developing other employees and providing strategic input to senior management. Patty states, "I am 100% convinced that what I learned in the MBA program played a significant part in being able to move to this new level. I tell people this all the time, too." Congratulations Patty!

Scott Logan (MM 2010)

Scott recently changed positions. He is now an assistant clinical manager at Advocate Christ Medical Center. Our best wishes to Scott in his new endeavor.

Rick Yngve (1997)

Rick, a current SBNM adjunct professor and former associate director of the SBNM, recently moved to Tucson, Ariz., with his wife Erica and son Lukas. Rick continues to teach online courses for North Park while managing his own consulting firm for small businesses and nonprofits. He can be reached at rick@yngveassociates.com



Three Award-Winning Organizations Share Tips for Weathering Tough Times

By Christa Beall Diefenbach

In a recent Axelson Review newsletter interview, three nonprofit leaders shared management strategies that helped their organizations thrive despite challenging times. Below is a short excerpt from that article. To see the entire interview, visit www.northpark.edu/axelson and click on “Axelson Review newsletter.”

Nancy Ronquillo, President and CEO Children's Home + Aid

Highlighted Strategy: Great public/private partnerships have equipped us to complete two capital campaigns and build two new buildings. Cultivating relationships with local public officials has taken years. They haven't always reaped immediate payoffs, but they've been incredibly valuable in the long run as elected officials have learned that we (like other nonprofits) are a huge asset to the communities we serve.

PJ Powers, Artistic Director Elizabeth Auman, Managing Director Timeline Theatre

Highlighted Strategy: We look to our strategic plan to guide our decisions every day—and we've done so from day one. Before we staged our first production in 1998, we spent about a year getting our house in order—developing the strategic plan as well as a mission statement, personnel policies, and so on. Since we involved everyone in the process—staff, artists, board members—everyone feels connected to the mission even now.

Amy Skeen, President/CEO Girls in the Game

Highlighted Strategy: We partner with Loyola University to conduct ongoing research on our programs and our curricula, which is aligned to state and national standards. Year after year, the findings demonstrate our significant positive impact on girls' attitude, knowledge, and behavior. The research helps us fine-tune our programs and builds our credibility with schools and funders



Workshop Opportunity: Strategies for Developing Self-Generated Income

Wednesday, December 7, 2011, 9 a.m. – 4 p.m

*Presenter: Jimmie R. Alford, LL.D., L.H.D.
Founder and Chair, The Alford Group*

Given the uncertainty of traditional revenue streams for nonprofit organizations, this full-day workshop will explore aspects of self-generated income that may be essential to not only survive but to thrive. The utilization of nonperforming assets, social ventures, related and unrelated business income, accessing venture capital, and examples of successful business initiatives will be discussed.

As government funding and fees for services are highly stressed, philanthropy is constrained, and investment portfolios are pressured, finding new funding scenarios may be essential to mission integrity. This session will examine brand equity as an asset as well as strategic collaboration to leverage resources. This workshop is intended for upper level management and board members.

Location: North Park University
3225 W. Foster Ave., Chicago
Fee: \$150 (includes lunch & course materials)

A 50% discount is available for current North Park University students. Other discounts and scholarships are available to qualifying candidates.

For additional information or to register, visit www.northpark.edu/axelson/workshops or call (773) 244-5799.

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City of Evanston

Marlee Benson
EMERgencycey 24

Karen Bittner
Super Sibz

Kayla Davila
WGN

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Swedish Covenant Hospital

Cameron Hodgkinson
Chicago Fire

Josh Hofstra
Methodist Home Maintenance

Larnell Jackson
Aspirations of Life

Ryan Javech
Pfingsten Partners

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